

WORKSHOP

FY 15/16 Budget Workshop

Tuesday, June 23, 2015

9:00 a.m. – 3:00 p.m.

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

Leon County
Board of County Commissioners
Fiscal Year 2016 Budget Workshop
June 23, 2015

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Leon County
Board of County Commissioners
Budget Workshop Item #1

June 23, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Strategic Initiatives Status Report

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

Fiscal Impact:

This item does not have a fiscal impact.

Staff Recommendations:

Option #1: Approve the Strategic Initiatives Status Report.

Report and Discussion

Background:

Leon LEADS was instituted throughout Leon County government over the course of Fiscal Year 2012 (Listens for Changing Needs, Engages Citizens and Employees, Aligns Key Strategic Processes, Delivers Results & Relevance, Strives for Continuous Improvement).

The approach resulted in the alignment of the Leon County Board of County Commissioners' Vision for the Leon County community, with Strategic Priorities that advance the County toward that Vision, and the County's optimized resources. Leon LEADS is a continuous process of looking inward to strengthen what works and to abandon what does not; of looking outward to receive feedback from citizens and to leverage partnerships; and of adjusting as conditions changes.

Commensurate with the adoption of Leon LEADS during the 2011 Board retreat, the Board of County Commissioners initiated a two-year strategic planning process and revamped its annual retreat process with a stronger emphasis on strategic planning, this aligns the optimized resources of the organization with the Board's top priorities. During the retreat, the Board defined its Vision for the Leon County community and established four Strategic Priorities: Economy, Environment, Quality of Life, and Governance. Subsequent to receiving the Board's direction during the retreat, extensive efforts were undertaken from December 2011 to February 2012 to identify 84 Strategic Initiatives, adopted by the Board on February 28, 2012, which brought the four Strategic Priorities into action.

The Board identified 25 additional Strategic Initiatives during its 2012 retreat, 15 during its 2013 retreat, and 12 during its 2014 retreat (a total of 136 Strategic Initiatives). As a component of the 2013 retreat the Board approved transitioning to a five-year planning cycle, with continued annual reviews and updates, and semi-annual status reports. The Board adopted Leon County's revised FY 2012 – FY 2016 Strategic Plan on January 27, 2015. Consistent with the Board's direction, this Budget Workshop item provides a status report on the Board's Strategic Initiatives.

To facilitate a central component of LEADS, whereby continuous efforts are made to identify efficiencies, enhance performance, and improve services, the County Administrator instituted LEADS Listening Sessions in 2012 and Cross Departmental Teams were instituted last year. The Listening Sessions and Cross Departmental Teams were conducted last fiscal year, and will be conducted again in alternating years beginning in FY/2016.

Analysis:

Strategic Initiatives – Each of the 136 Strategic Initiatives aligns with and advances one or more of the Board's Strategic Priorities, which in turn supports and advances the Board's Vision. A status report on the Board's Strategic Initiatives is provided twice a year: during the budget process and during the Board's annual retreat. The status of the Strategic Initiatives is detailed in Attachments #1 and #2:

- Attachment #1 – A summary report, presented in the same order as the Strategic Initiatives appear in the Strategic Plan.
- Attachment #2 – A detailed report, presented by lead County entity.

A brief summary of the status of the Strategic Initiatives follows:

- 117 are complete and 19 are in progress.
- Staff anticipates that as of the end of December 2015 that 127 will be completed and 9 will be in progress

Table 1 – Status of the Strategic Initiatives		
Timeline	Status	
	Complete	In Progress
As of Preparation of June 23, 2015 Status Report	117 (86%)	19 (14%)
Projected Status as of December 31, 2015	127 (93%)	9 (7%)

Please note that many of the initiatives recorded as “Complete” do not “stop” - rather they will have continued impacts (such as the Domestic Partnership Registry, the Citizens Engagement Series, and the expanded community gardens program), and that some of the initiatives recorded as “Complete” are still in process, but require no further Board direction and will be carried out as part of management’s work plan.

The following provides a brief snapshot of the status of all the Strategic Initiatives, categorized by each initiative’s main Strategic Priority alignment (Economy, Environment, Quality of Life, or Governance), without the details found in the Attachments #1 and #2.

Status in Brief

ECONOMY - Within the area of the Economy, completed initiatives follow:

- 1 2012-09 Consider policy to continue suspension of fees for environmental permit extensions
- 2 2012-20 Evaluate sales tax extension and associated community infrastructure needs through staff support of the Leon County Sales Tax Committee
- 3 2012-23 Implement Leon County 2012 Job Creation Plan
- 4 2012-24 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 (rev. 2015)
- 5 2012-25 Evaluate competitive sports complex with the engagement of partners such as KCCI
- 6 2012-29 Consider policy to waive EMS fees for uninsured or underinsured veterans
- 7 2012-46 Develop job search kiosk for veterans
- 8 2012-47 Consider policy to allocate a portion of Direct Emergency Assistance funds to veterans
- 9 2012-48 Provide job search assistance for County Probation and Supervised Pretrial Release clients through private sector partners
- 10 2012-50 Identify revisions to future land uses which will eliminate hindrances or expand opportunities to promote and support economic activity
- 11 2012-51 Consider policy to encourage redevelopment of vacant commercial properties
- 12 2012-81 Support VIVA FLORIDA 500
- 13 2012-82 Develop Capital Cuisine Restaurant Week
- 14 2012-83 Support Choose Tallahassee initiative
- 15 2013-16 Extend the term of Leon County's Local Preference Ordinance
- 16 2014-04 Engage in a needs assessment for the Bradfordville Study Area

- 17 2014-05 Ensure projects being considered for funding associated with the infrastructure Sales Tax extension represent geographic diversity throughout the County
- 18 2014-06 Ensure projects being considered for funding associated with the infrastructure Sales Tax extension address core infrastructure deficiencies in rural areas
- 19 2014-07 Engage with local economic development partners to build and expand upon the success of Entrepreneur Month and community connectors
- 20 2014-09 Support sector planning for the area surrounding Veterans Affairs' outpatient clinic
- 21 2014-15 Continue to work with FSU to bid and host NCAA cross country national and regional championships at Apalachee Regional Park
- 22 2015-10 Work with the City of Tallahassee and Blueprint to implement the Sales Tax extension, including the Economic Development portion
- 23 2015-11 Identify projects that may be advance-funded as part of the Sales Tax extension
- 24 2015-12 Coordinate efforts, with institutions of higher learning and other partners, to support local entrepreneurs

ECONOMY - Within the area of the Economy, work continues on the following initiatives:

- 1 2012-22 Identify local regulations that may be modified to enhance business development
- 2 2014-01 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
- 3 2015-03 Evaluate and identify the projected unmet local market for middle-skill job opportunities
- 4 2015-04 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

ENVIRONMENT - Within the area of the Environment, completed initiatives follow:

- 1 2012-10 Develop Countywide Minimum Environmental Standards
- 2 2012-11 Develop minimum natural area and habitat management plan guidelines
- 3 2012-12 Integrate low impact development (LID) practices into development review process
- 4 2012-13 Update 100-year floodplain data in GIS based on site-specific analysis received during the development review process
- 5 2012-14 Develop examples of acceptable standard solutions to expedite environmental permitting for additions to existing single-family homes
- 6 2012-21 Evaluate start-up of small business lending guarantee program
- 7 2012-31 Complete construction of Leon County Cooperative Extension net-zero energy building
- 8 2012-53 Promote concentrated commercial development in Woodville
- 9 2012-54 Update Greenways Master Plan
- 10 2012-64 Conduct workshop regarding Onsite Sewage Treatment and Disposal and Management Options report
- 11 2012-65 Evaluate and construct glass aggregate concrete sidewalk (deleted 2013)
- 12 2012-74 Pursue opportunities to fully implement a commercial and residential PACE program

- 13 2012-75 Consider policy for supporting new and existing community gardens on County property and throughout the County
- 14 2012-76 Develop energy reduction master plan
- 15 2012-77 Further develop clean - green fleet initiatives, including compressed natural gas
- 16 2012-78 Evaluate Waste Composition Study
- 17 2012-79 Identify alternative disposal options
- 18 2012-80 Explore renewable energy opportunities at Solid Waste Management Facility
- 19 2013-10 Develop examples of acceptable standard solutions to expedite environmental permitting for new construction
- 20 2013-23 Expand the community gardens program
- 21 2013-24 Seek competitive solicitations for single stream curbside recycling and comprehensively reassess solid waste fees with goals of reducing costs and increasing recycling
- 22 2015-08 Protect the rural character of our Rural Land use category

ENVIRONMENT - Within the area of the Environment, work continues on the following initiatives:

- 1 2012-52 Consider mobility fee to replace concurrency management system
- 2 2012-63 Bring central sewer to Woodville consistent with the Water and Sewer Master Plan, including consideration for funding through Sales Tax Extension
- 3 2013-20 Extend central sewer or other effective wastewater treatment solutions to the Primary Springs Protection Zone area within Leon County

QUALITY OF LIFE - Within the area of Quality of Life, completed initiatives follow:

- 1 2012-01 Participate in American Society for the Prevention of Cruelty to Animals (ASPCA) Partnership
- 2 2012-02 Participate in ASPCA ID ME Grant
- 3 2012-03 Consolidate dispatch functions
- 4 2012-15 Develop unified special event permit process
- 5 2012-16 Consider property registration for abandoned real property
- 6 2012-17 Develop process by which public may electronically file legal documents related to development review and permitting
- 7 2012-18 Investigate expanding internet-based building permitting services to allow additional classifications of contractors to apply for and receive County permits via the internet
- 8 2012-19 Investigate feasibility of providing after hours and weekend building inspections for certain types of construction projects
- 9 2012-30 Pursue funding for community paramedic telemedicine
- 10 2012-32 Complete construction of the expanded Lake Jackson Branch Library and new community center
- 11 2012-33 Redevelop Huntington Oaks Plaza, which will house the expanded Lake Jackson Branch Library and new community center, through a sense of place initiative
- 12 2012-34 Complete construction of Public Safety Complex
- 13 2012-35 Evaluate opportunities to maximize utilization of Tourism Development taxes and to enhance effectiveness of County support of cultural activities, including management review of COCA

- 14 2012-45 Hold "Operation Thank You!" celebration annually for veterans and service members
- 15 2012-49 Relocate library services into the expanded Lake Jackson Branch Library
- 16 2012-55 Consider constructing Cascade Park amphitheater, in partnership with KCCI
- 17 2012-56 Implement design studio
- 18 2012-57 Implement visioning team
- 19 2012-58 Develop performance level design standards for Activity Centers
- 20 2012-59 Revise Historic Preservation District Designation Ordinance
- 21 2012-60 Develop design standards requiring interconnectivity for pedestrians and non-vehicular access
- 22 2012-61 Develop bike route system
- 23 2012-62 Establish Bicycle & Pedestrian Advisory Committee
- 24 2012-67 Develop Miccosukee Greenway Management Plan
- 25 2012-68 Develop Alford Greenway Management Plan
- 26 2012-69 Complete construction of Miccosukee ball fields
- 27 2012-70 Continue to plan acquisition and development of a North East Park
- 28 2012-84 Consider programming Cascade Park Amphitheater
- 29 2013-01 Consider establishing a Domestic Partnership Registry
- 30 2013-02 Seek community involvement with the VIVA FLORIDA 500 Time Capsule
- 31 2013-12 Successfully open the Public Safety Complex
- 32 2013-17 Implement procedures for residents to take full advantage of the NACO Dental Card Program
- 33 2013-18 Develop solutions to promote sustainable growth inside the Lake Protection Zone
- 34 2013-19 Promote communication and coordination among local public sector agencies involved in multi-modal transportation, connectivity, walkability, and related matters
- 35 2013-22 Conduct a workshop that includes a comprehensive review of sidewalk development and appropriate funding
- 36 2013-25 Expand, connect and promote "Trailahassee" and the regional trail system
- 37 2014-08 Continue to pursue funding for community paramedic telemedicine
- 38 2014-10 Work with the City to celebrate the opening of Cascades Park
- 39 2014-11 Focus on improving Leon County's ranking as a bicycle friendly community
- 40 2015-01 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

QUALITY OF LIFE - Within the area of Quality of Life, work continues on the following initiatives:

- 1 2012-66 Explore the extension of parks and greenways to incorporate 200 acres of Upper Lake Lafayette
- 2 2012-71 Develop Apalachee Facility master plan to accommodate year-round events
- 3 2012-72 Continue to develop parks and greenways consistent with management plans including Okeehoopkee Prairie Park, Fred George Park and St. Marks Headwater Greenway

- 4 2013-21 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
- 5 2014-12 Institute as Sense of Place for the fairgrounds
- 6 2014-13 Further establish community partnerships for youth sports development programs
- 7 2015-05 Initiate a comprehensive review and revision to the Land Use Element of the Comprehensive Plan

GOVERNANCE - Within the area of Governance, completed initiatives follow:

- 1 2012-04 Conduct LEADS Reviews
- 2 2012-05 Develop and update Strategic Plans
- 3 2012-06 Develop and offer Citizens Engagement Series
- 4 2012-07 Explore posting URL on County vehicles
- 5 2012-08 Develop and provide Virtual Town Hall meeting (one time event for 2012; not continued for 2013)
- 6 2012-26 Explore providing on Demand – Get Local videos
- 7 2012-27 Institute Grants Team
- 8 2012-28 Develop and institute an integrated grant application structure
- 9 2012-36 Institute financial self-service module, document management, and expanded web-based capabilities in Banner system
- 10 2012-37 Revise program performance evaluation and benchmarking
- 11 2012-38 Instill Core Practices through providing Customer Experience training for all County employees
- 12 2012-39 Instill Core Practices through revising employee orientation process
- 13 2012-40 Instill Core Practices through revising employee evaluation processes
- 14 2012-41 Expand electronic Human Resources business processes including applicant tracking, timesheets, e-Learning, employee self service
- 15 2012-42 Evaluate options for value-based benefit design
- 16 2012-43 Revise employee awards and recognition program
- 17 2013-03 Convene periodic Chairman's meetings with Constitutional Officers regarding their budgets and opportunities to gain efficiencies
- 18 2013-04 Consider options to gain continuity of Commissioners' representation on committees, such as multi-year appointments
- 19 2013-05 Identify the next version of "Citizens Engagement" to include consideration of an "Our Town" Village Square concept
- 20 2013-06 Pursue expansion for whistleblower notification
- 21 2013-07 Pursue Sister County relationships with Prince George's County Maryland and Montgomery County, Maryland
- 22 2013-08 Periodically convene community leadership meetings to discuss opportunities for improvement
- 23 2013-09 Expand opportunities for increased media and citizen outreach to promote Leon County
- 24 2013-11 Develop a proposed economic development component for the Sales Tax extension being considered

- 25 2013-13 Identify opportunities whereby vacant, underutilized County-owned property, such as flooded-property acquisitions, can be made more productive through efforts that include community gardens
- 26 2013-14 Develop financial strategies to eliminate general revenue subsidies for business operations (i.e., Stormwater, Solid Waste and Transportation programs)
- 27 2013-15 Consider approval of the local option to increase the Senior Homestead Exemption to \$50,000 for qualified seniors
- 28 2014-02 Develop a proposed partnership for the next iteration of Citizen Engagement, possibly with Village Square, which would be renewable after one year
- 29 2014-14 Create a capital projects priority list for the fifth-cent gas tax (program)
- 30 2015-02 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 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
- 31 2015-06 Reformat the existing on-line Comprehensive Plan to modernize its appearance and increase usability

GOVERNANCE - Within the area of Governance, work continues on the following initiatives:

- 1 2012-44 Utilize new learning technology to help design and deliver Leadership and Advanced Supervisory Training for employees
- 2 2012-73 Pursue Public Works' American Public Works Association (APWA) accreditation
- 3 2014-03 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
- 4 2015-07 Evaluate the existing Comprehensive Plan amendment process, and identify opportunities for further streamlining
- 5 2015-09 Develop a Leon County "Crisis Management Communication Plan"

Summary

The County Strategic Plan and associated priorities and initiatives provide the overall guidance utilized in determining the resources identified in the preliminary budget. At the Board's Annual Retreat in December 2016, a status report will be provided on the implementation of the strategic initiatives. During the December retreat, the Board will also collectively discuss any proposed changes to the Strategic Plan including modifications or additions to strategic initiatives.

Options:

1. Approve the Strategic Initiatives Status Report.
2. Do not approve the Strategic Initiatives Status Report.
3. Board direction.

Recommendation:

Option #1.

Attachments:

1. Summary Strategic Initiatives Status Report
2. Detailed Strategic Initiatives Status Report

	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by Dec 2015?	Align	Year
1	Animal Cntrl.	Participate in American Society for the Prevention of Cruelty to Animals (ASPCA) Partnership	Complete		Yes	Q2 Q3	2012
2	Animal Cntrl.	Participate in ASPCA ID ME Grant	Complete		Yes	Q2 Q3	2012
3	Comm. & Media	Explore posting URL on County vehicles	Complete		Yes	G1	2012
4	Comm. & Media	Develop and provide Virtual Town Hall meeting (one time event for 2012; not continued for 2013)	Complete		Yes	G3	2012
5	Comm. & Media	Expand opportunities for increased media and citizen outreach to promote Leon County	Complete		Yes	G1, G3	2013
6	Comm. & Media	Develop a Leon County "Crisis Management Communication Plan"	In Progress		Yes	Q2	2015
7	County Admin.	Consolidate dispatch functions	Complete		Yes	Q2	2012
8	County Admin.	Conduct LEADS Reviews	Complete		Yes	G2	2012
9	County Admin.	Develop and update Strategic Plans	Complete		Yes	G2	2012
10	County Admin.	Develop and offer Citizens Engagement Series	Complete		Yes	G3	2012
11	County Admin.	Consider establishing a Domestic Partnership Registry	Complete		Yes	Q3	2013
12	County Admin.	Seek community involvement with the VIVA FLORIDA 500 Time Capsule	Complete		Yes	Q4	2013
13	County Admin.	Convene periodic Chairman's meetings with Constitutional Officers regarding their budgets and opportunities to gain efficiencies	Complete		Yes	G5	2013
14	County Admin.	Consider options to gain continuity of Commissioners' representation on committees, such as multi-year appointments	Complete		Yes	G5	2013
15	County Admin.	Identify the next version of "Citizens Engagement" to include consideration of an "Our Town" Village Square concept	Complete		Yes	G3	2013

	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by Dec 2015?	Align	Year
16	County Admin.	Pursue expansion for whistleblower notification	Complete		Yes	G1	2013
17	County Admin.	Pursue Sister County relationships with Prince George's County Maryland and Montgomery County, Maryland	Complete		Yes	G2	2013
18	County Admin.	Periodically convene community leadership meetings to discuss opportunities for improvement	Complete		Yes	G5	2013
19	County Admin.	Develop a proposed partnership for the next iteration of Citizen Engagement, possibly with Village Square, which would be renewable after one year	Complete		Yes	EC1, EC4	2014
20	County Admin.	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	In Progress		Yes	EC1, EC4	2014
21	County Admin.	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	In Progress		No	EC1 EC4	2014
22	DSEM	Consider policy to continue suspension of fees for environmental permit extensions	Complete		Yes	EC2	2012
23	DSEM	Develop Countywide Minimum Environmental Standards	Complete		Yes	EN1 EN2	2012
24	DSEM	Develop minimum natural area and habitat management plan guidelines	Complete		Yes	EN1 EN2	2012
25	DSEM	Integrate low impact development (LID) practices into development review process	Complete		Yes	EN1 EN2	2012
26	DSEM	Update 100-year floodplain data in GIS based on site-specific analysis received during the development review process	Complete		Yes	EN1 EN2	2012
27	DSEM	Develop examples of acceptable standard solutions to expedite environmental permitting for additions to existing single-family homes	Complete		Yes	EN1 EN2 G2	2012
28	DSEM	Develop unified special event permit process	Complete		Yes	Q4	2012
29	DSEM	Consider property registration for abandoned real property	Complete		Yes	Q6	2012
30	DSEM	Develop process by which public may electronically file legal documents related to development review and permitting	Complete		Yes	G2	2012

	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by Dec 2015?	Align	Year
31	DSEM	Investigate expanding internet-based building permitting services to allow additional classifications of contractors to apply for and receive County permits via the internet	Complete		Yes	G2 EN4	2012
32	DSEM	Investigate feasibility of providing after hours and weekend building inspections for certain types of construction projects	Complete		Yes	G2	2012
33	DSEM	Develop examples of acceptable standard solutions to expedite environmental permitting for new construction	Complete		Yes	EN1 EN2 G2	2013
34	DSEM	Engage in a needs assessment for the Bradfordville Study Area	Complete		Yes	EC1 Q6 Q7	2014
35	EDBP	Evaluate sales tax extension and associated community infrastructure needs through staff support of the Leon County Sales Tax Committee	Complete		Yes	EC1 G3 G5	2012
36	EDBP	Evaluate start-up of small business lending guarantee program	Complete		Yes	EC2	2012
37	EDBP	Implement Leon County 2012 Job Creation Plan	Complete		Yes	EC2	2012
38	EDBP	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 (rev. 2015)	Complete		Yes	EC2 EC3	2012
39	EDBP	Evaluate competitive sports complex with the engagement of partners such as KCCI	Complete		Yes	EC4 Q1 Q4	2012
40	EDBP	Explore providing on Demand – Get Local videos	Complete		Yes	G1	2012
41	EDBP	Institute Grants Team	Complete		Yes	G5	2012
42	EDBP	Develop and institute an integrated grant application structure	Complete		Yes	G5	2012
43	EDBP	Develop a proposed economic development component for the Sales Tax extension being considered	Complete		Yes	EC1 G3 G5	2013
44	EDBP	Ensure projects being considered for funding associated with the infrastructure Sales Tax extension represent geographic diversity throughout the County	Complete		Yes	EC1 G5	2014
45	EDBP	Ensure projects being considered for funding associated with the infrastructure Sales Tax extension address core infrastructure deficiencies in rural areas	Complete		Yes	EC1 G5	2014

	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by Dec 2015?	Align	Year
46	EDBP	Engage with local economic development partners to build and expand upon the success of Entrepreneur Month and community connectors	Complete		Yes	EC2	2014
47	EDBP	Evaluate and identify the projected unmet local market for middle-skill job opportunities	Complete		Yes	EC2 EC6	2015
48	EDBP	Coordinate efforts, with institutions of higher learning and other partners, to support local entrepreneurs	Complete		Yes	EC3	2015
49	EDBP	Identify local regulations that may be modified to enhance business development	In Progress		Yes	EC2	2012
50	EDBP	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	In Progress	3/10/15 Agenda Item, event scheduled for 10/26/15	Yes	EC2 EC6	2015
51	EMS	Consider policy to waive EMS fees for uninsured or underinsured veterans	Complete		Yes	EC5 Q3	2012
52	EMS	Pursue funding for community paramedic telemedicine	Complete		Yes	Q2 Q3	2012
53	EMS	Continue to pursue funding for community paramedic telemedicine	Complete		Yes	Q1 Q2	2014
54	Facilities	Complete construction of Leon County Cooperative Extension net-zero energy building	Complete		Yes	EN4	2012
55	Facilities	Complete construction of the expanded Lake Jackson Branch Library and new community center	Complete		Yes	Q1 EC1 EC6	2012
56	Facilities	Redevelop Huntington Oaks Plaza, which will house the expanded Lake Jackson Branch Library and new community center, through a sense of place initiative	Complete		Yes	Q1 EC1	2012
57	Facilities	Complete construction of Public Safety Complex	Complete		Yes	Q2 EC2	2012
58	Facilities	Successfully open the Public Safety Complex	Complete		Yes	Q2	2013
59	Facilities	Identify opportunities whereby vacant, underutilized County-owned property, such as flooded-property acquisitions, can be made more productive through efforts that include community gardens	Complete		Yes	G5	2013

	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by Dec 2015?	Align	Year
60	Fin. Stw.	Evaluate opportunities to maximize utilization of Tourism Development taxes and to enhance effectiveness of County support of cultural activities, including management review of COCA	Complete		Yes	Q4 EC4 G5	2012
61	Fin. Stw.	Institute financial self-service module, document management, and expanded web-based capabilities in Banner system	Complete		Yes	G2 EN4	2012
62	Fin. Stw.	Revise program performance evaluation and benchmarking	Complete		Yes	G5	2012
63	Fin. Stw.	Develop financial strategies to eliminate general revenue subsidies for business operations (i.e., Stormwater, Solid Waste and Transportation programs)	Complete		Yes	G5	2013
64	Fin. Stw.	Consider approval of the local option to increase the Senior Homestead Exemption to \$50,000 for qualified seniors	Complete		Yes	G5	2013
65	Fin. Stw.	Extend the term of Leon County's Local Preference Ordinance	Complete		Yes	EC7	2013
66	HR	Instill Core Practices through providing Customer Experience training for all County employees	Complete		Yes	G1	2012
67	HR	Instill Core Practices through revising employee orientation process	Complete		Yes	G1	2012
68	HR	Instill Core Practices through revising employee evaluation processes	Complete		Yes	G1	2012
69	HR	Expand electronic Human Resources business processes including applicant tracking, timesheets, e-Learning, employee self service	Complete		Yes	G2	2012
70	HR	Evaluate options for value-based benefit design	Complete		Yes	G4	2012
71	HR	Revise employee awards and recognition program	Complete		Yes	G4	2012
72	HR	Utilize new learning technology to help design and deliver Leadership and Advanced Supervisory Training for employees	In Progress		No	G4	2012
73	HSCP	Hold "Operation Thank You!" celebration annually for veterans and service members	Complete		Yes	EC5	2012
74	HSCP	Develop job search kiosk for veterans	Complete		Yes	EC5 EC6	2012

	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by Dec 2015?	Align	Year
75	HSCP	Consider policy to allocate a portion of Direct Emergency Assistance funds to veterans	Complete		Yes	EC5 EC6 Q3	2012
76	HSCP	Implement procedures for residents to take full advantage of the NACO Dental Card Program	Complete		Yes	Q3	2013
77	HSCP	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	Complete		Yes	Q3 G2	2015
78	Int. Det. Alt.	Provide job search assistance for County Probation and Supervised Pretrial Release clients through private sector partners	Complete		Yes	EC6 Q2	2012
79	Libraries	Relocate library services into the expanded Lake Jackson Branch Library	Complete		Yes	Q1 EC1 EC6	2012
80	PLACE	Identify revisions to future land uses which will eliminate hindrances or expand opportunities to promote and support economic activity	Complete		Yes	EC2	2012
81	PLACE	Consider policy to encourage redevelopment of vacant commercial properties	Complete		Yes	EC2	2012
82	PLACE	Promote concentrated commercial development in Woodville	Complete		Yes	EN1 EN2 Q5	2012
83	PLACE	Update Greenways Master Plan	Complete		Yes	Q1 EC1 EC4	2012
84	PLACE	Consider constructing Cascade Park amphitheatre, in partnership with KCCI	Complete		Yes	Q4 EC1 EC4	2012
85	PLACE	Implement design studio	Complete		Yes	Q6 Q7	2012
86	PLACE	Implement visioning team	Complete		Yes	Q6 Q7	2012
87	PLACE	Develop performance level design standards for Activity Centers	Complete		Yes	Q6 Q7	2012
88	PLACE	Revise Historic Preservation District Designation Ordinance	Complete		Yes	Q6	2012
89	PLACE	Develop design standards requiring interconnectivity for pedestrians and non-vehicular access	Complete		Yes	Q6 Q7	2012

	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by Dec 2015?	Align	Year
90	PLACE	Develop bike route system	Complete		Yes	Q7	2012
91	PLACE	Establish Bicycle & Pedestrian Advisory Committee	Complete		Yes	Q7	2012
92	PLACE	Develop solutions to promote sustainable growth inside the Lake Protection Zone	Complete		Yes	EN1 EN2 G2	2013
93	PLACE	Promote communication and coordination among local public sector agencies involved in multi-modal transportation, connectivity, walkability, and related matters	Complete		Yes	Q7 EC1	2013
94	PLACE	Support sector planning for the area surrounding Veterans Affairs' outpatient clinic	Complete		Yes	EC1 Q6 Q7	2014
95	PLACE	Work with the City to celebrate the opening of Cascades Park	Complete		Yes	Q4	2014
96	PLACE	Focus on improving Leon County's ranking as a bicycle friendly community	Complete		Yes	Q1 EC4	2014
97	PLACE	Identify projects that may be advance-funded as part of the Sales Tax extension	Complete		No	EC1 G5	2015
98	PLACE	Consider mobility fee to replace concurrency management system	In Progress		No	EN1 EN2	2012
99	PLACE	Institute as Sense of Place for the fairgrounds	In Progress	Agenda item anticipated July 9th, and will thereby complete the initiative	Yes	Q4 EC1 EC4	2014
100	PLACE	Initiate a comprehensive review and revision to the Land Use Element of the Comprehensive Plan	In Progress	Status report to joint City/County on 5/26/15	No	Q6 Q7	2015
101	PLACE	Reformat the existing on-line Comprehensive Plan to modernize its appearance and increase usability	In Progress	Status report to joint City/County on 5/26/15	Yes	G1	2015
102	PLACE	Evaluate the existing Comprehensive Plan amendment process, and identify opportunities for further streamlining	Complete	Agenda for joint City/County Comp Plan meeting on 5/26/15	Yes	G1	2015
103	PLACE	Protect the rural character of our Rural Land use category	Complete	Agenda for joint City/County Comp Plan meeting on 5/26/15	Yes	Q6 Q7	2015
104	PLACE	Work with the City of Tallahassee and Blueprint to implement the Sales Tax extension, including the Economic Development portion	Complete	Sales Tax Referendum 11/4/14	Yes	EC1 G5	2015

	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by Dec 2015?	Align	Year
105	PW	Conduct workshop regarding Onsite Sewage Treatment and Disposal and Management Options report	Complete		Yes	EN1 EC4	2012
106	PW	Evaluate and construct glass aggregate concrete sidewalk (deleted 2013)	Complete		Yes	EN4	2012
107	PW	Develop Miccosukee Greenway Management Plan	Complete		Yes	Q1 EC1 EC4	2012
108	PW	Develop Alford Greenway Management Plan	Complete		Yes	Q1 EC1 EC4	2012
109	PW	Complete construction of Miccosukee ball fields	Complete		Yes	Q1 Q5 EC1 EC4	2012
110	PW	Continue to plan acquisition and development of a North East Park	Complete		Yes	Q1 EC1 EC4	2012
111	PW	Conduct a workshop that includes a comprehensive review of sidewalk development and appropriate funding	Complete		Yes	Q6 Q7	2013
112	PW	Create a capital projects priority list for the fifth-cent gas tax (program)	Complete		Yes	G5 EC1	2014
113	PW	Bring central sewer to Woodville consistent with the Water and Sewer Master Plan, including consideration for funding through Sales Tax Extension	In Progress		No	EN1 Q5	2012
114	PW	Explore the extension of parks and greenways to incorporate 200 acres of Upper Lake Lafayette	In Progress		No	Q1 EC1 EC4	2012
115	PW	Develop Apalachee Facility master plan to accommodate year-round events	In Progress		No	Q1 EC1 EC4	2012
116	PW	Continue to develop parks and greenways consistent with management plans including Okeeheepkee Prairie Park, Fred George Park and St. Marks Headwater Greenway	In Progress	Board awarded bid for Okeeheepkee Prairie on 4/14/15. Board accepted Declaration of Covenants and Restrictions for Fred George Park on 4/28/15. Board acceptance of 174-acre property from BP2000 for connectivity to J.R. Alford Arm Greenway on 3/10/15.	No	Q1 Q5 EC1 EC4	2012
117	PW	Pursue Public Works' American Public Works Association (APWA) accreditation	In Progress		No	G4 G1	2012
118	PW	Extend central sewer or other effective wastewater treatment solutions to the Primary Springs Protection Zone area within Leon County	In Progress	Board accepted grant for Woodside Heights Subdivision on 9/23/14.	No	EN1	2013

	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by Dec 2015?	Align	Year
119	PW	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	In Progress		Yes	Q1 EC1	2013
120	PW	Further establish community partnerships for youth sports development programs	In Progress		Yes	Q4	2014
121	Res. Stw.	Pursue opportunities to fully implement a commercial and residential PACE program	Complete		Yes	EN2 EN3 EN4	2012
122	Res. Stw.	Consider policy for supporting new and existing community gardens on County property and throughout the County	Complete		Yes	EN3 Q5 EC6	2012
123	Res. Stw.	Develop energy reduction master plan	Complete		No	EN4 G5	2012
124	Res. Stw.	Further develop clean - green fleet initiatives, including compressed natural gas	Complete		Yes	EN4	2012
125	Res. Stw.	Evaluate Waste Composition Study	Complete		Yes	EN4	2012
126	Res. Stw.	Identify alternative disposal options	Complete		Yes	EN4	2012
127	Res. Stw.	Explore renewable energy opportunities at Solid Waste Management Facility	Complete		Yes	EN4	2012
128	Res. Stw.	Expand the community gardens program	Complete		Yes	EN3 Q5 EC6	2013
129	Res. Stw.	Seek competitive solicitations for single stream curbside recycling and comprehensively reassess solid waste fees with goals of reducing costs and increasing recycling	Complete		Yes	EN4	2013
130	Res. Stw.	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 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	Complete	Board Direction during 4/28/15 Budget Workshop to close the Landfill	Yes	G5 Q1 EN4	2015
131	Tourism	Support VIVA FLORIDA 500	Complete		Yes	EC4	2012
132	Tourism	Develop Capital Cuisine Restaurant Week	Complete		Yes	EC4	2012

	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by Dec 2015?	Align	Year
133	Tourism	Support Choose Tallahassee initiative	Complete		Yes	EC4	2012
134	Tourism	Consider programming Cascade Park Amphitheater	Complete		Yes	Q4 EC4	2012
135	Tourism	Expand, connect and promote "Trailahassee" and the regional trail system	Complete		Yes	Q1 Q5 EC1 EC4	2013
136	Tourism	Continue to work with FSU to bid and host NCAA cross country national and regional championships at Apalachee Regional Park	Complete		Yes	EC4 Q1	2014

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
2012	2012-01	Animal Cntrl.	Participate in American Society for the Prevention of Cruelty to Animals (ASPCA) Partnership	Complete			Yes	Q2 Q3
			Approval of Proposed Agreement		Action Completed	Initial annual agreement approved 9/13/11; agreement effective 1/12/12. Second agreement approved 2/12/13; agreement effective 01/1/13 thru 12/31/13		
2012	2012-02	Animal Cntrl.	Participate in ASPCA ID ME Grant	Complete			Yes	Q2 Q3
			Acceptance of Grant		Action Completed	Accepted 02/14/12		
2012	2012-03	County Admin.	Consolidate dispatch functions	Complete			Yes	Q2
			County, City and Sheriff agreed to create joint dispatch operation for public safety agencies		Action Completed	April 2006		
			Public Safety Communications Board approved Owners' project requirements for a Public Safety Complex		Action Completed			
			Clemons Rutherford Associates and Morris/Allen, a joint venture, commissioned to design the Public Safety Complex		Action Completed	Selection approved 5/12/09; contract entered into 11/02/09		
			Ajax Building Corporation & Construction Support Southeast, a joint venture, commissioned to provide pre-construction and construction services for the Public Safety Complex		Action Completed	Approved selection 10/09; contract entered into 02/02/10; first amendment 09/11/11		
			Approval of Amended Memorandum of Agreement, with City of Tallahassee and Leon County Sheriff, regarding establishment of the Public Safety Communications Board, providing for a termination date of December 31, 2012 (Contract period 11/03/11 to 12/31/12)		Action Completed	Board approved 10/25/2011		
			Approve Interlocal Agreement, with the City of Tallahassee and Leon County Sheriff, for the Operational Consolidation of Dispatch		Action Completed	Board approved 05/22/2012		
			Approval of Interlocal Agreement, with the City of Tallahassee and Leon County Sheriff, regarding telecommunications and technology infrastructure		Action Completed	5/14/13 Agenda Item		
			Approval of Interlocal Agreement with the City of Tallahassee regarding the operations and maintenance of the Public Safety Complex (Joint Management and Use Agreement)		Action Completed	5/14/13 Agenda Item		
			Additional Related Actions:					
			First Amendment to the Interlocal Agreement (Public Safety Dispatch Communications Agreement)			Entered into 10/4/12: Changed commencement date from 10/01/12 to 4/01/13; term remains 10 years.		
			Second Amendment to the Interlocal Agreement (Public Safety Dispatch Communications Agreement)			Entered into 3/27/13: Addressed concerns raised by FRS so City could be designated as administrator of FRS for Consolidated Dispatch Agency (CDA)		

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
			Third Amendment to the Interlocal Agreement (Public Safety Dispatch Communications Agreement)			5/14/13 Agenda Item: Addresses City and County responsibilities as it relates to technology needs for CDA		
			Consolidated Dispatch Agency fully operational			CDA became fully operational and a new 606-5800 number was announced 9/17/13		
2012	2012-04	County Admin.	Conduct LEADS Reviews	Complete			Yes	G2
			Approval and Ratification of Recommendations and Direction Provided During the August 23, 2011 Workshop on Performance & Community Relevance: County Administrator's Proposed Strategic Approach to Carryout the Board's Vision, Goals and Objectives		Action Completed	Ratified 09/13/11		
			Approval of the FY 11/12 Board Retreat Agenda and the Process to Establish the Board's Vision and Strategic Priorities		Action Completed	Approved 10/25/11		
			LEADS Review Handbook developed		Action Completed	Distributed 01/12/12		
			Training Held		Action Completed	02/02/12 and 02/08/12		
			LEADS Reviews Conducted		Action Completed	27 LEADS Review meetings held in January and February, 2012		
			<i>Additional Related Actions:</i>					
			LEADS Cross Departmental Action Team appointed to identify efficiencies and/or cost savings for the budget development process		Action Completed	Team presented its final report to the Executive Team 5/30/2013, for consideration as part of the Executive Budget Hearings held 6/2013		
			LEADS Cross Departmental Action Team report recommendation presented to the Board		Action Completed	Included as part of the FY 2014 Budget Workshop		
			Conduct 2014 LEADS Reviews and Establish 2014 Cross Departmental Action Teams		Action Completed	Processes were repeated in preparation for the FY 2014/15 budget process		
2012	2012-05	County Admin.	Develop and update Strategic Plans	Complete			Yes	G2
			Approval and Ratification of Recommendations and Direction Provided During the August 23, 2011 Workshop on Performance & Community Relevance: County Administrator's Proposed Strategic Approach to Carryout the Board's Vision, Goals and Objectives		Action Completed	Ratified 09/13/11		
			Approval of the FY 11/12 Board Retreat Agenda and the Process to Establish the Board's Vision and Strategic Priorities		Action Completed	Approved 10/25/11		
			Pre-Retreat Meetings (October – December)		Action Completed	Individual meetings held Oct-Dec 2012		
			Board Retreat		Action Completed	Held 12/12/11		

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
			Ratification of Board Actions Taken at the December 12, 2011 Board Retreat (including initial FY 2012 and FY 2013 Strategic Plan)		Action Completed	Ratified 12/13/11		
			Approval of Strategic Initiatives for FY 2012 and FY 2013 (including updated Strategic Plan FY 2012 and FY 2013)		Action Completed	Approved 02/28/12		
			Acceptance of Work Area's Draft Strategic Plans		Action Completed	Approved 5/22/12 (Budget Workshop)		
			Approval of Strategic Plan Update, as part of the 2012 Board Retreat		Action Completed	Update report provided as part of the Board Retreat materials		
			Additional Related Actions:					
			FY 2012 - FY 2016 Strategic Plan revised 01/21/14					
2012	2012-06	County Admin.	Develop and offer Citizens Engagement Series	Complete			Yes	G3
			Approval and Ratification of Recommendations and Direction Provided During the August 23, 2011 Workshop on Performance & Community Relevance: County Administrator's Proposed Strategic Approach to Carryout the Board's Vision, Goals and Objectives		Action Completed	Ratified 09/13/11		
			First of the 2012 series, Leon County Basics: Our Government, Our Community		Action Completed	Held 01/16/12		
			Balancing Budgets and Exercising Fiscal Stewardship: Making Hard Choices in Challenging Times		Action Completed	Held 03/15/12		
			Emergency Medical Services: Preserving Life, Improving Health, Promoting Safety		Action Completed	Held 05/31/12		
			Remainder of 2012 Series: More Than Books: Leon County Library Services On the Frontline: Leon County Solid Waste – Where does all that stuff go?		Action Completed	Library (A Love of Reading, a Life of Learning) - Held 08/30/12; Solid Waste - Held 10/18/12		
			Tourist Development: Leon County Tourism Work\$: Attracting Visitors, Creating Jobs		Action Completed	Held 1/31/13		
			Creating and Sustaining This Special Place: Visioning, Planning, and Developing our Future (Planning & DSEM)		Action Completed	Held 6/20/13		
2013	2013-01	County Admin.	Consider establishing a Domestic Partnership Registry	Complete			Yes	Q3
			Ratify new 2013 Strategic Initiative to consider establishing a Domestic Partnership Registry (DPR)		Action Completed	1/29/13 agenda item		
			Board authorization to schedule a Public Hearing to consider Ordinance establishing a DPR		Action Completed	2/12/13 agenda item		
			Conduct the Public Hearing to consider a proposed Ordinance to establish a DPR		Action Completed	3/12/13 agenda item (Public Hearing)		
			Prepare requisite affidavits to enter into, amend, and terminate a DPR		Action Completed	Prepared; submitted to the Clerk's office; posted online (completed 3/21/13)		
			Prepare a FAQ regarding the DPR and website presence		Action Completed	Prepared; submitted to the Clerk's office; posted online (completed 3/21/13)		
			Domestic Partnership Registry opens		Action Completed	Opened 5/1/213		

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
2013	2013-02	County Admin.	Seek community involvement with the VIVA FLORIDA 500 Time Capsule	Complete			Yes	Q4
			Ratify new 2013 Strategic Initiative to seek community involvement with the Viva Florida 500 Time Capsule		Action Completed	1/29/13 agenda item		
			Consideration of enabling Resolution to establish the Leon County Viva Florida 500 Time Capsule Committee		Action Completed	1/29/13 agenda item		
			Viva Florida 500 Time Capsule Committee Report approved by the Board		Action Completed	10/8/13 agenda item; time capsule sealing ceremony held 10/25/13 at the Leon County Courthouse		
2013	2013-03	County Admin.	Convene periodic Chairman's meetings with Constitutional Officers regarding their budgets and opportunities to gain efficiencies	Complete			Yes	G5
			Ratify new 2013 Strategic Initiative to convene periodic Chairman's meetings		Action Completed	1/29/13 agenda item		
			Initial meeting		Action Completed	Meeting held		
2013	2013-04	County Admin.	Consider options to gain continuity of Commissioners' representation on committees, such as multi-year appointments	Complete			Yes	G5
			Ratify new 2013 Strategic Initiative to consider options to gain continuity of Commissioners' representation on committees		Action Completed	1/29/13 agenda item		
			Agenda item for the Board's consideration of options		Action Completed	Revised Policy No. 11-2 adopted 4/23/13		
2013	2013-05	County Admin.	Identify the next version of "Citizens Engagement" to include consideration of an "Our Town" Village Square concept	Complete			Yes	G3
			Ratify new 2013 Strategic Initiative to identify the next version of "Citizens Engagement"		Action Completed	1/29/13 agenda item		
			Approval of the December 2013 Board Retreat Agenda, including plans to discuss the next version of Citizens Engagement at the retreat		Action Completed	09/24/13 agenda item		
			Identify proposal for the next version of Citizen Engagement		Action Completed	Included as part of the 12/09/13 Board retreat (refer to Strategic Initiative 2014-2)		
2013	2013-06	County Admin.	Pursue expansion for whistleblower notification	Complete			Yes	G1
			Ratify new 2013 Strategic Initiative to pursue expansion for whistleblower notification		Action Completed	1/29/13 agenda item		
			Add notification information to County's website		Action Completed	Committee established, met and provided input. 3rd draft developed; finalized		
2013	2013-07	County Admin.	Pursue Sister County relationships with Prince George's County Maryland and Montgomery County, Maryland	Complete			Yes	G2
			Ratify new 2013 Strategic Initiative regarding Sister County relationships		Action Completed	1/29/13 agenda item		
			Agenda item with recommendations for the Board's consideration		Action Completed	2/26/13 agenda item		

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
2013	2013-08	County Admin.	Periodically convene community leadership meetings to discuss opportunities for improvement	Complete			Yes	G5
			Ratify new 2013 Strategic Initiative regarding community leadership meetings		Action Completed	1/29/13 agenda item		
			Agenda item with recommendations for the Board's consideration		Action Completed	10/29/13 agenda item		
2014	2014-1	County Admin.	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	In Progress			Yes	EC1, EC4
			Provided direction at the workshop to review the Sales Tax Committee's Final Report and consider the continuation of the Local Government Infrastructure Surtax, specifically including \$20 million for construction of a convention center in the Madison Mile Convention District		Action Completed			
			Ratification of workshop item		Action Completed			
			Agenda item for the Board's consideration on the County's financial and programming roles and participation.		Action Completed			
			Intergovernmental Agency meeting to finalize sales tax projects		Action Completed			
			Agenda item for the CRA's consideration to reallocate the one cent of bed taxes currently dedicated to the performing arts center. Based on the Board's direction from April 8th, this may include operational support for the proposed convention center.		Action Completed	CRA agenda item completed and presented in April; issue is ongoing; further direction is pending.		
			Finalize ballot language for the 2014 general election		Action Completed	Sales Tax extension approved 11/04/14 by 65% of the voters.		
			FSU President Select John Thrasher to attend the 2014 Board Retreat		Action Completed	The Board extended an invitation for John Thrasher to attend the Retreat and he has accepted.		
2014	2014-2	County Admin.	Develop a proposed partnership for the next iteration of Citizen Engagement, possibly with Village Square, which would be renewable after one year	Complete			Yes	EC1, EC4
			Agenda item to approve a partnership with The Village Square, including establishing and funding the Club of Honest Citizens program		Action Completed			
2014	2014-3	County Admin.	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	In Progress			No	EC1 EC4
			Release Solicitation for the Provision of Medical Examiner Facility in Exchange for Conveyance of Leon County Property		Action Completed	Released ITN 05/07/14		
			Replies Opening Date			Opening Date 08/12/14		

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
			Anticipated Decision by Board in Approving and Awarding Agreement					
2012	2012-7	Comm. & Media	Explore posting URL on County vehicles	Complete			Yes	G1
			If pursued, seek funding as part of the FY 2014 budget process, if necessary		Action Completed	Design completed; funding source identified; being installed		
2012	2012-8	Comm. & Media	Develop and provide Virtual Town Hall meeting (one time event for 2012; not continued for 2013)	Complete			Yes	G3
			Board directed staff to prepare agenda item		Action Completed	Requested during 11/15/11 meeting		
			Approved scheduling virtual town hall meeting for June 5, 2012		Action Completed	Scheduling approved 04/10/12		
			Approval of virtual town hall meeting agenda		Action Completed	Agenda approved 05/08/12		
			Hold virtual town hall meeting		Action Completed	Held 06/05/12		
2013	2013-9	Comm. & Media	Expand opportunities for increased media and citizen outreach to promote Leon County	Complete			Yes	G1, G3
			Prepared budget discussion item and will respond in accordance with Board direction to include \$32,170 in increased funding for community outreach in the FY 2014 Budget to support expanded social media efforts through a dedicated part-time OPS		Action Completed	Consideration of Diversifying and Enhancing Community Outreach Methods / Media and the Fiscal Impacts, approved as part of the FY 2014 Budget Workshop, and ratified 7/9/13		
2015	2015-9	Comm. & Media	Develop a Leon County "Crisis Management Communication Plan"	In Progress			Yes	Q2
			Board approval of preliminary approach to develop the Crisis Communications Plan					
			Presentation and Board approval of the Crisis Communications Plan					
2012	2012-9	DSEM	Consider policy to continue suspension of fees for environmental permit extensions	Complete			Yes	EC2
			Provide Informational consent agenda item to the Board regarding Legislative action that suspends fees for environmental permit extensions for 2012		Action Completed	Approved 06/26/12		
2012	2012-10	DSEM	Develop Countywide Minimum Environmental Standards	Complete			Yes	EN1 EN2
			Draft Ordinance for Board adoption at Public Hearing		Action Completed	Approved 05/08/12		
2012	2012-11	DSEM	Develop minimum natural area and habitat management plan guidelines	Complete			Yes	EN1 EN2
			No further Board action		Action Completed			
			Develop guidelines		Action Completed	Guidelines finalized 6/2012		
			Distribute guidelines to staff and to the general public		Action Completed	Guidelines posted on the Department's webpage 7/2012		
2012	2012-12	DSEM	Integrate low impact development (LID) practices into development review process	Complete			Yes	EN1 EN2

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
			Present status report to the Board		Action Completed	A status report agenda item was presented to the Board on 3/12/13, requesting that the Board direct staff to draft an Ordinance to provide for LID standards and incentives.		
			Draft LID Ordinance		Action Completed	Completed 10/28/13		
			Engage the community to obtain feedback		Action Completed			
			Board adoption of Ordinance		Action Completed	First and Only Public Hearing to Consider Adoption of Proposed Ordinance to Establish Low Impact Development Standards and Incentives held 12/10/13		
2012	2012-13	DSEM	Update 100-year floodplain data in GIS based on site-specific analysis received during the development review process	Complete			Yes	EN1 EN2
			No further Board action		Action Completed			
			Coordinate with County GIS		Action Completed	Being implemented on a case-by-case basis. Still coordinating with GIS to develop consistent procedures.		
			Present Status Report to the Board			December 10, 2013 Status Report update presented to the Board.		
			Finalize procedures and implement		Action Completed			
2012	2012-14	DSEM	Develop examples of acceptable standard solutions to expedite environmental permitting for additions to existing single-family homes	Complete			Yes	EN1 EN2 G2
			Present status report		Action Completed	Vested single family lots have been determined to be exempted from having to provide closed basin volume control standards onsite. The Board accepted a status report regarding this exemption on 8/28/12.		
2012	2012-15	DSEM	Develop unified special event permit process	Complete			Yes	Q4
			Present agenda item to the Board regarding new unified application and application process		Action Completed	Board approved 8/28/12		
2012	2012-16	DSEM	Consider property registration for abandoned real property	Complete			Yes	Q6
			Request to schedule a Public Hearing to consider an Ordinance to require property registration for abandoned real property		Action Completed	An agenda item was presented to the Board on 2/12/13 to request the Public Hearing to consider an Ordinance to require property registration for abandoned real property; services to be provided by in-house by staff.		

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
			First and only Public Hearing to consider adoption of proposed Ordinance to require property registration for abandoned real property		Action Completed	Public Hearing conducted 3/12/13		
			Additional Related Actions:					
			County Attorney to provide the Board a report regarding the policy			Board direction 9/10/13 Board meeting		
2012	2012-17	DSEM	Develop process by which public may electronically file legal documents related to development review and permitting	Complete			Yes	G2
			Approval of a Submitter License Agreement between Leon County and Simplifile, LLC		Action Completed	Board approved 4/24/12; contract executed (#3796)		
			Coordination with other County agencies such as MIS, OMB and Finance to establish account numbers and track funds		Action Completed	Completed 3/12		
			Coordinate with Simplifile to provide staff training		Action Completed	Completed 5/23/12		
2012	2012-18	DSEM	Investigate expanding internet-based building permitting services to allow additional classifications of contractors to apply for and receive County permits via the internet	Complete			Yes	G2 EN4
			No further Board action		Action Completed			
			Investigate with other permitting jurisdictions that offer web-based permitting to determine initiative viability, further research the Florida Building Code and statutory requirements for legality of possible implementation strategies		Action Completed	Investigations completed in July 2012; determined that the initiative could not be implemented as proposed.		
			Provide memorandum to the Board regarding the results of the investigation		Action Completed	Memorandum provided to the Board on 08/06/12		
2012	2012-19	DSEM	Investigate feasibility of providing after hours and weekend building inspections for certain types of construction projects	Complete			Yes	G2
			Coordinate with Human Resources for "on-call" pay procedures		Action Completed	Procedures established pursuant to Sec. 5.12 of the Human Resources Policies and Procedures Manual. Action completed 5/12.		
			DSEM division coordination and staff training regarding implementation procedures		Action Completed	Potential regulatory conflicts addressed when an amendment to the Noise Abatement Ordinance was adopted by the Board on 2/12/13		
			Submit proposal to the Board for approval		Action Completed	On 4/9/13 the Board accepted a status report and approved a proposal to provide after-hours and weekend building inspections for certain types of construction projects		
2013	2013-10	DSEM	Develop examples of acceptable standard solutions to expedite environmental permitting for new construction	Complete			Yes	EN1 EN2 G2

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
			Status Report on the application of stormwater standards to single-family lots under single ownership in closed basins		Action Completed	The current practice and policy requires that "DSEM not apply stormwater volume control standards to a vested single-family lot which is under one owner (whether the lot was the construction of a new residential dwelling unit, or the expansion of an existing residential dwelling unit), even if the property is located within a closed basin." The Board accepted a status report regarding this exemption on 8/28/12.		
2014	2014-4	DSEM	Engage in a needs assessment for the Bradfordville Study Area	Complete			Yes	EC1 Q6 Q7
			Establish a Bradfordville Sector Plan (BSP) citizen review committee		Action Completed	Currently in process - anticipate completion by the end of May, 2014		
			Conduct committee meetings to discuss proposed changes to BSP		Action Completed	June - August 2014		
			Request public hearing(s) for consideration of amendments to BSP and Land Development Code (LDC)		Action Completed	September 2014		
			Staff to request scheduling public hearings		Action Completed	Anticipated for 12/09/14 Board Meeting		
			Conduct public hearing(s) on proposed amendments to BSP and LDC		Action Completed	Public Hearings held 1/27/15 and 2/10/15		
2012	2012-20	EDBP	Evaluate sales tax extension and associated community infrastructure needs through staff support of the Leon County Sales Tax Committee	Complete			Yes	EC1 G3 G5
			Appointed joint County/City Citizen Advisory Committee (Committee) on the sales tax extension, with Leon County serving as the lead staff		Action Completed	Board approved 11/08/11		
			Request to schedule a workshop with the Board to prepare a workshop on the economic development component of the sales tax extension (per the Board's direction on April 26, 2011)		Action Completed	Board approved 4/24/12		
			Board workshop on the economic development opportunities associated with the sales tax extension		Action Completed	Workshop held 7/10/12; actions ratified 7/10/12		
			Consideration of refined County projects list for consideration by the Committee		Action Completed	Presented 10/2012		
			<i>Additional Related Actions:</i>					
			Review of Committee's recommendation for utilization of sales tax extension funds			5/14/2013 Agenda Item extended completion date to 1/31/14; presentation date TBD		
			Board approved participation of Imagine Tallahassee in the sales tax extension process, with the support of County staff			2/12/13 Board meeting (refer to 2013-11, ED-J)		
			Consideration of setting referendum date for the sales tax extension			Sales Tax extension approved 11/04/14 by 65% of voters		

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
2012	2012-21	EDBP	Evaluate start-up of small business lending guarantee program	Complete			Yes	EC2
			Approval to schedule a workshop to consider participating with the state and federal government in a small business loan guaranty program whereby the County and City would guarantee a portion of loans made by banks		Action Completed	Approved 01/24/12		
			Board workshop on a small business lending guarantee program		Action Completed	Workshop held 2/28/12. Awaiting City participation in program.		
			Ratification of Board actions taken at the workshop on a small business lending guarantee program		Action Completed	Workshop actions ratified 3/13/12		
			Additional Related Actions:					
			Consideration of a budget discussion item on a small business lending guarantee program			Budget workshop held 7/09/12; ratified 7/10/12		
			Discussed at City's Financial Viability Target Issues Committee; referred back to City Staff. Request Chairman schedule for discussion at Mayor/Chair meeting.			3/12/13 Status Report/Agenda Item; Mayor/Chair meeting canceled; need to reschedule discussion		
2012	2012-22	EDBP	Identify local regulations that may be modified to enhance business development	In Progress			Yes	EC2
			Ratification of the Board's actions taken at the 9/13/11 economic development workshop and the appointment of the Economic Development Regulatory Review (EDRR) LEADS Team		Action Completed	Workshop held 9/13/11; actions ratified 10/11/11		
			Status report on the local regulations that may be modified to enhance business development		Action Delayed	Anticipate completion in January 2015		
2012	2012-23	EDBP	Implement Leon County 2012 Job Creation Plan	Complete			Yes	EC2
			Ratification of the Board's actions taken at the September 13, 2011 economic development workshop and the appointment of the Economic Development Regulatory Review (EDRR) LEADS Team		Action Completed	Workshop held 09/13/11; actions ratified 10/11/11		
			Approval of the Leon County 2012 Job Creation Plan		Action Completed	Approved 03/13/12		
			Status report on the Leon County 2012 Job Creation Plan		Action Completed	Approved 1/29/13 and 9/24/13		
2012	2012-24	EDBP	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 (rev. 2015)	Complete			Yes	EC2 EC3
			Prepare a stakeholders' forum to serve as a catalyst in harvesting commercialization and technology transfer opportunities		Action Completed	On 4/24/12 the Board approved conducting a workshop on LCRDA for 12/11/12. Stakeholder forum held on 11/16/12.		
			Present Agenda Item		Action Completed	Presented status report to the Board 1/29/13		

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
			Budget discussion item regarding urban incubator		Action Completed	Staff report accepted at 7/8/13 Budget Workshop, approved \$250,000 CIP, and directed staff to finalize structure and secure commitments from partner organizations. Ratified 7/9/13.		
			Proposed agreement with Domi Education to operate the Urban Incubator		Action Completed	Approved by the Board 10/29/13		
2012	2012-25	EDBP	Evaluate competitive sports complex with the engagement of partners such as KCCI	Complete			Yes	EC4 Q1 Q4
			Request to schedule a joint meeting of the County and City Commissions following the Board's receipt of market analysis for the sports complex. The proposed meeting will include discussions on the market analysis, the proposed performing arts center, and opportunities for a convention center.		Action Completed			
			Consideration of market analysis performed by Real Estate Insync on the proposed sports complex		Action Completed	Feasibility Assessment Accepted by Board on 7/10/12 Agenda Item; and Assessment to be included in proposed 9/18/12 joint County/City Commission meeting		
			Joint meeting of the County and City Commissions to discuss the market analysis for the sports complex, the proposed performing arts center, and opportunities for a convention center		Action Completed	CRA tabled the discussion of these projects at its 9/24/12 meeting.		
2012	2012-26	EDBP	Explore providing on Demand – Get Local videos	Complete			Yes	G1
			No further Board action - staff will further pursue adding video content to Comcast On-Demand highlighting the role of the County and EDC in economic development		Action Completed	Pursued, however staff was unable to secure without cost to the County		
2012	2012-27	EDBP	Institute Grants Team	Complete			Yes	G5
			No further Board action - staff will formalize a Grants Team from various County departments to help maximize funding opportunities		Action Completed	The Grant Committee met for first time 10/19/12		
2012	2012-28	EDBP	Develop and institute an integrated grant application structure	Complete			Yes	G5
			Approval of grants management software as part of Annual Budget		Action Completed	Funding received; SOP module being developed		
2013	2013-11	EDBP	Develop a proposed economic development component for the Sales Tax extension being considered	Complete			Yes	EC1 G3 G5
			Request to schedule a workshop with the Board (per the Board's 4/16/11 direction)		Action Completed	4/24/12 agenda item		
			Board Workshop on the Economic Development Portion of the Local Government Infrastructure Sales Surtax		Action Completed	7/10/12 agenda item		
			Ratification of actions taken during the Board's 07/10/12 Workshop on the Economic Development Portion of the Local Government Infrastructure Sales Surtax		Action Completed	7/10/12 agenda item		

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
			Enter into a Public/Private Partnership with Imagine Tallahassee for the utilization of staff resources to conduct a community visioning exercise and action plan for the economic development portion of the infrastructure sales tax plan		Action Completed	2/12/13 agenda item		
			Present the Sales Tax Committee's recommendations to the Board		Action Completed	5/14/2013 Agenda Item extended completion date to 1/31/14; presentation date TBD (also refer to 2012-22, ED-A)		
			Consideration of setting referendum date for the sales tax extension		Action Completed	Sales Tax extension approved 11/04/14 by 65% of voters		
2014	2014-5	EDBP	Ensure projects being considered for funding associated with the infrastructure Sales Tax extension represent geographic diversity throughout the County	Complete			Yes	EC1 G5
			Provided direction at the Workshop to Review the Sales Tax Committee's Final Report and Consider the Continuation of the Local Government Infrastructure Surtax – specifically moving the Lake Lafayette and West Pensacola projects to Tier I		Action Completed			
			Ratification of workshop item		Action Completed			
			Intergovernmental Agency meeting to finalize sales tax projects		Action Completed	Approved by both Commissions on 04/22/14		
			Finalize ballot language for the 2014 general election		Action Completed	Sales Tax extension approved 11/04/14 by 65% of the voters		
2014	2014-6	EDBP	Ensure projects being considered for funding associated with the infrastructure Sales Tax extension address core infrastructure deficiencies in rural areas	Complete			Yes	EC1 G5
			Provided direction at the Workshop to Review the Sales Tax Committee's Final Report and Consider the Continuation of the Local Government Infrastructure Surtax – specifically on an option to allocate 2% to support LIFE		Action Completed			
			Ratification of workshop item included 2% for LIFE		Action Completed			
			Intergovernmental Agency meeting to finalize sales tax projects		Action Completed	Approved by both Commissions on 04/22/14		
			Finalize ballot language for the 2014 general election		Action Completed	Sales Tax extension approved 11/04/14 by 65% of the voters		
2014	2014-7	EDBP	Engage with local economic development partners to build and expand upon the success of Entrepreneur Month and community connectors	Complete			Yes	EC2
			Budget discussion item seeking the Board's sponsorship of e-month related activities		Action Completed	Action completed for 2013 & 2014. Will continue into 2015		
2015	2015-3	EDBP	Evaluate and identify the projected unmet local market for middle-skill job opportunities	In Progress			Yes	EC2 EC6

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
			Bring forth an agenda item to the Board for consideration to host the Leon Works Expo in the fall after hosting a series of meetings with community partners to determine the challenges in filling the middle-skill labor in our market as well as identifying training, certifications, and apprenticeships available to high school students.		Action Completed	Agenda accepted by Board on 3/10/15		
2015	2015-4	EDBP	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	In Progress			Yes	EC2 EC6
			Present a budget for Board consideration as part of the FY 2016 budget process			To be presented during the 6/23/15 Budget workshop		
			Provide the Board a status update of the Expo as well as provide feedback from the community of the event itself					
2015	2015-12	EDBP	Coordinate efforts, with institutions of higher learning and other partners, to support local entrepreneurs	Complete			Yes	EC3
			Status report on the 12/5/14 E-Month Closeout and Stakeholder Forum to exchange ideas to improve and promote the local entrepreneur ecosystem – key partners to this stakeholder meeting were the institutions of higher learning		Action Completed	Status report accepted by the Board		
2012	2012-29	EMS	Consider policy to waive EMS fees for uninsured or underinsured veterans	Complete			Yes	EC5 Q3
			Adopt Proposed Policy		Action Completed	Policy adopted 08/28/12		
2012	2012-30	EMS	Pursue funding for community paramedic telemedicine	Complete			Yes	Q2 Q3
			Performance & Community Relevance Workshop		Action Completed	Held 8/23/11		
			Ratification of Board Actions Taken at Performance & Community Relevance Workshop		Action Completed	Ratified 9/13/11		
			Acceptance of FY11/12 First Quarter Grant Program Leveraging Status Report		Action Completed	Accepted 4/10/12		
			Acceptance of grant		Delete Action	Health Innovation grant not awarded/funded. Robert Wood Johnson Foundation grant not awarded/funded.		
			Will continue to pursue if another source of funding is identified.			Other grant opportunities are being sought; will pursue if another funding source is identified		
2014	2014-8	EMS	Continue to pursue funding for community paramedic telemedicine	Complete			Yes	Q1 Q2

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
			Approval of consulting agreement to provide assistance with approach and scope of the Community Paramedic program					
			Authorize the acceptance of State of Florida EMS Matching grant to support Community Paramedic program					
			Authorize the acceptance of awarded grants		Action Completed	Accepted \$57,735 DOH Grant and Status Report of Community Paramedic Program 9/2/14 Board Meeting.		
2012	2012-31	Facilities	Complete construction of Leon County Cooperative Extension net-zero energy building	Complete			Yes	EN4
			Project complete		Action Completed	Public notification retrofit completion 4/12		
			Grand opening and ribbon cutting		Action Completed	The Grand Opening for the Sustainable Demonstration Center was conducted on 9/14/12		
2012	2012-32	Facilities	Complete construction of the expanded Lake Jackson Branch Library and new community center	Complete			Yes	Q1 EC1 EC6
			Approval of agreement awarding bid		Action Completed	Ram Construction awarded bid 10/25/11; contract executed (contract #3727)		
			Grand opening and ribbon cutting for the Community Center		Action Completed	The library and community center are both complete and operational. The Grand Opening and Ribbon Cutting for the Community Center occurred 2/21/13. Also refer to 2012-49, LI-A regarding library opening.		
2012	2012-33	Facilities	Redevelop Huntington Oaks Plaza, which will house the expanded Lake Jackson Branch Library and new community center, through a sense of place initiative	Complete			Yes	Q1 EC1
			Approval of agreement awarding bid (Facilities)		Action Completed	Ram Construction awarded bid 10/25/11; contract executed (contract #3727)		
			Staff held Huntington Oaks Plaza - Sense of Place Initiative – public workshop		Action Completed	Public workshop held 4/16/12		
			Staff to submit a status report to the Board on the Huntington Oaks "Sense of Place" initiative, and seek approval to rename the Huntington Oaks Plaza to "Lake Jackson Town Center at Huntington"		Action Completed	4/09/13 agenda item; renaming approved		

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
			Accepted the Lake Jackson Town Center at Huntington "Sense of Place" initiative, directed \$100,000 as part of the FY 2014 CIP program, followed by \$50,000 annually for plan implementation, and authorized coordination with potential partners such as the City and FDOT.		Action Completed	Public Meeting conducted in 2/12; Library completed 7/12; Library opened 8/21/12; Administrator approved initial Sense of PLACE Initiatives for the Huntington Oaks Plaza 10/2012; Bids for site work approved by Board on 12/11/12; Improved facade, landscaping and pedestrian connections completed as of 5/13. The Huntington "Sense of Place" Initiative report and initial funding request was approved as part of the Board's 6/18/13 agenda. Implementation will be phased-in as funds are made available. Presentation made during the 7/9/13 Board meeting		
2012	2012-34	Facilities	Complete construction of Public Safety Complex	Complete			Yes	Q2 EC2
			Acceptance of Status Report		Action Completed	3/13/12 Presentation to the Board		
			Approval as part of annual budget - operating expenses		Action Completed	Operating budget was approved between City and County, with County's 50% share funded by the Board on 10/1/12		
			Contractor's Substantial Completion; Facilities Mgmt. in possession of facility, and City/County service contracts active		Action Completed	Substantial completion achieved 5/20/13		
			Certificate of Occupancy; Contractor's final completion		Action Completed	Final inspections and COFO 6/2013 for Public Safety Complex Main Building and EMS Logistics Building; completed under budget and on time		
2013	2013-12	Facilities	Successfully open the Public Safety Complex	Complete			Yes	Q2
			Approval of Interlocal Agreements (Joint Management and Use; Telecommunications and Technology; and Consolidation of Public Safety Dispatch Communications)		Action Completed	Tracked under Strategic Initiative CA-A, consolidate dispatch functions		
			Advertise Operations Manager Position (HR)		Action Completed	Position advertised; applications requested; open until filled		
			Recommendation and Approval of Operations Manager		Action Completed			
			Operations Manager to commence work		Action Completed			
			<i>Additional Related Actions:</i>					
			PSC opening ceremony held 7/11/13, and EMS Welcome Home celebration held 7/26/13		Action Completed			
2013	2013-13	Facilities	Identify opportunities whereby vacant, underutilized County-owned property, such as flooded-property acquisitions, can be made more productive through efforts that include community gardens	Complete			Yes	G5

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
			Status report regarding County-owned real estate		Action Completed	1/29/13 agenda item		
			<i>Additional Related Actions:</i>					
			Agenda Item seeking approval to schedule Public Hearing to adopt a resolution and approve a list of additional County-owned properties appropriate for affordable housing		Action Completed	6/18/13 agenda item to schedule 7/9/13 Public Hearing		
2012	2012-35	Fin. Stw.	Evaluate opportunities to maximize utilization of Tourism Development taxes and to enhance effectiveness of County support of cultural activities, including management review of COCA	Complete			Yes	Q4 EC4 G5
			Present findings and recommendations to the Board		Action Completed	COCA management review presented to the Board on 11/13/12. Issues concerning funding for Arts Exchange, in conjunction with County contracts with COCA, are under review by County and Clerk's internal auditor.		
2012	2012-36	Fin. Stw.	Institute financial self-service module, document management, and expanded web-based capabilities in Banner system	Complete			Yes	G2 EN4
			Address through the budget approval process		Action Completed	Funding provided within limits for capital improvements to be carried out by MIS and other affected divisions as necessary		
2012	2012-37	Fin. Stw.	Revise program performance evaluation and benchmarking	Complete			Yes	G5
			Address through the budget approval process		Action Completed	Plans will be updated as part of the FY 2014 budget process		
			Presentation of the Annual Financial and Performance Report		Action Completed	12/10/13 agenda item.		
2013	2013-14	Fin. Stw.	Develop financial strategies to eliminate general revenue subsidies for business operations (i.e., Stormwater, Solid Waste and Transportation programs)	Complete			Yes	G5
			Request to schedule Stormwater workshop for 3/12, and Solid Waste workshop on 4/23		Action Completed	11/13/12 agenda item		
			Consolidated workshops into one planned for 4/23/13 (will present studies conducted for the cost of providing solid waste and stormwater services, and the amount necessary to charge in order to eliminate the general revenue subsidy)		Action Completed	2/25/13 email		
			Workshop item will be scheduled regarding the necessary timelines to enact the five-cent gas tax		Action Completed	4/23/13 workshop		
			Ratified actions taken during the 4/23/13 Workshop		Action Completed	Ratified 4/23/13		
			<i>Additional Related Actions:</i>					
			Conduct Public Hearing (re: Stormwater Non-ad Valorem Assessment Fee, and Amending Solid Waste Ordinance)		Action Completed	Conducted 5/28/13 Public Hearing		

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
			First and Only Public Hearing Non-ad Valorem Assessment Roll for Solid Waste Disposal Services Assessment		Action Completed	9/10/13 - No change to Solid Waste Annual Disposal Service Charge		
			First and Only Public Hearing to Adopt the 2nd Local Option Fuel Tax (Five-Cent Gas Tax) Ordinance		Action Completed	Conducted 9/17/13 Public Hearing		
			Final Budget Approved		Action Completed	Second and Final Hearing for Adoption of FY14 Budget held 09/24/13		
2013	2013-15	Fin. Stw.	Consider approval of the local option to increase the Senior Homestead Exemption to \$50,000 for qualified seniors	Complete			Yes	G5
			Request to schedule Public Hearing to Consider an Additional Homestead Exception of up to \$249,999 for Eligible Low-Income Senior Citizens who Own and have Lived in Homesteaded Property for 25 Years		Action Completed			
			First and Only Public Hearing to Consider an Additional Homestead Exception of up to \$249,999 for Eligible Low-Income Senior Citizens who Own and have Lived in Homesteaded Property for 25 Years		Action Completed			
2013	2013-16	Fin. Stw.	Extend the term of Leon County's Local Preference Ordinance	Complete			Yes	EC7
			First and Only Public Hearing to Adopt and Ordinance Extending the Provision of the Local Preference Ordinance in Relation to Bidding of Construction Services for More Than \$250,000		Action Completed	Public Hearing held 1/29/13		
2012	2012-38	HR	Instill Core Practices through providing Customer Experience training for all County employees	Complete			Yes	G1
			No Further Board Action. Customer Experience training program currently being developed.		Action Completed	The Customer Experience Training has been completed countywide to all county employees. Trainings conducted between 12/12 -2/13. Will conduct additional sessions annually in May, September and January.		
2012	2012-39	HR	Instill Core Practices through revising employee orientation process	Complete			Yes	G1
			No Further Board Action. Components of Customer Experience training program and Leon LEADS to be incorporated into new employee orientation.		Action Completed	New Employees are currently receiving Leon Leads Culture material at the time of hire. Leon LEADS values have been incorporated into the advertising and recruitment process as well as offer letters. Additionally, the County Administrator will personally present the Leon LEADS Culture during new employee orientation. A brief overview of the Customer Experience Training has also been incorporated into New Employee Orientation.		

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
2012	2012-40	HR	Instill Core Practices through revising employee evaluation processes	Complete			Yes	G1
			No Further Board Action. Employee evaluation tool currently being updated to incorporate principles of Leon LEADS		Action Completed	The revised Employee Evaluation has been developed and completed for Career Service and Senior Management employees and incorporates the Core Values and Core Practices of Leon LEADS. Employees received training on the new evaluation form during Customer Experience Training.		
2012	2012-41	HR	Expand electronic Human Resources business processes including applicant tracking, timesheets, e-Learning, employee self service	Complete			Yes	G2
			No Further Board Action. Employee Self Service program is currently being enhanced to include electronic timesheets. E-Learning solutions being reviewed.		Action Completed	Employees are using the Banner Self-Service (employee and manager), electronic paycheck stub, upgrades to Halogen E-appraisals and Position Control. The new E-timesheet system is currently being used by HR and MIS employees, with approximately 65% of employees utilizing by 12/2013, and remaining by 6/2014. E-recruitment and E-learning have been purchased and are being rolled out.		
			Approval in Annual Budget Process for Applicant Tracking Software		Action Completed	Applicant Tracking Software has been purchased.		
2012	2012-42	HR	Evaluate options for value-based benefit design	Complete			Yes	G4
			Consideration of value based benefit design in health insurance program (to be discussed at Budget Workshop)		Action Completed	Presented as part of the budget workshop held 07/09/12; actions ratified 07/10/12. Value Based Design for Health Insurance included in 2013 Plan Design.		
2012	2012-43	HR	Revise employee awards and recognition program	Complete			Yes	G4
			No Further Board Action. Incorporate Leon LEADS principles into awards and recognition program.		Action Completed	Leon LEADS Core Values and Core Practices are currently being incorporated into Awards and Recognition Program. LEADS Award proposed as part of the FY 2014/15 Budget process.		
2012	2012-44	HR	Utilize new learning technology to help design and deliver Leadership and Advanced Supervisory Training for employees	In Progress			Yes	G4
			No Further Board Action. Research new learning technologies available for providing leadership and supervisory training programs.		Action Delayed	Staff has researched new learning technologies for supervisory and leadership training and is in the process of further developing this multi-year initiative.		

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
2012	2012-45	HSCP	Hold "Operation Thank You!" celebration annually for veterans and service members	Complete			Yes	EC5
			County Commissioners passed a motion 7-0 to approve the proposed Operation Thank You event to honor the service of post-9/11 local armed forces members and veterans. The Board authorized and approved the associated Budget Amendment Request.		Action Completed	Approved 3/13/12		
			No Further Board Action Required. Event scheduled for May 18, 2012.		Action Completed	Operation Thank You event held 5/18/12		
			<i>Additional Related Actions:</i>					
			Operation Thank You - Vietnam-era Veterans		Action Completed	Welcome Home ceremony followed by breakfast served by Leon County Commissioners held 3/30/13		
			Welcome Home Veterans held at Westminster Oaks		Action Completed	Held 5/20/13		
			Honoring WWII Veterans and Remembering the 70th Anniversary of D-Day		Action Completed	Held 6/06/2014		
2012	2012-46	HSCP	Develop job search kiosk for veterans	Complete			Yes	EC5 EC6
			County Commissioners passed a motion 7-0 to authorize staff to proceed with the establishment of a Leon County Veterans Resource Center. The Board approved the Budget Amendment Request for the associated costs.		Action Completed	Approved 3/13/12		
			Ceremonial ribbon cutting		Action Completed	Held 7/11/12		
2012	2012-47	HSCP	Consider policy to allocate a portion of Direct Emergency Assistance funds to veterans	Complete			Yes	EC5 EC6 Q3
			Consider funding during the budget process		Action Completed	Board approved on 10/23/12		
			Agenda item to consider policy to allocate a portion of Direct Emergency Assistance funds to veterans		Action Completed	Board approved on 10/23/12		
2013	2013-17	HSCP	Implement procedures for residents to take full advantage of the NACO Dental Card Program	Complete			Yes	Q3
			Board approval of the NACO Dental Card Program		Action Completed	10/09/12 agenda item		
			Program rollout		Action Completed	Received marketing materials 06/2013; rolled out 07/13 (7/30/13 news release)		
2015	2015-1	HSCP	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	Complete			Yes	Q3 G2
			Item will be included as part of the Budget Workshop scheduled for 04/29/15		Action Completed	Board approved status report during 4/28/15 Budget Workshop		
2012	2012-48	Int. Det. Alt.	Provide job search assistance for County Probation and Supervised Pretrial Release clients through private sector partners	Complete			Yes	EC6 Q2

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
			No Further Board Action Required. Contract with private sector vendor for GPS Tracking and Electronic Monitoring Services effective October 1, 2011, and expires September 30, 2013.		Action Completed	Contract with Sentinel Offender Services approved 9/13/11; effective 10/01/11 (contract # 3133A)		
2012	2012-49	Libraries	Relocate library services into the expanded Lake Jackson Branch Library	Complete			Yes	Q1 EC1 EC6
			Relocate library services into the expanded Lake Jackson Branch Library		Action Completed	Grand Opening held 8/21/12		
2012	2012-50	PLACE	Identify revisions to future land uses which will eliminate hindrances or expand opportunities to promote and support economic activity	Complete			Yes	EC2
			Direct Staff to initiate text amendment to and develop program for future land use category changes		Action Completed	9/24/13 agenda item. Board authorized staff to draft a Board-initiated Comprehensive Plan map amendment regarding revisions to future land uses eliminating areas from the Heavy Industrial Zoning Category, and to bring back a proposed ordinance to expand complementary uses in the Light Industrial (M-1) zoning district		
2012	2012-51	PLACE	Consider policy to encourage redevelopment of vacant commercial properties	Complete			Yes	EC2
			Board accepts status report.		Action Completed	Board accepted status report 5/14/13. All reasonable possible incentives for redeveloping vacant commercial properties are in effect at this time. Additional incentivization measures would either require subsidization of the projects (via funding or waivers of fees) or, in order to further expedite application reviews, increased staff levels. This conclusion is consistent with that of the City of Tallahassee's Growth Management Department, which underwent a similar "dark buildings" study.		
2012	2012-52	PLACE	Consider mobility fee to replace concurrency management system	In Progress			No	EN1 EN2
			Discuss the issue with the Tallahassee Chamber of Commerce, with respect to impacts on the private sector			In progress. Coordination as needed based on feedback from the City and County. The City expects work to begin on this in the later part of 2014.		
			Determination as to whether to initiate a mobility fee program study		Action Delayed	Action requires participation both the City and County. Coordination with the City is ongoing		

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
2012	2012-53	PLACE	Promote concentrated commercial development in Woodville	Complete			Yes	EN1 EN2 Q5
			Present status report to the Board		Action Completed	Staff has completed a study of options, with status report on 6/18/2013 Board meeting agenda. Further expansion of concentrated commercial development in Woodville is contingent upon the expansion of central sewer into Woodville, which has been presented as a proposed sales tax extension project (refer to Strategic Initiatives 2012-20 (ED-A) and 2012-63 (PW-A))		
2012	2012-54	PLACE	Update Greenways Master Plan	Complete			Yes	Q1 EC1 EC4
			Presentation to Commission		Action Completed	Mapping of improvements is complete. Public meetings in 1/2013 were combined with Bike Routes Plan outreach. Presentation to Board planned for 5/14/13.		
			Approve update		Action Completed	Updated Tallahassee-Leon County Greenways Master Plan adopted by the Board 5/14/13		
2012	2012-55	PLACE	Consider constructing Cascade Park amphitheatre, in partnership with KCCI	Complete			Yes	Q4 EC1 EC4
			Approve Amphitheatre management plan		Action Completed	Approved by County 8/28/12; City seeks modification prior to its approval. City approved on 7/10/13 and Interlocal Agreement executed 7/11/12 and filed with the Clerk of Court on 8/13/13.		
2012	2012-56	PLACE	Implement design studio	Complete			Yes	Q6 Q7
			No further Board action; DesignWorks studio in place and functioning		Action Completed	Grand opening held 3/7/13		
2012	2012-57	PLACE	Implement visioning team	Complete			Yes	Q6 Q7
			No further Board actions; staff has received appropriate direction and will implement by May 30, 2012		Action Completed	Committee assembled; initial meeting held		
2012	2012-58	PLACE	Develop performance level design standards for Activity Centers	Complete			Yes	Q6 Q7
			Status report to the Board.		Action Delayed	Status report accepted by the Board 9/24/13		
2012	2012-59	PLACE	Revise Historic Preservation District Designation Ordinance	Complete			Yes	Q6
			Proposed ordinance and approval to schedule a Public Hearing		Action Completed	Approved 2/26/13 Board meeting		
			Presentation to Board on proposed Ordinance		Action Completed	Ordinance drafted and in review by DSEM and ARB. Planning Commission hearing 5/2013.		

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
			Approve revision to Ordinance		Action Completed	First and only Public Hearing continued from 5/14/13 to 5/28/13; Public Hearing held and proposed Ordinance approved		
2012	2012-60	PLACE	Develop design standards requiring interconnectivity for pedestrians and non-vehicular access	Complete			Yes	Q6 Q7
			Status report to the Board.		Action Completed	Standards are in place, staff is reviewing effectiveness. Status report on Board's 6/18/13 meeting agenda. No further Board actions anticipated to be necessary subsequent to status report.		
2012	2012-61	PLACE	Develop bike route system	Complete			Yes	Q7
			Direct staff to implement bike route system		Action Completed	Community meeting held. Final data and graphics complete. Coordinated with TDC. Bike route system presented to and adopted by the Board on 5/14/13.		
2012	2012-62	PLACE	Establish Bicycle & Pedestrian Advisory Committee	Complete			Yes	Q7
			No further Board action – staff has received appropriate direction and will implement by August 30, 2012		Action Completed	Group assembled and initial meeting held.		
2013	2013-18	PLACE	Develop solutions to promote sustainable growth inside the Lake Protection Zone	Complete			Yes	EN1 EN2 G2
			Initiate Comprehensive Plan amendments for properties along Timberlane Road (Cycle 2013-1)		Action Completed	2/5/13 Planning Agency meeting; preliminary recommendation of amendment from "Lake Protection" to "Suburban" on expanded number of properties		
			Joint City-County Transmittal Public Hearing (Timberlane Road near Market District)		Action Completed	Approved during 4/09/13 Joint City-County meeting (Timberlane Road near Market District)		
			Joint City-County Adoption Public Hearing (Timberlane Road near Market District)		Action Completed	Approved during 5/28/13 Joint City-County meeting (Timberlane Road near Market District)		
			Determination by Board as to whether to initiate map amendment for North Monroe Street north of I-10		Action Completed	Direction provided at 11/19/13 Workshop to initiate Comprehensive Plan amendments.		
2013	2013-19	PLACE	Promote communication and coordination among local public sector agencies involved in multi-modal transportation, connectivity, walkability, and related matters	Complete			Yes	Q7 EC1
			Coordinate with local Chambers of Commerce to get initial input on mobility fee study		Action Completed	Initial meeting scheduled as of 3/13; more in progress		
			Meet with FDOT to discuss mobility fee standards and develop agreed upon development standards. Include City/County Public Works, CRTPA, etc.		Action Completed	Initial City issues meeting held 2/13; more will be scheduled, and will expand to County meetings.		
			Planning staff begin attending CRTPA meetings		Action Completed	Initiated as of 3/13		

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
2014	2014-9	PLACE	Support sector planning for the area surrounding Veterans Affairs' outpatient clinic	Complete			Yes	EC1 Q6 Q7
			Board Acceptance of Report on Land Uses Associated with Veterans' Affairs Clinics a. Comparative review of other communities b. Recommendations for any needed local land use changes c. Initiation of any Comprehensive Plan or LDR Changes, if determined necessary by the report		Action on Track	Set for 11/18/14 Board meeting. No LDR or Comp Plan changes are needed. The Status Report will result in the completion of this initiative.		
			Submission of any Comprehensive Plan or LDR Amendment Applications, if determined necessary		Action on Track	Anticipate 11/18/14 Board meeting status report agenda item. No LDR or Comp Plan changes are needed. The Status Report will result in the completion of this initiative.		
2014	2014-10	PLACE	Work with the City to celebrate the opening of Cascades Park	Complete			Yes	Q4
			Officially opened with a trio of events: a dedication ceremony and Family Fun Night on Friday March 14 and Discover Cascades Day on Saturday March 15		Action Completed			
2014	2014-11	PLACE	Focus on improving Leon County's ranking as a bicycle friendly community	Complete			Yes	Q1 EC4
			Update on Feedback from the Bicycle Friendly Community application		Action Completed	After many attempts, staff finally received feedback from the League of American Cyclists. Due to so many applications nationally, they have adjusted their ranking criteria (but did not make this readily apparent to the public). As a result, staff updated the previous strategy and presented an agenda item to the Board on July 8, 2014.		
			Approval of a plan to improve cycling in Leon County		Action Completed	This action was completed with an 10/28/14 report to the Board.		
2014	2014-12	PLACE	Institute as Sense of Place for the fairgrounds	In Progress			Yes	Q4 EC1 EC4
			Board acceptance of Fairgrounds Sense of Place Initiative		Action on Track	Consultant presentation and Report anticipated for Board approval 7/7/15.		
2015	2015-5	PLACE	Initiate a comprehensive review and revision to the Land Use Element of the Comprehensive Plan	In Progress			No	Q6 Q7
			Present to Board outline of possible changes & outreach plan		Action Completed	5/26/15 Public Hearing Joint City/County Comp Plan Amend		
			Outreach and consensus on desired changes					
			Draft changes to Element distributed the public					
			Submit for 2018-1 Comprehensive Plan Cycle					
2015	2015-6	PLACE	Reformat the existing on-line Comprehensive Plan to modernize its appearance and increase usability	Complete			Yes	G1
			Review other communities for examples and implement changes to formatting		Action Completed	Joint City/County meeting 5/26/15		

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
2015	2015-7	PLACE	Evaluate the existing Comprehensive Plan amendment process, and identify opportunities for further streamlining	In Progress			Yes	G1
			Provide Status Report to Board with proposed changes		Action Completed	Joint City/County meeting 5/26/15		
			Implement in the next cycle (2016-1)					
2015	2015-8	PLACE	Protect the rural character of our Rural Land use category	Complete			Yes	Q6 Q7
			Adoption of Rural Future Land Use text changes (already in 2015-1 cycle)		Action Completed	5/26/15 Public Hearing Joint City/County Comp Plan Amend		
			2015-1 Cycle Amendments Submitted to State DEO		Action Completed			
			Anticipated Effective Date					
2015	2015-10	PLACE	Work with the City of Tallahassee and Blueprint to implement the Sales Tax extension, including the Economic Development portion	Complete			Yes	EC1 G5
			Appropriate amendments to the interlocal agreements are anticipated to be brought forward to the IA in March. The amendments will begin to merge the current Blueprint program with the 2020 Sales Tax program so that an effective transition between the two programs can occur. Staff will also present basic concepts to assist with developing a plan to begin implementing the 2020 program or a portion of the program.		Action Completed	Sales Tax passed 11/4/14. IA approved advanced funding and prioritization strategies 4/1/15.		
2015	2015-11	PLACE	Identify projects that may be advance-funded as part of the Sales Tax extension	Complete			Yes	EC1 G5
			At the March IA meeting, staff will provide an analysis of a number of funding options to advance projects. Once this review is completed, staff will seek guidance/approval from the IA for general strategies to advance projects prior to the collection of the 2020 sales tax revenues.		Action Completed	IA approved advanced funding and prioritization strategies 4/1/15.		
2012	2012-63	PW	Bring central sewer to Woodville consistent with the Water and Sewer Master Plan, including consideration for funding through Sales Tax Extension	In Progress			No	EN1 Q5
			Ratification of Board Actions Taken at the Workshop on Infrastructure Sales Tax Extension and Consideration of the Water and Sewer Master Plans		Action Completed	Workshop held 4/12/11; and actions ratified 4/26/11.		
			Additional actions pending results of the Sales Tax Committee Recommendations		Action Completed	Refer to Strategic Initiative 2012-20 (ED-A). Sales Tax extension approved 11/04/14 by 65% of the voters.		
			Submitted for state funding for design of master lift station and force main		Action Completed			
2012	2012-64	PW	Conduct workshop regarding Onsite Sewage Treatment and Disposal and Management Options report	Complete			Yes	EN1 EC4

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
			Request to Schedule a Workshop regarding Onsite Sewage Treatment and Disposal and Management Options Report		Action Completed	Requested on 11/13/12		
			Conduct a Workshop regarding Onsite Sewage Treatment and Disposal and Management Options Report		Action Completed	Workshop held on 1/29/13		
			Ratification of Board Actions Taken at the Workshop regarding Onsite Sewage Treatment and Disposal and Management Options Report		Action Completed	Ratified on 2/12/13		
2012	2012-65	PW	Evaluate and construct glass aggregate concrete sidewalk (deleted 2013)	Complete			Yes	EN4
			The Board tabled the issue during its 5/8/12 Board meeting.		Delete Action	Deleted at 2012 Board Retreat		
2012	2012-66	PW	Explore the extension of parks and greenways to incorporate 200 acres of Upper Lake Lafayette	In Progress			No	Q1 EC1 EC4
			Approval of Strategic Initiatives for FY 2012 and FY 2013		Action Completed	Approved 2/28/12		
			Additional actions pending results of the Sales Tax Committee Recommendations		Action Completed	Refer to Strategic Initiative 2012-20 (ED-A). Sales Tax extension approved 11/04/14 by 65% of the voters.		
2012	2012-67	PW	Develop Miccosukee Greenway Management Plan	Complete			Yes	Q1 EC1 EC4
			Established the Citizens Advisory Committee		Action Completed	Resolution adopted 08/17/10		
			Acceptance of a Status Report on the Work of the Miccosukee Canopy Road Greenway Citizens Advisory Committee and the Draft Land Management Plan		Action Completed	Accepted 2/14/12		
			Approval of Final Miccosukee Canopy Road Greenway Land Management Plan for Submittal to the Florida Department of Environmental Protection's Office of Greenways and Trails		Action Completed	Board accepted 8/28/12; Acquisition and Restoration Council (ARC) approved 4/19/13		
2012	2012-68	PW	Develop Alford Greenway Management Plan	Complete			Yes	Q1 EC1 EC4
			Established the Citizens Advisory Committee		Action Completed	Resolution adopted 8/17/10		
			Acceptance of a Status Report on the Work of the J.R. Alford Greenway Citizens Advisory Committee and the Draft Land Management Plan		Action Completed	Accepted 10/23/12		
			Approval of Final J.R. Alford Greenway Land Management Plan for Submittal to the Florida Department of Environmental Protection's Office of Greenways and Trails		Action Completed	Board accepted 5/14/13; submitted to Acquisition and Restoration Council (ARC), and on ARC's 12/13/13 agenda for final review and approval		
2012	2012-69	PW	Complete construction of Miccosukee ball fields	Complete			Yes	Q1 Q5 EC1 EC4
			Approval as Part of the Annual Budget		Action Completed	Planned for FY2013 construction per 7/09/12 budget workshop		

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
			Approval of Agreement Awarding Bid for Field Construction and Renovations		Action Completed	Bid Delayed until 4/13. Intended bid award issued 6/10/13. Bid awarded to, and agreement approved with, Advon Corporation on 7/9/13. Construction has not commenced due to a conservation easement issue that is being addressed with the School Board. Anticipate resolution in December, with construction resuming soon thereafter. Construction will continue until after 12/2013, but no additional Board action anticipated.		
2012	2012-70	PW	Continue to plan acquisition and development of a North East Park	Complete			Yes	Q1 EC1 EC4
			Consideration of Purchase of Celebration Baptist Church Property		Action Completed	Authorized to enter into an option contract 1/24/11		
			Acceptance of a Status Report Regarding the Acquisition of the Celebration Baptist Church Property for Development of a North East Park		Action Completed	Authorized to execute Purchase and Sale Agreement		
			Land Acquisition (second of three payments) - Approval as Part of the Annual Budget		Action Completed	Land acquisition funded in the FY2013 budget. Development costs were presented to the Sales Tax Committee per Board direction.		
			Land Acquisition (third of three payments) - Approval as Part of the Annual Budget		Action Completed	Approved as part of the FY2014 budget; final payment made 10/2/2013 and closing completed 10/3/2013. Project development continues to be addressed through the Sales Tax Committee.		
2012	2012-71	PW	Develop Apalachee Facility master plan to accommodate year-round events	In Progress			No	Q1 EC1 EC4
			Approval as Part of the Annual Budget		Action Completed			
			Apply with FDEP for regulatory closure of the Solid Waste facility		Action Completed	Board directed closure of landfill in 4/28/15 Budget Workshop		
			Receive FDEP approval for regulator closure of the Solid Waste facility		Action on Track	(Resource Stewardship)		
			Master Plan developed for Board consideration		Action on Track	(Public Works)		
2012	2012-72	PW	Continue to develop parks and greenways consistent with management plans including Okeeheepkee Prairie Park, Fred George Park and St. Marks Headwater Greenway	In Progress			No	Q1 Q5 EC1 EC4
			Sitting as part of the IA, the Board will be asked to consider allocating Blueprint funds for construction of trailheads, trails and other amenities at the Fred George Greenway and St. Marks Headwater Greenway		Action Completed	Funding transfer was effectuated immediately		

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
			Approval of Agreement Awarding Bid for Boardwalk and Parking Facilities Construction at the Okeeheepkee Prairie Park (for construction to begin in 2013)		Action Completed	Board awarded bid on 4/14/15, expected completion by 12/15		
			Approval of Agreement Awarding Bid for Construction and Improvements at the Fred George Greenway		Action Completed	Board approved construction agreement 12/9/14, expected completion by 12/15		
			Approval of Agreement Awarding Bid for Construction and Improvements at the St. Marks Headwater Greenway			In scope negotiations with consultant for design and permitting.		
			Transfer 174-acre property from BP2000 to Leon County for connectivity to J.R. Alford Arm Greenway		Action Completed	Board accepted transfer on 9/23/14		
2012	2012-73	PW	Pursue Public Works' American Public Works Association (APWA) accreditation	In Progress			No	G4 G1
			No Board action required in this two year strategic plan period. Public Works will be going through the self-assessment process.			Staff has initiated the first step in the accreditation process, self-assessment. This step is expected to take at least 1 to 2 years to complete.		
2013	2013-20	PW	Extend central sewer or other effective wastewater treatment solutions to the Primary Springs Protection Zone area within Leon County	In Progress			No	EN1
			Ratification of Board Actions Taken at the Workshop on Infrastructure Sales Tax Extension and Consideration of the Water and Sewer Master Plans		Action Completed	Workshop held 4/12/11 and actions ratified 4/26/11.		
			Request to schedule a workshop regarding options to reduce nitrate load to Wakulla Springs from septic systems, where central sewer is not available		Action Completed	11/13/12 agenda item		
			Conduct workshop regard options to reduce nitrate load to Wakulla Springs from septic systems, where central sewer is not available		Action Completed	1/29/13 Board workshop		
			Ratify actions taken at workshop, including continued pursuit of proposed sales tax extension project #10, Woodville Water Quality, and amendment of the Code of Laws to establish AWT nitrogen standard for new construction within the Primary Springs Protection Zone (PSPZ)		Action Completed	2/12/13 agenda item		
			Seek approval to schedule Public Hearing on proposed Ordinance to amend the Code of Laws to establish AWT nitrogen standard for new construction within the PSPZ		Action Delayed			
			Conduct Public Hearing on proposed Ordinance to amend the Code of Laws to establish AWT nitrogen standard for new construction within the PSPZ		Action Delayed			
			Present the Sales Tax Committee's recommendations to the Board		Action Completed	Refer to Strategic Initiative 2012-20 (ED-A)		
			Consideration of setting referendum date for the sales tax extension		Action Completed	Refer to Strategic Initiative 2012-20 (ED-A). Sales Tax extension approved by 65% of voters.		
			Received FDEP grant to design Woodville Heights		Action Completed	Board approved grant 9/23/14		

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
2013	2013-21	PW	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	In Progress			Yes	Q1 EC1
			Convene a meeting of community baseball representatives/leadership, including City management staff		Action Delayed			
			Present status report to Board regarding the meeting and obtain Board direction on further actions		Action Delayed			
2013	2013-22	PW	Conduct a workshop that includes a comprehensive review of sidewalk development and appropriate funding	Complete			Yes	Q6 Q7
			Agenda request to schedule a workshop on sidewalk policy, priorities and funding options		Action Completed	01/29/13 agenda item		
			Conduct workshop		Action Completed	4/9/13 Workshop conducted		
			Ratify actions taken during the workshop		Action Completed	Action ratified 5/14/13		
2014	2014-13	PW	Further establish community partnerships for youth sports development programs	In Progress			Yes	Q4
			Status Report on Partnership with Community Baseball League		Action Completed			
			Adoption of License Agreement with Community Baseball League for Use of J. Lewis Hall Park Baseball Field and Volunteer Services Supporting the County's Little League Program		Action Completed	License agreement approved by the Board 7/8/14.		
2014	2014-14	PW	Create a capital projects priority list for the fifth-cent gas tax (program)	Complete			Yes	G5 EC1
			Agenda item on programming for the first 2 years, FY14-15		Action Completed			
			Future programming to be provided via the CIP budget process					
2012	2012-74	Res. Stw.	Pursue opportunities to fully implement a commercial and residential PACE program	Complete			Yes	EN2 EN3 EN4
			First and only Public Hearing to consider adoption of ordinance (residential)		Action Completed	Adopted Ordinance creating and enacting the Energy Improvement District on 4/13/10. Ordinance was amended on 7/13/10.		
			Ceremonial program kick-off (residential)		Action Completed	Kickoff ceremony 7/14/10		
			Authorization to institute litigation against FHFA		Action Completed	Authorized to institute litigation concerning PACE Financing Program 9/21/10		
			Adopt Resolution in support of PACE		Action Completed	Resolution adopted 8/23/11		
			First and only Public Hearing amending ordinance (commercial)		Action Completed	Amended Ordinance with respect to its application to commercial properties 2/14/12		

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
			Acceptance of Status Report (commercial)		Action Completed	8/28/12 agenda item		
			Approval of proposed program (commercial)		Action Completed	10/26/2012 agenda item provided approval to issue third-party RFP		
			Acceptance of litigation status report (residential)		Action Completed	Agenda item to Board. RFP to solicit 3rd party admin. for commercial PACE being developed. Residential PACE no longer being pursued.		
			Agenda item to award contract for Commercial Property Clean Energy (PACE) Administrator		Action Completed	RFP issued, with a 4/25/13 closing date. Agenda item seeking authorization to negotiate and execute a contract for 3rd party admin. for commercial PACE on 6/18/13 agenda (Ygreene Energy Fund to act as the Third-Party Administrator for Leon County Energy Improvement District Commercial PACE Program). See also 9/10/13 meeting follow-up.		
2012	2012-75	Res. Stw.	Consider policy for supporting new and existing community gardens on County property and throughout the County	Complete			Yes	EN3 Q5 EC6
			Adopt proposed policy		Action Completed	Adopted 6/12/12.		
			First Public Hearing to amend Chapter 10, Article VI, Leon County Code of Laws, "Community Gardens"		Action Completed	It has been determined by the County Attorney's Office that the Code needs to be amended. Activity being led by DSEM. Amendment is administrative in nature and not substantial. Hearing held 11/13/12.		
			Second Public Hearing to amend Chapter 10, Article VI, Leon County Code of Laws, "Community Gardens"		Action Completed	Hearing held 12/11/12.		
2012	2012-76	Res. Stw.	Develop energy reduction master plan	Complete			No	EN4 G5
			Acceptance of master plan status report		Action Completed	Plans to develop will be phased in during 2014. Completed 4/22/14 Board meeting. Status report, include master plan, was accepted.		
2012	2012-77	Res. Stw.	Further develop clean - green fleet initiatives, including compressed natural gas	Complete			Yes	EN4
			Adopt proposed policy		Action Completed	Adopted 04/24/12		
2012	2012-78	Res. Stw.	Evaluate Waste Composition Study	Complete			Yes	EN4
			Board workshop to provide staff direction on developing strategies to reach 75% recycling goal and other solid waste issues		Action Completed	7/09/12 Budget Workshop; actions ratified 7/10/12		
2012	2012-79	Res. Stw.	Identify alternative disposal options	Complete			Yes	EN4
			Authorize hiring of a consultant to conduct a Waste Alternatives study		Action Completed	12/13/11 Agenda Item #24		

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
			Board workshop to provide staff direction on developing strategies to reach 75% recycling goal and other solid waste issues		Action Completed	7/09/12 Budget Workshop; actions ratified 7/10/12		
2012	2012-80	Res. Stw.	Explore renewable energy opportunities at Solid Waste Management Facility	Complete			Yes	EN4
			Board workshop to provide staff direction on developing strategies to reach 75% recycling goal and other solid waste issues		Action Completed	7/09/12 Budget Workshop; actions ratified 7/10/12		
2013	2013-23	Res. Stw.	Expand the community gardens program	Complete			Yes	EN3 Q5 EC6
			Status report on the County Community Garden Program, and adoption of Revised Policy No. 12-2, Community Garden Policy		Action Completed	1/29/13 agenda item		
			Status report regarding County-owned real estate		Action Completed	1/29/13 agenda item increased the number of properties suitable for community gardens		
2013	2013-24	Res. Stw.	Seek competitive solicitations for single stream curbside recycling and comprehensively reassess solid waste fees with goals of reducing costs and increasing recycling	Complete			Yes	EN4
			Award bid to Government Services Group to conduct a Solid Waste Assessment Study		Action Completed	6/26/12 agenda item		
			Request to Schedule a Workshop on Solid Waste Non-ad Valorem Assessments for April 23, 2013		Action Completed	11/13/12 agenda item		
			Approval to issue an ITB for an exclusive franchise to provide waste collection services in the unincorporated area of Leon County		Action Completed	12/11/12 agenda item		
			Approval of a 2nd Amendment to the Agreement with Waste Management, Inc. for solid waste hauling and disposal services		Action Completed	12/11/12 agenda item		
			Approval to issue a RFP for operation of transfer station services		Action Completed	12/11/12 agenda item		
			Authorization to negotiate contract with successful bidder for exclusive franchise to provide waste collection services in unincorporated Leon County		Action Completed	2/12/13 agenda item (authorization to negotiate with Waste Pro)		
			Status report of the issuance of a RFP for operation of transfer station services		Action Completed	2/12/2013 agenda item		
			Workshop on solid waste assessment, collection service level, and request to schedule a public hearing on uniform method of collection		Action Completed	Workshop held 4/23/13		
			Ratification of actions taken during the Solid Waste workshop		Action Completed	Actions ratified 4/23/13		
			Public hearing regarding intent to utilize uniform method of collection		Action Completed	Public Hearing to held 5/28/13 (staff directed to develop user fee for Rural Waste Service Centers; universal collection not required)		
			Request to schedule a public hearing for 6/25/13 to adopt solid waste assessment roll, certify roll to Tax Collector, and to adopt rate study; and mailing of first class letter		Action Completed	Public Hearing held 5/28/13		

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
			Public hearing to adopt solid waste assessment roll, certify roll to Tax Collector, and to adopt rate study		Action Completed	Public Hearing held 5/28/13		
2015	2015-2	Res. Stw.	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 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	Complete			Yes	G5 Q1 EN4
			Board approval of a long-term direction for the Apalachee Solid Waste Facility		Action Completed	Board authorized closure of the landfill during the 4/28/15 Budget Workshop		
2012	2012-81	Tourism	Support VIVA FLORIDA 500	Complete			Yes	EC4
			Approval as part of Annual Budget		Action Completed	Funded as part of FY2013 budget		
2012	2012-82	Tourism	Develop Capital Cuisine Restaurant Week	Complete			Yes	EC4
			Approval as part of Annual Budget		Action Completed	Held May 2012		
			Approval as part of Annual Budget		Action Completed	Funded as part of FY2013 budget. Event held 5/16-5/28/13.		
2012	2012-83	Tourism	Support Choose Tallahassee initiative	Complete			Yes	EC4
			Approval of Funding Request (FY2012)		Action Completed	Approved 1/24/12		
			Approval as part of Annual Budget		Action Completed	Funded as part of FY2013 budget		
2012	2012-84	Tourism	Consider programming Cascade Park Amphitheater	Complete			Yes	Q4 EC4
			Approval of Interlocal Agreement with City		Action Completed	Approved by County 8/28/12; City seeks modification prior to its approval. Anticipate coming back to the Board 4/13.		
			Approval of Interlocal Agreement with Amendments Requested by the City		Action Completed	Waiting on presentation of noise study to Myers Park residents and possible noise abatement enhancements. Noise study has been completed and presented to the neighborhood association.		
			Approval of Funding Request (if necessary)		Action Completed	Funding for program management is included in the FY2013/14 tentative budget		
			Approval by the IA to move forward with the Amphitheater and Cascade Park Completions, with additional BluePrint 2000 Funding		Action Completed	Approved 2/25/13		
			Proposed revised Interlocal to the IA		Action Completed	Anticipated 6/19/13		
			Proposed revised Interlocal to the City and County Commissions		Action Completed	Approval of Interlocal Agreement and Enabling Resolution Creating STAGE Advisory Committee 7/09/13		

Year	Initiative #	Lead	Strategic Initiatives/Actions	Status	Status of Actions	Comments	Complete by Dec '15	Align
			Status report to the Board on the Amphitheater Concerts		Action Completed	July 8, 2014 Status Report presented to the Board		
2013	2013-25	Tourism	Expand, connect and promote "Trailahassee" and the regional trail system	Complete			Yes	Q1 Q5 EC1 EC4
			Incorporate and emphasize trail connectivity in the County's recommended projects to be considered by the Sales Tax Committee		Action Completed			
			Approve \$250,000 for the improvements to the Apalachee Regional Park Trail and Cross Country Course		Action Completed			
			Present the County's recommended projects to the Sales Tax Committee		Action Completed			
			Accept status report and approve budget amendment request of \$35,000 to create Trailahassee.com website and brand		Action Completed			
			Select consultant to perform Capital City to the Sea Trails Master Plan and PD&E		Action Completed	CRTPA		
			Approve scope of services for the Capital City to the Sea Trails Master Plan and PD&E; Authorize CRTPA Executive Director to administer contract with Kimley-Horn and Associates		Action Completed	Adopted by CRTPA on 3/25/13 and executed 3/26/13		
			Update Greenways Master Plan		Action Completed	Updated Tallahassee-Leon County Greenways Master Plan adopted 5/14/13		
			"Trailahassee" online presence		Action Completed	News release issued 10/2/13		
2014	2014-15	Tourism	Continue to work with FSU to bid and host NCAA cross country national and regional championships at Apalachee Regional Park	Complete			Yes	EC4 Q1
			The bid for the national championship was completed and submitted to the NCAA but was not awarded to FSU/Leon County. However, FSU was awarded an NCAA southeast regional championship in both 2014 and 2016. In addition, Tourism Development is working with FAMU to secure a 3-year contract that would award the MEAC championship to Leon County beginning in 2014.		N/A			
			Develop a 3-5 year capital improvement plan to provide for a substantial water sources, additional restrooms, concession facility or designated food truck area, sports media and operations facility, additional fiber optic cable, paving the full entrance road.		Action Completed	Parks and Recreation 5-year CIP for the Apalachee Regional Park was adopted by the Board		

Leon County

Board of County Commissioners

Budget Workshop Item #2

June 23, 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 final Board direction in developing the FY 2016 Tentative Budget. As presented, the preliminary FY 2016 is \$238,447,716 or a 4.4% increase from FY 2015. Excluding the funding increases for the Fire Department and the every four year extraordinary “spike” in the Supervisor of Elections requirements to support the Presidential preference and primaries, the preliminary budget increase is 3.6%.

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. 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 budget workshop. These items included: 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.

During the April 28, 2015 workshop the preliminary budget shortfall was estimated to be approximately \$3.8 – \$8.5 million; this estimate was based on extremely preliminary information and did not include final budget submissions from the Constitutional Officers or have the benefit of preliminary values from the Property Appraiser.

In addition to a preliminary review of the FY 2016 budget development scenario, the Board also addressed a number of significant policy issues, including:

- Permanently close the landfill facility.
- Adopt new fire rescue service charge, but for FY 2016 and FY 2017 to reduce the new charge by 15% and pay the difference from unincorporated area fund balances. The new fees would become effective in FY 2018. In addition, the Board directed that additional information be provided regarding moving forward with a voter referendum in November 2016, to implement a one-cent sales tax surcharge to fund fire rescue services beginning in January 2017. Staff is continuing to compile the necessary information related to a possible referendum and will be bringing a future item for the Board to consider this matter.
- Adopted a long-term sidewalk prioritization funding schedule.
- Approved a competitive reimbursement pool to fund primary health care visits by the uninsured. This will be discussed later in a separate budget discussion item.

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. 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.

During this time, by reviewing the organization from top to bottom and implementing Leon LEADs (Attachment #1), the Board reduced its budget by more than \$62 million and its workforce by more than 83 positions. The County 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. 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:

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; and levied the additional five-cent gas tax in partnership with the City of Tallahassee receiving half of the revenue. 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.

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 which increased the County's rate from a "-AA" with an unstable outlook, to an "AA" with a stable outlook; Fitch stated,

"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."

Analysis:

The preliminary FY 2016 budget was 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 County staff remains diligent in evaluating the budget for opportunities to work more efficiently within our existing resources.

Attachment #2 shows the preliminary budget shortfall presented at the April 23, 2015 budget workshop of \$3.8 million to \$8.5 million. This budget workshop was held early in the budget process, prior to the Constitutional Officers submitting their budget requests and before the June 1, 2015 preliminary property valuations were provided by the Property Appraiser's Office. Subsequent to this time the Office of Management and Budget has received and analyzed all departmental and constitutional budget requests. During this time, final revenue estimates have been prepared based on the most current information available. Overall, significant changes since April 23 include:

- The capital project transfer increased by \$1.0 million instead of \$2.0 to \$3.0 million
- Property values increased at the higher end of the original forecast
- First year impacts of the Sheriff Pay Plan are less than originally forecasted
- Retirement impacts are less than originally contemplated
- Additional position reductions have been identified
- Debt service savings are greater than originally contemplated

Table #1 shows the changes to the FY 2016 general revenues and expenditure compared to the adopted FY 2015 budget.

Table #1: Preliminary FY 2016 General Revenue* Related Budget Variances

Revenues	In Millions
Property Taxes with current millage rate (8.3144)	\$4.895
State Shared and ½ cent Sales Tax Revenues	0.991
Public Services Tax	0.350
Development Review and Permitting Fees	0.285
Gas Taxes	0.216
Communications Services Tax	0.138
Stormwater Utility	0.134
Interest Allocation	0.125
Sheriff GSP Funding (Inmate Trust Fund)	0.100
Court Facilities Fees	(0.418)
Total Revenue	6.816
Expenses	
Sheriff Increases (excluding pay plan adjustments)	\$1.464
General Revenue Transfer to Capital	0.996
Supervisor of Election Presidential Primary Election Cycle	0.952
Sheriff Pay Plan Adjustments	0.673
Agreements and Contractual Increases (e.g. City and vendor contracts)	0.586
Other Increases (Probation, phone, rental and leases)	0.573
Community Redevelopment Agency	0.455
County Performance Raises, FICA, Workers Compensation, Overtime	0.427
Health Care & Retirement (excluding EMS, Building & Tourism)	0.396
M/WSBE Disparity Study	0.250
Other Constitutional Officer Increases (Clerk, Property Appraiser & Tax Collector)	0.274
County Government Pay Plan Market Based Adjustments	0.182
CHSP Funding Increase	0.175
Supervisor of Elections Space Consolidation	0.110
Legal Service of North Florida	0.100
Fuel Savings	(0.318)
Debt Service Savings	(0.300)
General Revenue Funded Position Savings (elimination of 3.0 FTEs)	(0.179)
Total Expenses	\$6.816

*Includes those revenues and expenditures that are supported by General Revenues; excludes self-supporting program areas such as TDC, EMS and Building Inspection. All program expenditures are included in Attachment #1. Posted at 5:30 p.m. on June 12, 2015

In summary, additive general revenues and expenses increased by \$6.8 million. Revenues came in slightly higher than the early forecast, and staff worked with Departments and Constitutional Officers to constrain expenses. Early forecasts indicated that expenses could have increase by \$10.1 to \$13.7 million. The following sections explain the changes in general revenue and related expenditures from FY 2015 to FY 2016.

Revenues

Ad valorem receipts are predicated on maintaining the current 8.3144 millage rate. Based on preliminary information provided by the Property Appraiser on June 1, 2015 property values have increased by 4.5% from the values used for developing the FY 2015 budget. Maintaining the current millage rate provides \$4.9 million in additional ad valorem revenue, 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.

While the increase in valuations over the previous year indicates an improved real estate economy, the current property valuation of \$14.4 billion is still \$1.4 billion below property values of \$15.8 billion at the beginning of the recession in 2008. While values have increased over the last two years from the bottom of \$13.4 billion in FY 2012, they are still 9% below pre-recession levels.

Also indicating an improved economy, are increases in State Shared and ½ Cent Sales Tax revenue which will generate additional revenue of approximately \$991,000. Total projections for these funds are still slightly lower than FY 2006 pre-recession collections by four percent or \$700,000.

The Public Services Tax (PST) is anticipated to generate an additional \$350,000 in FY16. A portion of the increase reflects the end of a 3 year repayment schedule to the City of Tallahassee for a \$2.1 million dollar over payment of the PST to the County from FY 2010 – FY2013.

The Communications Services Tax (CST) is anticipated to increase by \$138,000 even with an average statewide decline in telephone land lines and cable subscriptions.

Even with lower gas prices, gas taxes are only expected to increase by a modest \$216,000. 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 \$285,000. 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.

The Sheriff has offered to provide \$100,000 in funding for the next three to four years to assist in paying for the cost of the Pretrial GPS program. This funding will be provided from the Inmate Trust Fund. The Pretrial GPS program is one program used to reduce the jail population, which is a direct benefit to the inmate population. The Sheriff previously provided funding from this source from FY 2008 – FY 2011 in the amount of \$75,000. Funding was discontinued when the Inmate Trust Fund could no longer support this level of funding. Funds have accumulated allowing for this financial support to be provided for at least the next three years. This resource allows for the consideration of providing the general revenue that would have paid for a portion of pretrial to fund another funding request made by Legal Services of North Florida. This approach is discussed in detail in a separate budget workshop item.

With the addition of new construction and the related impervious surface, revenue for the stormwater assessment will increase by \$134,000. This increase allowed for a reduced transfer of general revenue to the stormwater program. In addition, given the current low interest rate environment, interest earnings are only expected to increase a modest \$ 125,000.

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 \$418,000. This will cause the county to have to make up additional court funding through other general revenue, primarily property taxes.

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. For the preliminary FY 2016 budget an eight percent increase has been assumed. The effect to general revenue expenditures on the Board's budget is \$388,000. Final rates will not be available until early July. Each percentage increase/decrease will affect the general revenue budget by approximately \$97,000.

FRS costs in the County FY 2016 budget have a minimal impact due to a one percent decrease to the regular service employee class. The effect to general revenue Board supported position is less than \$9,000.

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. Including FICA, and workers' compensation, the impact to County positions funded by general revenue is \$427,000.

In addition, as discussed in the March 10, 2015 budget agenda item, the Board authorized staff to conduct a review of the County's pay plan, specifically looking at the base entry level pay for positions. A separate budget workshop item discusses the analysis in detail; the impact to general revenue supported positions is \$182,000.

In addition to the review of the base pay for County positions, the Board instructed staff to work with the Sheriff, at his request, to review the Sheriff's pay plan. A separate budget workshop item provides the details of this review. To summarize, it was found that entry level salaries for deputies and officers were within market standard. The study did find that compression issue existed due to rank and time of services. The cost to implement the pay plan adjustment will cost \$2.3 million over the next three years. The impact for the first year is \$673,000 and is included in the Sheriff's budget request.

Other increases to the Sheriff's budget total \$1,464,000. The majority of these costs are associated with cost of living, FRS, and healthcare increases. Unlike regular service employees, FRS costs for special risk personnel increased by 12%.

Due to the presidential primary election cycle, the Supervisor of Elections submission increased by \$952,000 in FY 2016. An additional \$110,000 is included to cover the increased cost in rental space associated with the consolidation of the Supervisor of Elections administrative services to the Voting Operations Center. This rental cost increase may be off-set by any rental income generated from leasing the current SOE administrative space in the County Annex Building. A separate budget discussion item provides additional detail on this consolidation request.

Other increases to Constitutional Officers are associated with the Property Appraiser, Clerk of Courts and the Tax Collector. The increase to these offices for FY 2016 is \$274,000.

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 up to an additional \$200,000 to Legal Services of North Florida. Separate budget workshop items discussing the recommended funding level increases for CHSP (\$175,000) and Legal Services of North Florida (\$100,000) have been prepared.

For FY 2016, an additional \$250,000 has been budgeted to fund a new MWBE disparity study. A full disparity study has not been completed in more than ten years. Five years ago the County contracted for an update to the current disparity study, with the acknowledgement that a new study would need to be prepared in the next five years. A separate discussion item regarding this study has been prepared.

In FY 2016, the Board will see an additional cost in contractual services of \$586,000. This includes costs associated with the County's share of the Planning Department, Animal Shelter and annual payment to the City for Parks and Recreation. Some contractual increases are related to additive costs to support capital improvement projects and maintenance of existing infrastructure. For example:

- \$50,560 was added to the budget to fund mowing costs associated with new sidewalks
- \$30,000 was added to buy sod to restore roadside shoulders and swales associated with County repaving and drainage maintenance
- \$9,000 was added to repair stormwater pond fencing
- \$91,000 was added to the budget to cover increases for custodial costs
- \$16,200 for chiller (A/C) and elevator maintenance

Another cost increase that reflects an improved real estate economy is the payment to the Community Redevelopment Agency. Based on preliminary valuations for the Frenchtown and Downtown CRAs, the FY 2016 payment will increase \$455,538. The majority of this increase is in the Frenchtown CRA, which saw a 17% increase in property values and a 37% increase to the increment value on which the payment is based.

In concert with Board actions in FY 2015, the recurring transfer to the County capital program was doubled; an increase of \$966,500, bringing the total transfer to \$2.0 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 \$3.5 to \$4.0 million in recurring funds should be transferred annually to cover capital expenses. Future year budgets anticipate additional increases to the capital transfer.

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 of 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 \$300,000. In addition, with the reduction in crude oil prices, fuel savings are estimated to be in excess of \$300,000 in FY 2016.

Position Changes

Although the national, state and local economies continue to improve, County government continues to approach the annual budget process by identifying opportunities to constrain budgetary growth and to ensure the County's limited resources of the County continued to be aligned with the highest priorities of the Board. During and following the recession, Leon County implemented Leon LEADs and reduced the budget by then \$62 million and the workforce by more than 83 positions. In developing the tentative FY 2016 Budget, staff continues to build upon this effort by reviewing positions to ensure the organization is optimizing the use of all resources.

Over the past several years, the Cross Departmental Action Teams and the LEADs listening sessions identified opportunities to realign resources and correspondingly reduce costs. Some of these recommendations were forecasted to take a number of years for full implementation to be completed, including:

- The transferring of driveway inspection duties to the Development Support and Environmental Services Department (DSEM) from Public Works. This has allowed the reduction of a construction inspection position and the reassignment of this workload to DSEM, which has inspectors inspecting construction activity at the same location as the driveway installation. To allow for training time during the transition, the actual position reduction will occur in FY 2016.
- 2.0 positions are being deleted as a result of the consolidation of the Office of Intervention and Detention Alternatives' Probation and Pretrial Release programs. Currently, the Probation Division is located in the Courthouse, and the Pretrial Program is located on Apple Yard Drive by the jail. Recently, the Animal Control Division was moved from its co-location in the Pretrial Program building to the Public Safety Complex with the other Office of Public Safety programs. This has allowed the offices on Apple Yard Drive to be reconfigured to accommodate the Probation Division.
- The elimination of a Facilities Support Technician was achieved through the reallocation and regrouping of technicians in various building assignments.

- 2.0 FTEs in the Office of Information Systems are being eliminated by leveraging technology through the completion of the capital project to consolidate the County's computer servers.

Prior to considering adding any newly funded positions, the County ensures that all existing positions are necessary to continue to support the highest priorities of County government. In total, the FY 2016 budget includes the elimination of six general revenue funded positions. Correspondingly, it is also necessary to recommend the addition of positions to ensure that service levels are maintained at the highest possible levels:

- One Park Attendant position to support the new Fred George Park and Greenway is requested. The addition of this position has been planned for the past three years with the anticipated opening of the park in FY 2016.
- Public Works continues to review its approach in order to expedite the delivery of capital projects, including the newly funded sidewalk projects. Currently, capital project engineers each address specific day to day concerns of residents while also managing their overall capital projects. To enhance the support and timeliness of responding to citizen issues, staff is recommending creating a dedicated engineering position to focus on citizen inquiries regarding specific capital projects. The addition of this resource correspondingly allows existing engineering staff to refocus towards the completion of capital projects.
- Leon County continuously reviews and evaluates departmental areas to determine where further resources are necessary to ensure all laws, rules and policies are being adhered. In FY 2013, as part of Budget reductions, the Purchasing Division's Contract Manager position was eliminated. Over the next several years, the Purchasing Division and MWSBE Divisions have realigned and merged resources to optimize their co-location. However, even with these efforts, staff has determined that an additional position is required to effectively monitor contracts for compliance. In order to provide the necessary contract compliance, the addition of a Contract Compliance Specialist is recommended.
- One new Environmental Specialist is recommended. This position is fee supported and is necessary to support the current level of demand with Development Support and Environmental Management.

Prior planning has allowed the positions being eliminated to occur without the layoff of any personnel. Table 2 shows the FY 2016 recommended position changes and the budgetary impacts.

Table 2: FY 2016 County Position Changes

County Government	Position Delete/Add	Budget Impact
<i>General Revenue Positions</i>		
Facilities Support Technician	-1	(\$46,292)
Engineering Construction Inspector	-1	(\$75,723)
Probation/Pretrial Officer	-2	(\$116,626)
MIS Network Construction Planner	-1	(\$65,226)
MIS/GIS Administrative Associate	-1	(\$42,616)
Public Works Design Engineer	1	\$73,357
Parks Attendant (Fred George Park)	1	\$35,592
Purchasing Contract Compliance Specialist	1	\$58,266
General Revenue Savings	-3	(\$179,268)
Environmental Review Specialist – Fee Funded	1	\$58,381
Net County Government	(-2)	

Table 3 shows the new position request and budget impact for the Constitutional Officers, specifically, the Sheriff and the Supervisor of Elections.

Table 3: Constitutional Officer Position Changes

Constitutional Officers	Position Adds	Budget Impact
<i>Sheriff</i>		
Deputy (Internet Crimes Against Children)	1	\$83,265
Resource Officer (50% funded with School Board)	1	\$40,933
<i>Supervisor of Elections</i>		
Elections System Specialist	1	\$71,233
Net Constitutionals	3	\$195,431

Performance Pay

Leon LEADS was instituted throughout Leon County government over the course of Fiscal Year 2012 (Listens for Changing Needs, Engages Citizens and Employees, Aligns Key Strategic Processes, Delivers Results & Relevance, Strives for Continuous Improvement). The approach resulted in the alignment of the Leon County Board of County Commissioners' Vision for the Leon County community, with Strategic Priorities that advance the County toward that Vision, and the County's optimized resources. Leon County's Core Practices were adopted as part of the LEADS rollout, and consistent with Board Strategic Initiative #2012-40, "Instill Core Practices through revising employee evaluation processes", the County's employee evaluation process was revised to incorporate employee performance with respect to the Core Practices. This revision became effective as of the FY 2012/2013 employee evaluation process.

Employee performance evaluations now focus upon performance with respect to the County's Core Practices, well as an employee's major job functions.

As previously discussed during the April 23, 2015 budget workshop, the proposed budget recommends a 0 – 5% annual pay increase, based on employee work performance, with a target averaging 3%. Staff is recommending performance-based pay increases, rather than one that is across-the-board, because with across-the-board increases, top performers see no incentives for high achievement, since those who are under-performing benefit equally. This rewards and reinforces poor workplace performance.

The proposed annual performance pay increases would be awarded to regular full-time and part-time employees, as well as Paramedics and Emergency Medical Technicians who work in a PRN capacity (“pro re nata”, meaning “as needed”). The performance pay increases for employees in Career Service and PRN positions will be based on the employee’s most recent FY 2014/2015 performance evaluation. The performance pay increase for Career Service and PRN employees with the highest evaluation rating will receive an annual increase that is the greater of 5% or \$1,000 (the \$1,000 minimum will be pro-rated for part-time employees). Performance pay increases for employees in Senior Management, Executive Service, Executive Support and dual-employer positions (such as the University of Florida Extension Agents) will be determined by the County Administrator, and will also be within the range of 0 – 5%. Based on last year’s performance evaluations, staff anticipates approximately 20% of employees will receive a “WOW” rating, and fewer than 5% will receive an “Unacceptable” rating.

Annual performance pay increases will be awarded effective October 1, 2015 for employees who have successfully completed their probationary period. Those employees who are in their probationary period as of October 1 will receive their performance pay increase effective the date they successfully complete their probationary period. Employees who are in a trial period, due to a position transfer, will receive a performance pay increase: (1) effective October 1 if they successfully completed their probationary period for their prior position (as the increase is based on performance in their prior position); or (2) if they did not successfully complete their probationary period in their prior position, the increase would be effective the date they successfully complete their trial period.

To be eligible for a performance pay increase, the employee must have been employed as of September 30, 2015 and as of October 1, 2015. Consistent with Section 5.01, employees who have reached the ceiling of their pay grade range are “red circled” and will receive no additional pay increase. Approximately 11 employees are red circled. Additionally, the seven full- and part-time employees whose position is being reclassified upward as part of the FY 2015/2016 budget, and therefore receiving a pay increase under Section 4.03 of the Personnel Policies and Procedures for their upward reclassification as a result significant changes in duties and responsibilities, will also receive a performance pay increase.

Fund Balance

The current budget shortfall contemplates the continued use of \$4.0 million in general revenue fund balance 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 been a reasonable 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 FY 2016, \$8 million FY 2017, 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.

As directed by the Board during the April 23, 2015 budget workshop \$1,224,459 in unincorporated area general revenue fund balances was appropriated to cover 15% of the costs of providing fire rescue services to the unincorporated area. The fund balance utilization covers the 15% discount applied to the newly adopted fire rescue charge rates. The Board approved this amount of fund balance appropriation for FY 2016 and FY 2017.

Capital Program Funding

The FY 2016 proposed capital improvement program (CIP) budget totals \$18,641,824 and ensures the County's basic infrastructure is maintained and that the useful life is maximized.

Essentially the CIP is an infrastructure maintenance budget that supports County facilities, stormwater and roadway systems, and technology that supports efficiency and transportation safety efforts. In addition, the CIP budget supports the Board's strategic priorities and initiatives and addresses the County's long term capital needs.

During FY 2014, consistent with past practice, the Board approved an \$8.8 million fund sweep to support the County's long-term capital program. In addition to the use of existing capital project fund balances, the FY 2016 preliminary budget shows the general revenue transfer doubling from the existing \$1.0 million to support capital projects to \$2.0 million for FY2016. This is a \$966,000 increase from FY 2015, but still falls short of the necessary \$3.5 to \$4.0 in recurring revenue needed to adequately fund the five year capital program.

The FY 2016 five year plan shows the recurring capital transfer increasing to \$3.0 million in FY 2017 and \$4.0 million in FY 2018 – FY 2020. To ensure adequate funding over the next five years, staff recommends that the next fund sweep in the range of \$4.0 - \$6.0 million be considered as part of the FY 2017 budget cycle.

Transportation safety projects are an important part of the FY 2016 capital improvement program. FY 2016 is the County's first year of fully funding the sidewalk prioritization projects with the proceeds from the second local option five cent gas tax passed in FY 2014. Funding for the sidewalk program has increased by \$800,825. Also, in order to fund necessary transportation safety improvements to Crump, Baum and Old Bainbridge roads, \$654,000 in available transportation fund balance is recommended for appropriation in FY 2016. ..

In order to ensure the timely progress of capital facility maintenance needs, staff is recommending advance funding \$5.1 million in capital improvement in the current fiscal year through the utilization of existing dedicated capital project fund balances and funding from the County's share of the existing Blueprint water quality funding (Attachment #3). This advance funding will ensure that some necessary maintenance and planned infrastructure improvements can continue or commence and not have to wait until October 1, 2015 to begin.

Projects recommended for immediate funding include:

- Parks Capital Improvements (including ball fields and improvement to Apalachee Regional Park): \$1.15 million
- Jail Repairs: \$945,100
- Transportation Safety Improvements (Old Bainbridge, Crump and Baum Roads): \$654,000
- Supervisor of Elections Consolidation: \$412,500
- Health Department Improvements: \$740,800
- Medical Examiner Facility: \$236,400
- Killearn Lakes Stormwater Improvements: \$1.0 million
- Fords Arm Restoration: \$1.0 million

Major projects and funding included in the tentative capital budget include; Attachment #4 contains a complete summary:

- \$4.050 million for arterial and collector resurfacing
- \$1.416 million for the sidewalk program
- \$879,000 for EMS vehicle equipment replacements
- \$750,000 for intersection and safety improvements
- \$600,000 for general stormwater and transportation improvements
- \$300,000 as the initial funding towards a long term maintenance account for the Public Safety Complex

Other Budget Related Items

On March 10, 2015, the Board directed staff to provide a budget discussion item exploring strategies to increase public knowledge of the impact of plastic retail bags by raising awareness, installing plastic bag recycling bins, and conducting an education campaign. Analysis of these strategies produced the following results.

- Communicating the negative impact of plastic bags can have on the environment to the community is vital for reducing the consumption of plastic bags as part of the retail checkout process. Using existing staff resources, Staff at the Office of Sustainability will team with CMR to create educational materials promoting the awareness of the negative impacts of plastic bags, as well as suggested alternatives.
- The option of partnering with a large retailer in the area to implement an initiative to install plastic recycling bins in locations throughout the County was explored. However, due to the current presence of more than thirty plastic bag recycling locations available at retail locations, Leon County and its community business partners have determined that additional locations are not necessary at this time.
- In order to increase awareness regarding the negative impacts of plastic bags and to encourage the use of reusable bags, staff plans to initiate an awareness campaign in November 2015. This campaign will encourage citizens to trade in their plastic bags for a reusable Leon County bags. Funding for one thousand reusable bags is contemplated in the existing Office of Sustainability promotional budget.

Consistent with previous budget guidance, \$7,500 for Entrepreneur Month (eMonth) related activities and events have been contemplated as part of the development of FY 2016 Economic Vitality Department preliminary budget. The success of the 2013 and 2014 eMonth events are due, in part, to the County's leadership in facilitating increased collaboration and participation among the entrepreneurial community which has been a catalyst in expanding entrepreneurial resources and awareness in Leon County.

Comparative Information

Leon County continues to benchmark extremely favorably when compared to our like sized counties. As reflected in Attachment #5, in FY 2015, when compared to other like sized counties, Leon County:

- Maintained the lowest net operating budget per capita (\$210 million) compared to the next lowest, Alachua (\$254 million) and the highest per capita, Osceola (\$634)
- Maintained the lowest net budget per resident (\$750) compared to the next lowest Lake (\$885), and the highest net budget per resident Osceola (\$2,146)
- Maintained the second lowest number of employees at 6 employees/1000 residents along with Lake County; compared to the lowest, St. Lucie at 5 employees/1000; Alachua, Escambia, and Osceola with 8 employees/1000; and the highest St. Johns with 9/1000 residents.

Specific details regarding the preliminary FY 2016 operating budget is provided in Attachment #6.

Options:

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

Recommendation:

Option #1.

Attachments:

1. FY 2012 – FY 2016 Strategic Plan
2. April 28, 2015 Budget Workshop Preliminary FY 2016 Budget Shortfall
3. Resolution and Budget Amendment for Advanced Funding of Capital Projects
4. FY 2016 Preliminary Capital Budget
5. Annual Comparable County Survey
6. FY 2016 Draft Operating Budget Expenditure Detail



LEON COUNTY BOARD OF COUNTY COMMISSIONERS

STRATEGIC PLAN

FY 2012 - FY 2016

Vision

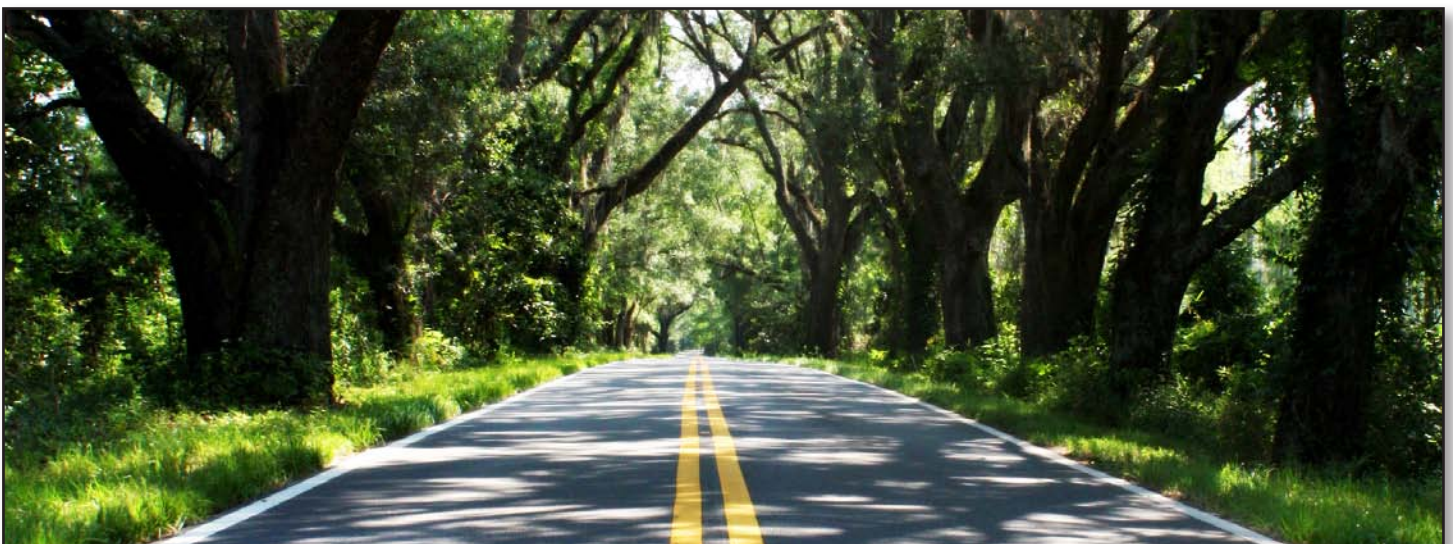
As home to Florida's capitol, Leon County is a welcoming, diverse, healthy, and vibrant community, recognized as a great place to live, work and raise a family. Residents and visitors alike enjoy the stunning beauty of the unspoiled natural environment and a rich array of educational, recreational, cultural 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 Okeehoopkee 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

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

RESOLUTION NO.

WHEREAS, the Board of County Commissioners of Leon County, Florida, approved a budget for fiscal year 2014/2015; and,

WHEREAS, the Board of County Commissioners, pursuant to Chapter 129, Florida Statutes, desires to amend the budget.

NOW, THEREFORE, BE IT RESOLVED, that the Board of County Commissioners of Leon County, Florida, hereby amends the budget as reflected on the Departmental Budget Amendment Request Form attached hereto and incorporated herein by reference.

Adopted this 23rd day of June, 2015.

LEON COUNTY, FLORIDA

BY: _____
Mary Ann Lindley, Chairman
Board of County Commissioners

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

BY: _____

Approved as to Form:
Leon County Attorney's Office

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

FISCAL YEAR 2014/2015

BUDGET AMENDMENT REQUEST

No: BAB15024
Date: _____

Agenda Item No: _____
Agenda Item Date: 6/23/2015

County Administrator

Deputy County Administrator

Vincent S. Long

Alan Rosenzweig

Request Detail:

Revenues

Account Information					Current Budget	Change	Adjusted Budget
<i>Fund</i>	<i>Org</i>	<i>Acct</i>	<i>Prog</i>	<i>Title</i>			
305	000	399900	000	Appropriated Fund Balance	13,348,432	3,484,800	16,833,232
					Subtotal:	3,484,800	-

Expenditures

Account Information					Current Budget	Change	Adjusted Budget
<i>Fund</i>	<i>Org</i>	<i>Acct</i>	<i>Prog</i>	<i>Title</i>			
305	045001	56300	572	Apalachee Parkway Regional Park Improvements Other Than Buildings	150,000	250,000	400,000
305	046001	56300	572	Parks Capital Maintenance Improvements Other Than Buildings	506,099	900,000	1,406,099
305	086031	56200	519	Jail Complex Maintenance Building	500,000	945,100	1,445,100
305	086037	56300	519	Elevator Generator Upgrades Improvements Other Than Building	-	550,000	550,000
305	086052	56300	519	Health Departments Improvements Improvements Other Than Buildings	-	190,800	190,800
305	086067	56293	519	Medical Examiner Building- Architectural & Engineering	37,825	236,400	274,225
305	086074	56200	519	SOE Consolidation Building	-	412,500	412,500
					Subtotal:	3,484,800	

Revenues

Account Information					Current Budget	Change	Adjusted Budget
<i>Fund</i>	<i>Org</i>	<i>Acct</i>	<i>Prog</i>	<i>Title</i>			
306	000	399900	000	Appropriated Fund Balance	2,140,649	654,000	2,794,649
					Subtotal:	654,000	-

Expenditures

Account Information					Current Budget	Change	Adjusted Budget
<i>Fund</i>	<i>Org</i>	<i>Acct</i>	<i>Prog</i>	<i>Title</i>			
306	053007	56300	541	Old Bainbirdge Rd Safety Improvements Improvements Other Than Buildings	-	154,000	154,000
306	064010	56300	541	Baum Road Drainage Improvements Improvements Other Than Buildings	-	75,000	75,000
306	065005	56300	541	Crump Road Drainage Improvements Improvements Other Than Buildings	-	425,000	425,000
					Subtotal:	654,000	

Revenues

Account Information					Current Budget	Change	Adjusted Budget
<i>Fund</i>	<i>Org</i>	<i>Acct</i>	<i>Prog</i>	<i>Title</i>			
309	000	343916	000	BP 2000 JPA Revenue	6,510,044	1,000,000	5,510,044
					Subtotal:	1,000,000	-

Expenditures

Account Information					Current Budget	Change	Adjusted Budget
<i>Fund</i>	<i>Org</i>	<i>Acct</i>	<i>Prog</i>	<i>Title</i>			
309	064006	56300		Killearn Lakes Plantation Stormwater Improvements Other Than Buildings	1,321,085	1,000,000	2,321,085
					Subtotal:	1,000,000	

Purpose of Request:

This amendment appropriates \$5,138,800 for the advanced funding of 11 capital improvement projects to ensure the timely progress of capital facility maintenance needs and planned infrastructure improvements. These projects include Parks Capital Improvements (ball fields and improvements to Apalachee Regional Park); Jail Repairs: Transportation safety improvements (Old Bainbridge, Crump and Baum roads); Supervisor of Election consolidation; Health Department improvements; Medical Examiner Facility; and Killearn Lakes Stormwater improvements. These projects will commence or continue prior to October 1, 2015, the beginning of the FY 2016 fiscal year.

Group/Program Director _____

Senior Analyst _____

Scott Ross, Director, Office of Financial Stewardship

Approved By:

Resolution



Motion



Administrator



Leon County Government

FY 2016/FY 2020 Capital Improvement Program

Project	Project #	FY 2015 Adjusted Budget	FY 2016 Proposed Budget	FY 2017 Planned	FY 2018 Planned	FY 2019 Planned	FY 2020 Planned	5 Year Project Total
Engineering Services: Stormwater								
Crump Road Drainage Improvements *	065005	-	425,000					425,000
Pedrick Pond Stormwater Reuse Irrigation Sys	045007	165,394	-	-	-	-	-	-
Lake Henrietta	061001	40,000	350,000	-	-	-	-	350,000
Lake Munson Restoration	062001	227,599	-	-	-	-	-	-
Lakeview Bridge	062002	752,901	-	-	-	-	-	-
Longwood Outfall Retrofit	062004	223,578	-	-	-	-	-	-
Gum Road Target Planning Area	062005	2,147,929	-	-	-	-	-	-
Lexington Pond Retrofit (Fords Arm)	063005	4,626,159	-	-	-	-	-	-
Killearn Acres Flood Mitigation	064001	526,372	200,000	-	-	-	-	200,000
Killearn Lakes Plantation Stormwater *	064006	1,395,452	1,000,000	-	-	-	-	1,000,000
Baum Road Drainage Improvements *	064010	-	75,000	-	155,000	750,000	-	980,000
Stormwater Structure Inventory and Mapping	066003	757,514	-	-	-	-	-	-
TMDL Compliance Activities	066004	100,000	100,000	-	100,000	-	-	200,000
BP2000 Water Quality Enhancements	067002	1,043,819	-	-	-	-	-	-
Subtotal		12,006,717	2,150,000	-	255,000	750,000	-	3,155,000
Engineering Services: Transportation								
Old Bainbridge Rd Safety Improvement *	053007	-	154,000	168,000	50,000	1,374,000	-	1,746,000
Pullen Road at Old Bainbridge Road	053002	1,178,739	-	-	-	-	-	-
North Monroe Turn Lane	053003	1,704,398	-	-	-	-	-	-
Bannerman Road	054003	2,808,051	-	-	-	-	-	-
Beech Ridge Trail	054010	1,200,656	-	-	-	-	-	-
Arterial/Collector/Local Road Resurfacing	056001	6,701,891	4,050,000	3,450,000	3,380,000	3,450,000	-	14,330,000
Community Safety & Mobility	056005	2,112,425	750,000	750,000	-	680,000	-	2,180,000
FDOT Permitting Fees	056007	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Transportation and Stormwater Improvements	056010	3,947,799	600,000	600,000	400,000	500,000	500,000	2,600,000
Public Works Design & Engineering Services	056011	60,000	75,000	100,000	100,000	100,000	100,000	475,000
Sidewalk Program	056013	995,194	1,416,450	1,430,225	1,444,475	1,459,200	1,473,925	7,224,275
Intersection and Safety Improvements	057001	5,682,499	355,854	-	750,000	-	-	1,105,854
Subtotal		26,441,652	7,451,304	6,548,225	6,174,475	7,613,200	2,123,925	29,911,129
Public Works: Operations								
Orange Avenue Fence Replacement	096029	-	40,000	-	-	-	-	40,000
Open Graded Cold Mix Maint & Resurfacing	026006	741,764	600,000	600,000	600,000	600,000	-	2,400,000
Arterial/Collector Roads Pavement Markings	026015	135,200	135,200	135,200	135,200	135,200	135,200	676,000
Stormwater Pond Replacement	066026	123,489	100,000	100,000	100,000	100,000	100,000	500,000
Subtotal		1,000,453	875,200	835,200	835,200	835,200	235,200	3,616,000
Parks and Recreation								
Woodville Community Park	041002	600,000	-	-	-	-	-	-
Fred George Park	043007	3,435,690	110,000	500,000	500,000	75,000	-	1,185,000
Okeeheepkee Prairie Park	043008	791,785	-	-	-	-	-	-
Northeast Community Park	044001	32,767	-	-	-	-	-	-
Miccosukee Park	044002	32,767	-	-	-	-	-	-
Miccosukee Greenway	044003	500,663	50,000	100,000	100,000	100,000	100,000	450,000
Apalachee Parkway Regional Park *	045001	150,000	250,000	600,000	200,000	200,000	200,000	1,450,000
Parks Capital Maintenance *	046001	506,099	900,000	910,000	300,000	300,000	300,000	2,710,000
Playground Equipment Replacement	046006	159,975	130,000	-	130,000	-	130,000	390,000
Parks/Greenways	046007	40,005	222,000	-	-	-	-	222,000
Athletic Field Lighting	046008	210,016	-	-	-	-	-	-
Greenways Capital Maintenance	046009	260,500	238,000	257,000	257,000	275,000	275,000	1,302,000
St. Marks Headwaters Greenway	047001	1,681,021	-	-	-	-	-	-
Subtotal		8,401,288	1,900,000	2,367,000	1,487,000	950,000	1,005,000	7,709,000
Fleet Management								

Project	Project #	FY 2015 Adjusted Budget	FY 2016 Proposed Budget	FY 2017 Planned	FY 2018 Planned	FY 2019 Planned	FY 2020 Planned	5 Year Project Total
General Vehicle & Equipment Replacement	026003	519,671	550,000	410,000	420,000	555,000	390,000	2,325,000
Stormwater Vehicle & Equip Replacement	026004	851,998	391,000	390,000	470,000	520,000	500,000	2,271,000
Public Works Vehicle & Equip Replacement	026005	714,000	419,000	550,000	475,000	750,000	640,000	2,834,000
Fleet Management Shop Equipment	026010	33,128	50,000	50,000	25,000	25,000	25,000	175,000
New General Vehicle & Equipment	026018	-	66,000	-	-	-	-	66,000
Subtotal		2,118,797	1,476,000	1,400,000	1,390,000	1,850,000	1,555,000	7,671,000
Solid Waste Management								
Hazardous Waste Veh & Equip Replacement	036042	-	170,000	150,000	50,000	50,000	50,000	470,000
Hazardous Waste Improvements	036019	25,000	47,200	38,450	-	-	-	85,650
Landfill Improvements	036002	225,295	125,000	100,000	100,000	100,000	100,000	525,000
Solid Waste Fac Equip & Veh Replacement	036003	256,603	406,000	640,000	350,000	350,000	350,000	2,096,000
Transfer Station Heavy Equipment Replacement	036010	134,373	155,000	545,000	488,000	300,000	300,000	1,788,000
Scales/Scalehouse	036013	125,000	-	-	-	-	-	-
Transfer Station Improvements	036023	800,742	70,000	150,000	150,000	150,000	150,000	670,000
Solid Waste Master Plan	036028	100,000	-	-	-	-	-	-
Rural Waste Vehicle and Equip Replacement	036033	260,396	112,000	50,000	50,000	50,000	50,000	312,000
Solid Waste Pre-Fabricated Buildings	036041	37,500	18,750	-	-	-	-	18,750
Subtotal		1,964,909	1,103,950	1,673,450	1,188,000	1,000,000	1,000,000	5,965,400
Facilities Management								
J. Lee Vause Park Improvements	043001	-	61,850	96,800	-	-	-	158,650
J.R. Alford Greenway	045004	-	15,000	66,200	-	-	-	81,200
Health Departments Improvements *	086052	-	190,800	-	-	-	-	190,800
Supervisor of Elections Consolidation *	86074	-	412,500	-	-	-	-	412,500
Miccosukee Community Center	044005	-	15,000	-	-	-	-	15,000
MIS Data Center & Elevator Room Halon Sys	076064	70,000	-	-	-	-	-	-
Lake Jackson Town Center	083002	74,895	150,000	150,000	190,000	150,000	50,000	690,000
Courtroom Minor Renovations	086007	130,589	60,000	60,000	60,000	60,000	60,000	300,000
Architectural & Engineering Services	086011	80,000	80,000	80,000	60,000	60,000	60,000	340,000
Courthouse Security	086016	25,134	20,000	20,000	20,000	20,000	20,000	100,000
Common Area Furnishings	086017	30,000	30,000	30,000	30,000	30,000	25,000	145,000
Courthouse Repairs	086024	427,896	511,000	340,400	235,000	115,000	115,000	1,316,400
Leon County Courthouse Annex	086025	1,622,676	930,000	150,000	770,000	570,000	50,000	2,470,000
Courthouse Renovations	086027	438,000	205,800	-	-	-	-	205,800
Cooperative Extension Renovations	086030	75,000	-	-	-	-	-	-
Jail Complex Maintenance *	086031	2,777,251	945,100	1,319,900	1,000,000	-	-	3,265,000
Parking Lot Maintenance	086033	72,743	112,000	86,000	16,000	16,000	16,000	246,000
Elevator Generator Upgrades *	086037	-	550,000	250,000	350,000	300,000	-	1,450,000
Main Library Improvements	086053	195,641	269,200	300,000	200,000	25,000	25,000	819,200
Centralized Storage Facility	086054	62,066	50,000	50,000	50,000	50,000	50,000	250,000
Branch Library Improvements	086055	-	20,000	20,000	-	20,000	-	60,000
General Co Maint & Minor Renovations	086057	125,000	165,000	190,000	115,000	25,000	25,000	520,000
Community Services Building Renovations	086062	372,515	-	-	-	-	-	-
Air Conditioning Unit Replacements	086064	40,000	86,000	36,000	36,000	-	-	158,000
Concrete Masonry Restrooms (Pre-Fabr Bldg)	086066	-	61,100	62,600	55,300	-	-	179,000
Medical Examiner Facility *	086067	37,825	236,400	1,561,750	322,750	-	-	2,120,900
Lake Jackson Town Center Sense of Place	086068	350,000	-	-	-	-	-	-
Fairgrounds Sense of Place Initiative	086070	50,000	-	-	-	-	-	-
Fleet Management Shop Improvements	086071	50,000	-	-	-	-	-	-
Amtrak Building Renovations	086073	-	280,000	-	-	-	-	280,000
Public Safety Complex	096016	250,000	300,000	300,000	300,000	300,000	300,000	1,500,000
Subtotal		7,357,231	5,756,750	5,169,650	3,810,050	1,741,000	796,000	17,273,450

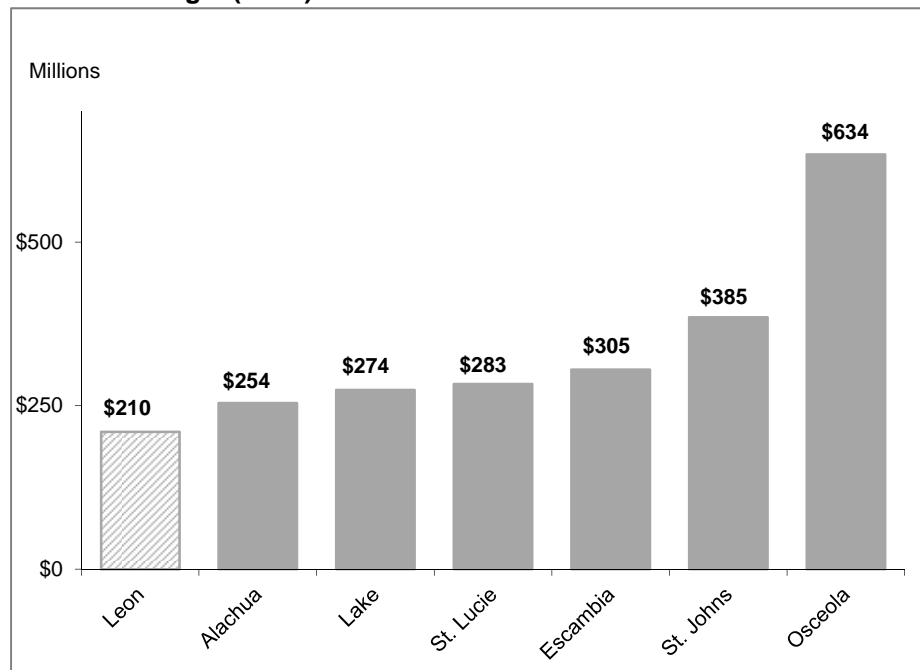
Project	Project #	FY 2015 Adjusted Budget	FY 2016 Proposed Budget	FY 2017 Planned	FY 2018 Planned	FY 2019 Planned	FY 2020 Planned	5 Year Project Total
Management Information Services								
Financial Hardware and Software	076001	86,588	100,000	-	-	-	-	100,000
Data Writing	076003	32,800	25,000	25,000	25,000	25,000	25,000	125,000
Digital Phone System	076004	100,000	76,000	25,000	25,000	25,000	25,000	176,000
Supervisor of Elections Technology	076005	76,000	70,800	25,000	25,000	25,000	25,000	170,800
File Server Maintenance	076008	408,562	375,000	375,000	375,000	375,000	375,000	1,875,000
Geographic Information Systems	076009	361,834	238,280	238,280	238,280	238,280	238,280	1,191,400
Library Services Technology	076011	53,521	80,000	30,000	30,000	30,000	30,000	200,000
Permit & Enforcement Tracking System	076015	340,108	50,000	50,000	50,000	50,000	50,000	250,000
Network Backbone Upgrade	076018	80,000	180,000	150,000	150,000	150,000	150,000	780,000
Courtroom Technology	076023	202,374	100,000	50,000	50,000	50,000	50,000	300,000
User Computer Upgrades	076024	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000
Work Order Management	076042	57,474	20,000	20,000	20,000	20,000	20,000	100,000
State Attorney Technology	076047	43,700	30,000	30,000	30,000	30,000	30,000	150,000
Pubic Defender Technology	076051	55,000	82,300	30,000	30,000	30,000	30,000	202,300
GIS Incremental Basemap Update	076060	298,500	298,500	298,500	298,500	298,500	298,500	1,492,500
Records Management	076061	76,479	50,000	-	50,000	-	50,000	150,000
E-Filing System for Court Documents	076063	146,219	-	63,000	63,000	63,000	63,000	252,000
Subtotal		2,719,159	2,075,880	1,709,780	1,759,780	1,709,780	1,759,780	9,015,000
Emergency Medical Services								
Emergency Medical Services Technology	076058	50,000	50,000	12,500	12,500	12,500	12,500	100,000
EMS Vehicle & Equipment Replacement	026014	2,110,414	879,000	895,000	913,000	851,000	931,000	4,469,000
Subtotal		2,160,414	929,000	907,500	925,500	863,500	943,500	4,569,000
Other Miscellaneous								
Elections Equipment	096015	1,071,123	-	-	-	-	-	-
Voting Equipment Replacement	096028	-	50,000	50,000	50,000	50,000	50,000	250,000
Capital Grant Match Program	096019	81,205	-	-	-	-	-	-
Subtotal		1,071,123	50,000	50,000	50,000	50,000	50,000	250,000
Blueprint 2020 Projects (75% of 1st year estimate sales tax extension)								
Parks Operating Costs (50%)			-	-	-	-	375,000	375,000
Water Quality & Stormwater Funding (50%)							1,593,750	1,593,750
Sidewalk Projects (50%)			-	-	-	-	937,500	937,500
County Share of Sales Tax Extension Projects								
Open Graded Cold Mix Main/ Resurfacing (10%)	026006		-	-	-	-	600,000	600,000
Arterial/Collector/Local Road Resurfacing (10%)	056001		-	-	-	-	4,000,000	4,000,000
LIFE Capital Projects		-	-	-	-	-	3,696,450	3,696,450
Subtotal		-	-	-	-	-	11,202,700	11,202,700
Total		65,241,743	23,768,084	20,660,805	17,875,005	17,362,680	20,671,105	100,337,679
Projects Proposed for Advanced Funding								
Crump Road Drainage Improvements *	065005		425,000	-	-	-	-	425,000
Killearn Lakes Plantation Stormwater *	064006		1,000,000	-	-	-	-	1,000,000
Baum Road Drainage Improvements *	064010		75,000	-	-	-	-	75,000
Old Bainbridge Rd Safety Improvement *	053007		154,000	-	-	-	-	154,000
Apalachee Parkway Regional Park *	045001		250,000	-	-	-	-	250,000
Parks Capital Maintenance *	046001		900,000	-	-	-	-	900,000
Health Departments Improvements *	086052		190,800	-	-	-	-	190,800
Supervisor of Elections Consolidation *	086074		412,500	-	-	-	-	412,500
Jail Complex Maintenance *	086031		945,100	-	-	-	-	945,100
Elevator Generator Upgrades *	086037		550,000	-	-	-	-	550,000
Medical Examiner Facility *	086067		236,400					236,400
Subtotal		-	5,138,800	-	-	-	-	5,138,800
Total Less Advanced Funding Projects			18,629,284	20,660,805	17,875,005	17,362,680	20,671,105	95,198,879

* Projects proposed for advance funding.

Leon County Fiscal Year 2016 Proposed Budget

Comparative Data – Like-Sized Counties

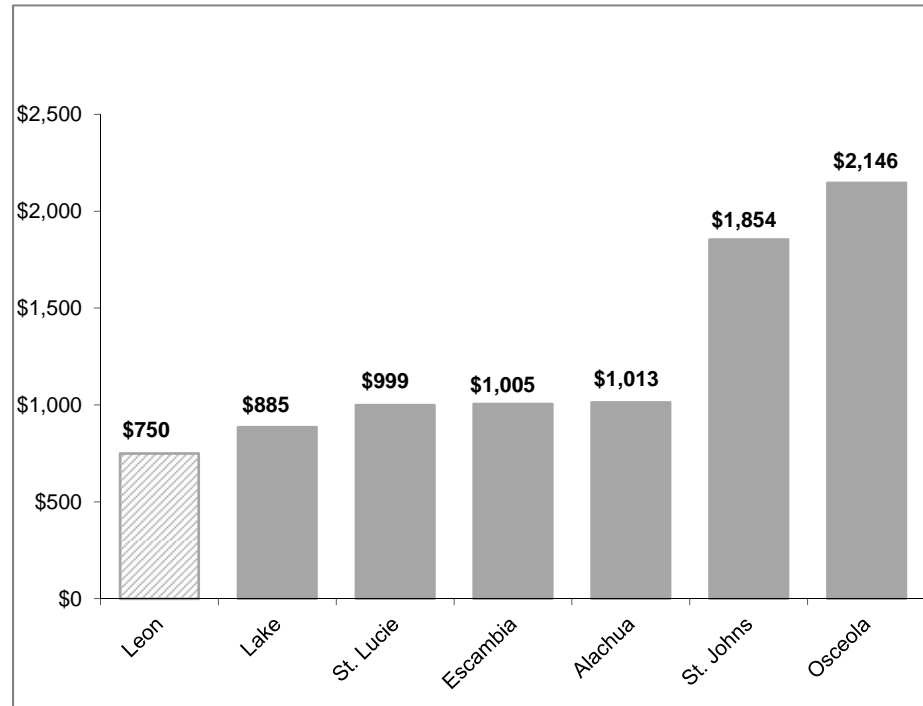
Total Net Budget (FY15)



Leon County ranks lowest in operating budget among like-sized counties, with a net budget of \$210 million. Alachua County's net budget is 20.9% higher than Leon County's.

As recommended by the International City County Management Association (ICMA), total net budget excludes capital and county total budgeted reserves.

Net Budget Per Countywide Resident (FY15)



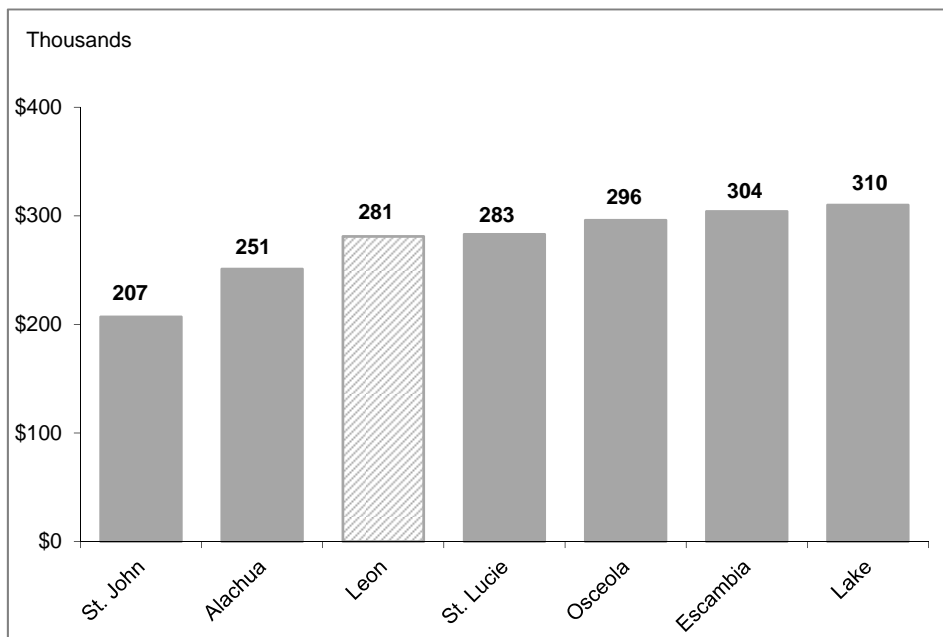
Leon County is the lowest for dollars spent per county resident—second to Lake County. Osceola County spends more than two and a half times the amount per resident than Leon County. The next closest County's net budget per capita is 18% higher than Leon County's (Lake County).

* Comparative Counties updated based on 2012 population estimates.
Source: University of Florida, Bureau of Economic and Business Research, 11/1/2012.

Leon County Fiscal Year 2016 Proposed Budget

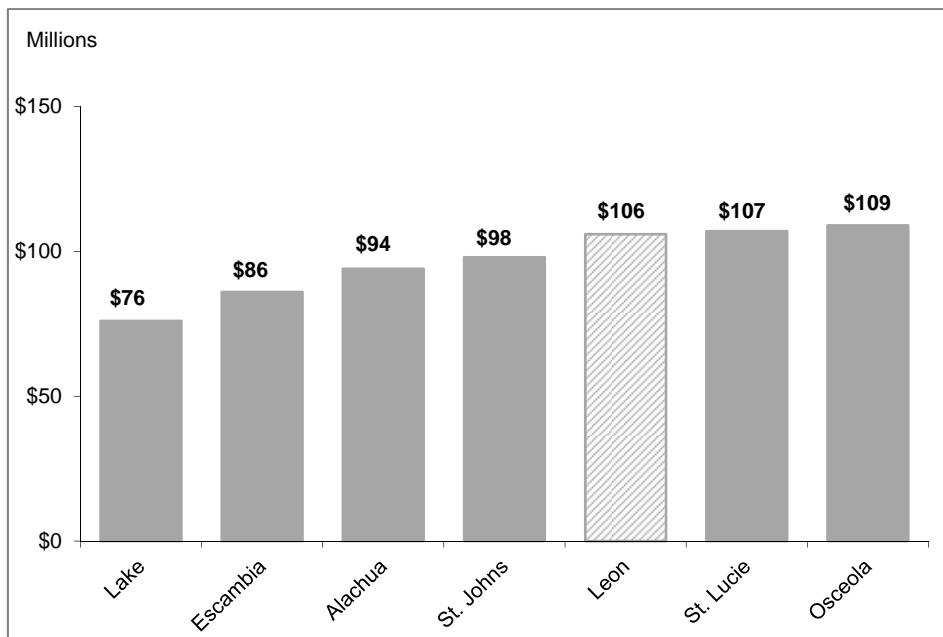
Comparative Data – Like-Sized Counties

Countywide Population (2014)



The Florida Bureau of Economic and Business Research estimated the Leon County 2014 population at 281,292 residents. The selection of comparative counties is largely based on population served.

Anticipated Ad Valorem Tax Collections (FY15)

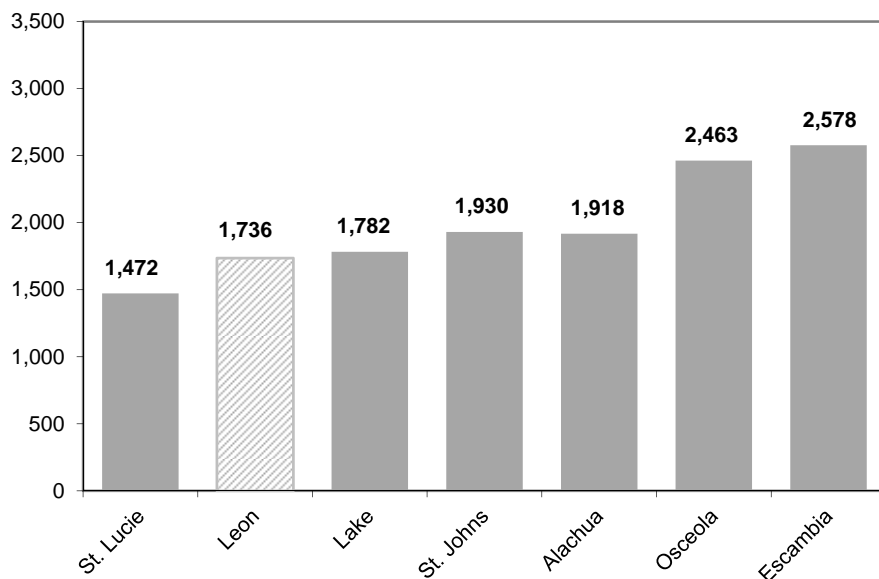


Among the like-sized counties, Leon County collects \$106 million in ad valorem taxes. Leon County collects \$10 million more than the mean collection (\$96 million). Due to the 2008 passage of property tax reform by referendum and enabling legislative actions, ad valorem tax collections rates were significantly impacted in all counties. In addition, decreased property valuations associated with the recession and a repressed housing market will further effect collections in the near term. Ad valorem taxes account for 50% of the County's operating revenue.

Leon County Fiscal Year 2016 Proposed Budget

Comparative Data – Like-Sized Counties

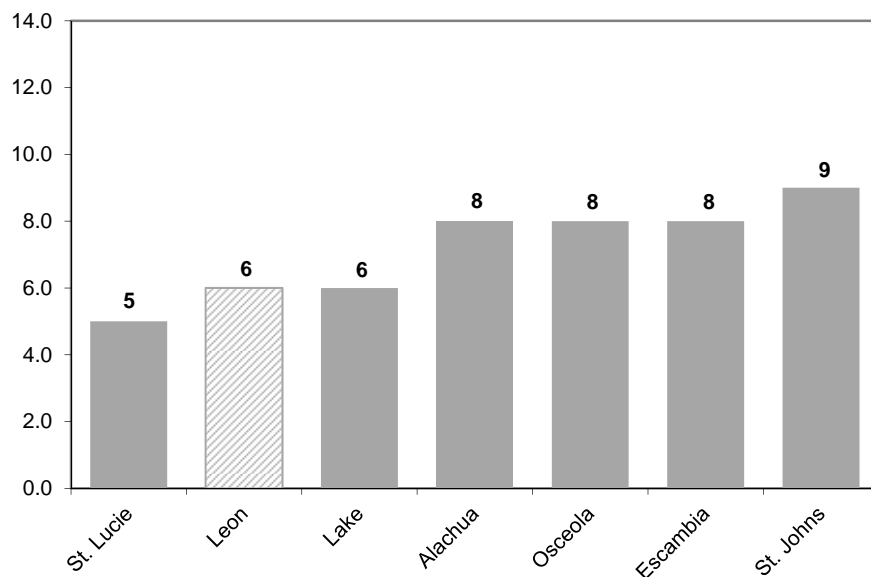
Total Number of County Employees (FY15)



County employees consist of Board, Constitutional, and Judicial Offices. Leon County continues to rank the second lowest number of county employees among like-size counties.

All of the comparable counties surveyed reported a higher number of employees than reported in FY14 except for Alachua County. This is largely attributed to property tax reform followed by the recession which has impacted county revenues and services.

County Employees per 1,000 Residents (FY15)



Leon County ranks second, tied with Lake County with a ratio of 6 employees for every thousand County residents.

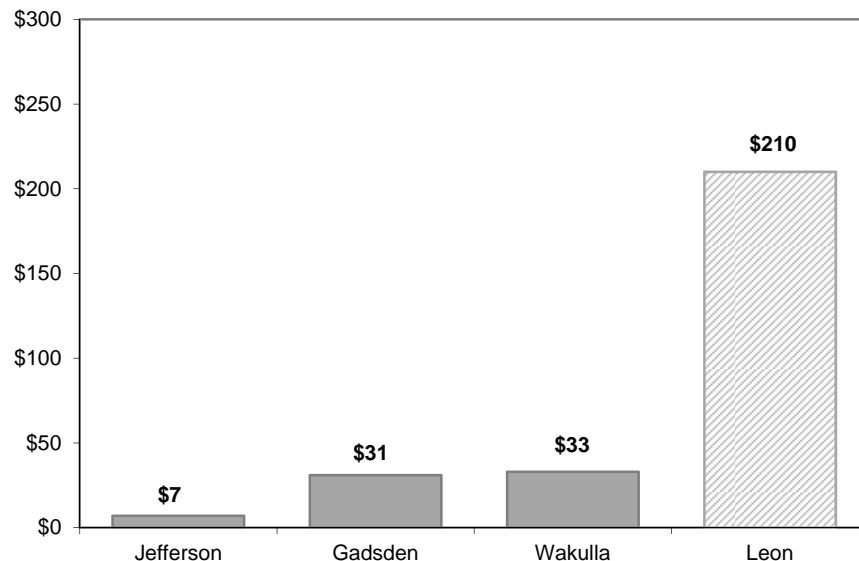
* Comparative Counties updated based on 2014 population estimates.
Source: University of Florida, Bureau of Economic and Business Research, 4/1/2014.

Leon County Fiscal Year 2016 Proposed Budget

Comparative Data – Surrounding Counties

Total Net Budget (FY15)

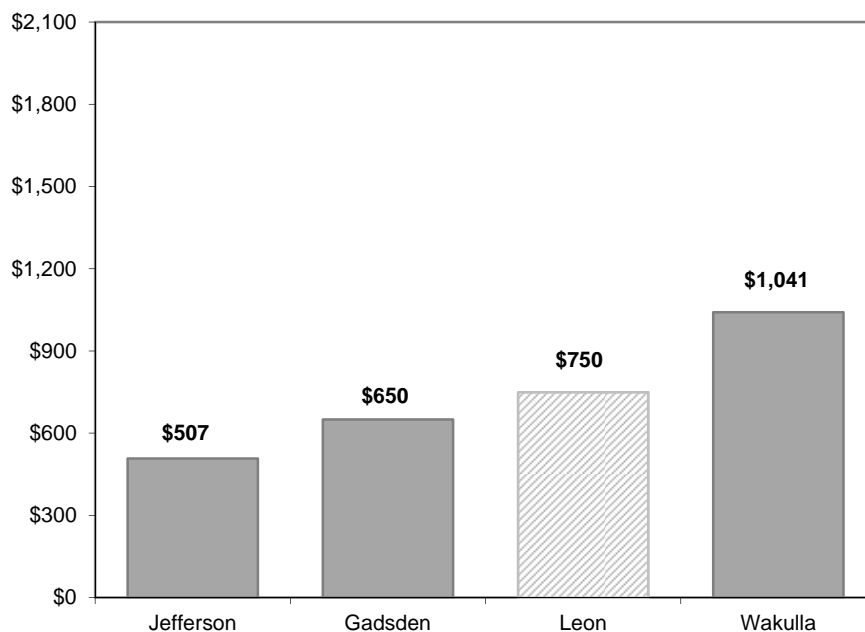
Millions



Leon County ranks highest in operating budget among surrounding counties, with a net budget of \$210 million. Jefferson County ranks lowest with a net budget of \$7million.

As recommended by the International City County Management Association (ICMA), total net budget excludes capital and county total budgeted reserves.

Net Budget Per Countywide Resident (FY15)



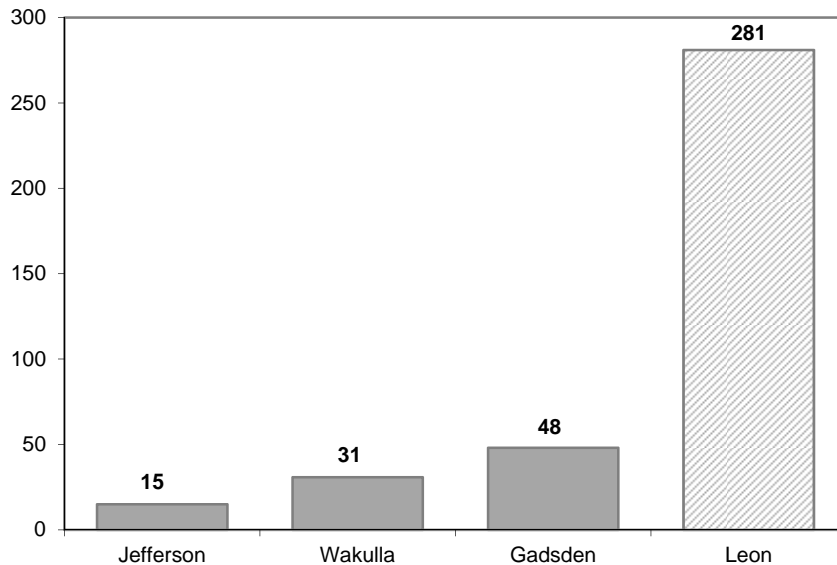
Leon County is the third lowest for dollars spent per county resident. Gadsden County spends 13% less, while Jefferson County spends 48% less per county resident.

Leon County Fiscal Year 2016 Proposed Budget

Comparative Data – Surrounding Counties

Countywide Population (2014)

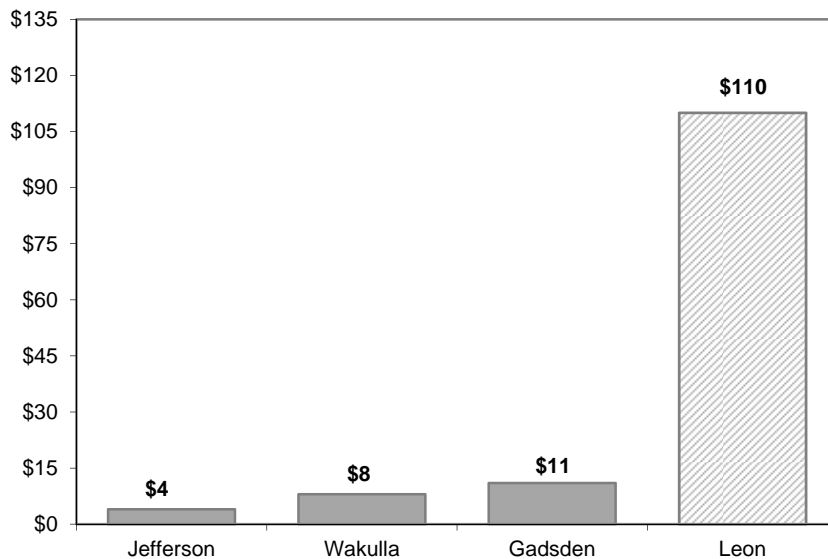
Thousands



The Florida Bureau of Economic and Business Research estimated the 2014 Leon County population at 281,292. Leon County has approximately 230,000 more residents than neighboring Gadsden County which has the next highest population. Of the surrounding counties, Gadsden has the highest projected population growth rate since the 2010 census at 3.7% compared to Leon (2.1%), Wakulla (1.7%), and Jefferson (-1.1%).

Anticipated Ad Valorem Tax Collections (FY15)

Millions

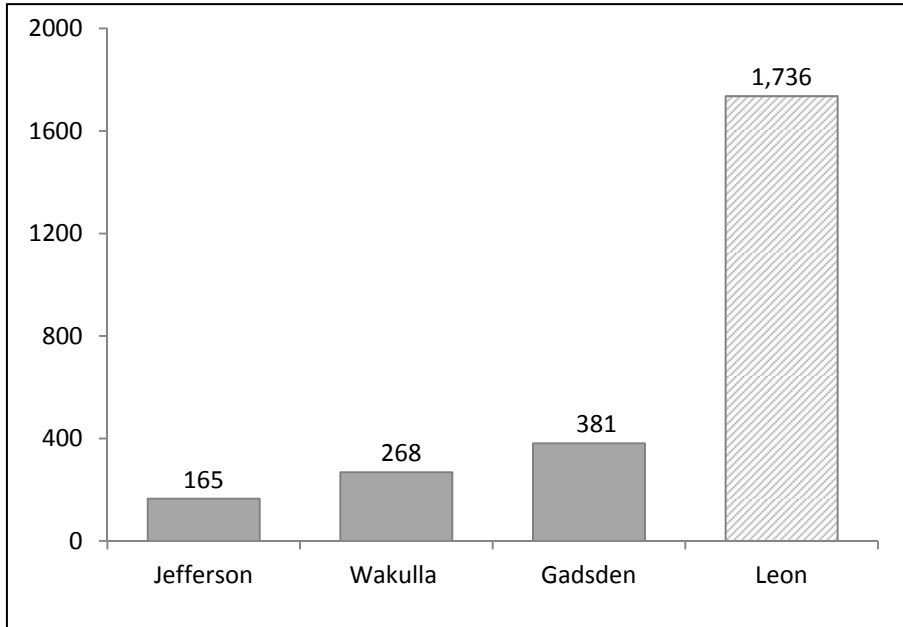


Among the surrounding counties, Leon County collects the highest amount of ad valorem taxes.

Leon County Fiscal Year 2016 Proposed Budget

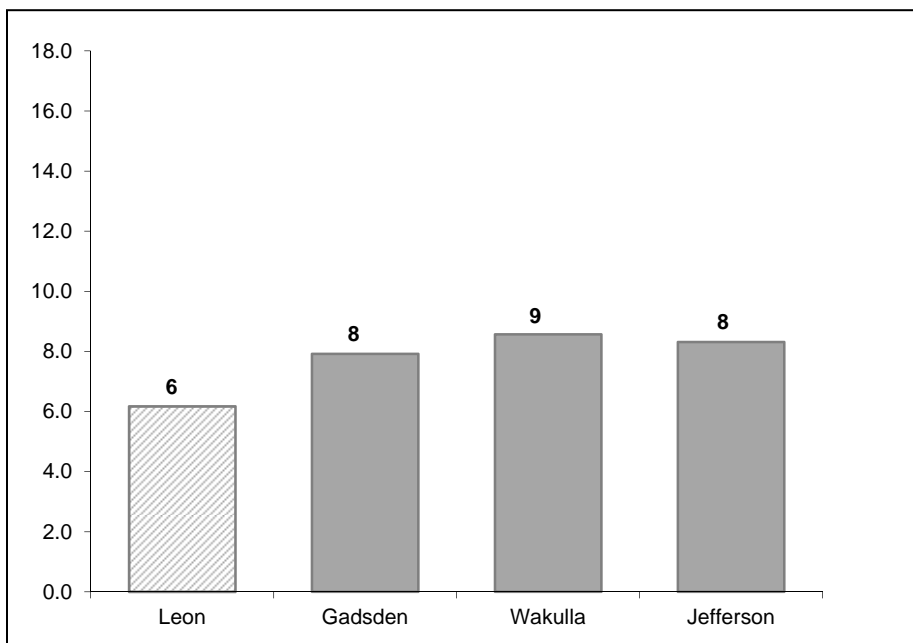
Comparative Data – Surrounding Counties

Total Number of County Employees (FY15)



County employees consist of Board, Constitutional, and Judicial Offices. Leon County has the highest number of county employees.

Total County Employees per 1,000 Residents (FY15)



Leon County has a ratio of 6 employees for every thousand county residents. When compared to surrounding counties, Leon County ranks the lowest.

Leon County Fiscal Year 2016 Proposed Budget

Comparative Data – All Florida Counties

Net Budget per Countywide Resident

County	Net Budget Per Capita	Staff Per 1,000	% Exempt
Washington	\$ 463	8	30%
Santa Rosa	\$ 500	5	32%
Jefferson	\$ 507	11	34%
Hendry	\$ 642	10	42%
Gadsden	\$ 650	8	41%
Highlands	\$ 698	9	31%
Okaloosa	\$ 731	7	23%
Calhoun	\$ 732	8	32%
Leon	\$ 750	6	43%
DeSoto	\$ 754	10	29%
Jackson	\$ 772	8	40%
Columbia	\$ 780	8	35%
Holmes	\$ 808	7	43%
Clay	\$ 812	7	31%
Suwannee	\$ 874	11	29%
Seminole	\$ 879	6	21%
Union	\$ 885	9	50%
Lake	\$ 885	6	28%
Citrus	\$ 918	7	30%
Taylor	\$ 922	10	26%
Madison	\$ 936	11	30%
Marion	\$ 949	7	31%
Volusia	\$ 961	7	28%
Polk	\$ 978	7	26%
Lafayette	\$ 992	11	42%
Pinellas	\$ 999	5	24%
St. Lucie County	\$ 999	5	27%
Escambia	\$ 1,005	8	40%
Baker	\$ 1,009	8	43%
Alachua	\$ 1,013	8	47%
Hernando	\$ 1,029	8	36%
Flagler	\$ 1,038	7	27%
Wakulla	\$ 1,041	9	37%
Pasco	\$ 1,048	8	29%

County	Net Budget Per Capita	Staff Per 1,000	% Exempt
Putnam	\$ 1,074	14	31%
Hamilton	\$ 1,075	12	22%
Bradford	\$ 1,076	11	32%
Brevard	\$ 1,091	7	39%
Bay	\$ 1,109	8	25%
Nassau	\$ 1,158	8	22%
Sumter	\$ 1,172	6	21%
Lee	\$ 1,202	7	17%
Okeechobee	\$ 1,226	0	28%
Levy	\$ 1,265	12	33%
Glades	\$ 1,280	8	60%
Hardee	\$ 1,355	12	23%
Gulf County	\$ 1,373	11	33%
Hillsborough	\$ 1,398	8	25%
Gilchrist	\$ 1,448	12	33%
Palm Beach County	\$ 1,487	8	17%
Dixie	\$ 1,507	12	43%
Indian River County	\$ 1,567	10	20%
Manatee	\$ 1,593	9	18%
Martin	\$ 1,642	11	19%
Orange	\$ 1,644	8	23%
Liberty	\$ 1,676	14	66%
Sarasota	\$ 1,696	9	19%
Miami-Dade	\$ 1,750	10	20%
Walton	\$ 1,751	15	12%
Broward	\$ 1,838	6	22%
St. Johns	\$ 1,854	9	21%
Osceola	\$ 2,146	8	24%
Duval	\$ 2,175	8	35%
Charlotte County	\$ 2,352	12	23%
Franklin	\$ 2,478	14	30%
Collier	\$ 2,482	10	12%
Monroe	\$ 3,159	17	22%

1. 2014 population date source: University of Florida, Bureau of Economic and Business Research, 4/1/2014.

2. Operating budget.

3. Preliminary data from Table 4 Just Values - Real, Personal and Centrally Assessed Property Tax Roll and the Reconciliation of Preliminary and Final Tax Roll from Florida Property Valuations & Tax Data book (December 2014).

Leon County Fiscal Year 2016 Proposed Budget

Comparative Data – All Florida Counties

Percent of Exempt Property

County	% Exempt	Net Budget Per Capita	Staff Per 1,000
Collier	12%	\$ 2,482	10
Walton	12%	\$ 1,751	15
Lee	17%	\$ 1,202	7
Palm Beach County	17%	\$ 1,487	8
Manatee	18%	\$ 1,593	9
Sarasota	19%	\$ 1,696	9
Martin	19%	\$ 1,642	11
Indian River County	20%	\$ 1,567	10
Miami-Dade	20%	\$ 1,750	10
St. Johns	21%	\$ 1,854	9
Sumter	21%	\$ 1,172	6
Seminole	21%	\$ 879	6
Nassau	22%	\$ 1,158	8
Broward	22%	\$ 1,838	6
Hamilton	22%	\$ 1,075	12
Monroe	22%	\$ 3,159	17
Hardee	23%	\$ 1,355	12
Orange	23%	\$ 1,644	8
Okaloosa	23%	\$ 731	7
Charlotte County	23%	\$ 2,352	12
Osceola	24%	\$ 2,146	8
Pinellas	24%	\$ 999	5
Bay	25%	\$ 1,109	8
Hillsborough	25%	\$ 1,398	8
Taylor	26%	\$ 922	10
Polk	26%	\$ 978	7
St. Lucie County	27%	\$ 999	5
Flagler	27%	\$ 1,038	7
Okeechobee	28%	\$ 1,226	0
Lake	28%	\$ 885	6
Volusia	28%	\$ 961	7
DeSoto	29%	\$ 754	10
Suwannee	29%	\$ 874	11
Pasco	29%	\$ 1,048	8

County	% Exempt	Net Budget Per Capita	Staff Per 1,000
Citrus	30%	\$ 918	7
Madison	30%	\$ 936	11
Washington	30%	\$ 463	8
Franklin	30%	\$ 2,478	14
Putnam	31%	\$ 1,074	14
Highlands	31%	\$ 698	9
Marion	31%	\$ 949	7
Clay	31%	\$ 812	7
Calhoun	32%	\$ 732	8
Bradford	32%	\$ 1,076	11
Santa Rosa	32%	\$ 500	5
Gilchrist	33%	\$ 1,448	12
Gulf County	33%	\$ 1,373	11
Levy	33%	\$ 1,265	12
Jefferson	34%	\$ 507	11
Columbia	35%	\$ 780	8
Duval	35%	\$ 2,175	8
Hernando	36%	\$ 1,029	8
Wakulla	37%	\$ 1,041	9
Brevard	39%	\$ 1,091	7
Escambia	40%	\$ 1,005	8
Jackson	40%	\$ 772	8
Gadsden	41%	\$ 650	8
Hendry	42%	\$ 642	10
Lafayette	42%	\$ 992	11
Baker	43%	\$ 1,009	8
Holmes	43%	\$ 808	7
Leon	43%	\$ 750	6
Dixie	43%	\$ 1,507	12
Alachua	47%	\$ 1,013	8
Union	50%	\$ 885	9
Glades	60%	\$ 1,280	8
Liberty	66%	\$ 1,676	14

Leon County Fiscal Year 2016 Proposed Budget

Comparative Data – All Florida Counties

Total County Employees per 1,000 Residents

County	Staff Per 1,000	Net Budget Per Capita	% Exempt
Okeechobee	0	\$ 1,226	28%
St. Lucie County	5	\$ 999	27%
Santa Rosa	5	\$ 500	32%
Pinellas	5	\$ 999	24%
Sumter	6	\$ 1,172	21%
Lake	6	\$ 885	28%
Leon	6	\$ 750	43%
Broward	6	\$ 1,838	22%
Seminole	6	\$ 879	21%
Volusia	7	\$ 961	28%
Polk	7	\$ 978	26%
Brevard	7	\$ 1,091	39%
Okaloosa	7	\$ 731	23%
Clay	7	\$ 812	31%
Flagler	7	\$ 1,038	27%
Lee	7	\$ 1,202	17%
Citrus	7	\$ 918	30%
Marion	7	\$ 949	31%
Holmes	7	\$ 808	43%
Bay	8	\$ 1,109	25%
Hillsborough	8	\$ 1,398	25%
Alachua	8	\$ 1,013	47%
Duval	8	\$ 2,175	35%
Gadsden	8	\$ 650	41%
Jackson	8	\$ 772	40%
Columbia	8	\$ 780	35%
Hernando	8	\$ 1,029	36%
Palm Beach County	8	\$ 1,487	17%
Orange	8	\$ 1,644	23%
Pasco	8	\$ 1,048	29%
Washington	8	\$ 463	30%
Glades	8	\$ 1,280	60%
Osceola	8	\$ 2,146	24%
Nassau	8	\$ 1,158	22%

County	Staff Per 1,000	Net Budget Per Capita	% Exempt
Escambia	8	\$ 1,005	40%
Baker	8	\$ 1,009	43%
Calhoun	8	\$ 732	32%
Wakulla	9	\$ 1,041	37%
Union	9	\$ 885	50%
Highlands	9	\$ 698	31%
Sarasota	9	\$ 1,696	19%
Manatee	9	\$ 1,593	18%
St. Johns	9	\$ 1,854	21%
Hendry	10	\$ 642	42%
Miami-Dade	10	\$ 1,750	20%
Indian River County	10	\$ 1,567	20%
DeSoto	10	\$ 754	29%
Collier	10	\$ 2,482	12%
Taylor	10	\$ 922	26%
Lafayette	11	\$ 992	42%
Martin	11	\$ 1,642	19%
Suwannee	11	\$ 874	29%
Bradford	11	\$ 1,076	32%
Jefferson	11	\$ 507	34%
Madison	11	\$ 936	30%
Gulf County	11	\$ 1,373	33%
Charlotte County	12	\$ 2,352	23%
Levy	12	\$ 1,265	33%
Gilchrist	12	\$ 1,448	33%
Hardee	12	\$ 1,355	23%
Hamilton	12	\$ 1,075	22%
Dixie	12	\$ 1,507	43%
Putnam	14	\$ 1,074	31%
Franklin	14	\$ 2,478	30%
Liberty	14	\$ 1,676	66%
Walton	15	\$ 1,751	12%
Monroe	17	\$ 3,159	22%

Proposed 2016 Operating Budget Expenditure Detail

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Leon County Fiscal Year 2016 Proposed Budget

Total Expenditures by Division

Board of County Commissioners

	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	Adopted Change	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
1) County Commission	1,439,748	1,506,017	1,583,301	5.13%	1,599,000	1,615,164	1,631,816	1,648,963
Total:	1,439,748	1,506,017	1,583,301	5.13%	1,599,000	1,615,164	1,631,816	1,648,963

- 1) Increases reflect costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, and estimated health insurance premium rates at 8%.

Administration

	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	Adopted Change	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
2) County Administration*	592,064	611,693	785,394	28.40%	805,444	826,395	847,984	870,236
3) Human Resources*	1,112,945	1,338,865	1,389,092	3.75%	1,401,849	1,417,433	1,426,881	1,435,214
4) Strategic Initiatives*	1,043,601	1,153,287	1,505,885	30.57%	1,528,219	1,554,311	1,581,181	1,605,526
Total:	2,748,609	3,103,845	3,680,371	18.57%	3,735,512	3,798,139	3,856,046	3,910,976

- 2) In October 2015, the County Administrator's organizational realignment moved the Sr. Assistant to the County Administrator position from Strategic Initiatives to County Administration to create the Assistant County Administrator position. The increase in costs reflects this realignment.
- 3) Increase costs for expansion of staff recruitment services and development as well as funding for the Certified Public Manager Training program.
- 4) Increase reflects realignment of lobbying contractual services of \$150,000 from the previous Economic Development/Intergovernmental Affairs division to Strategic Initiatives, and other media related expense for community engagement initiatives (\$63,000) moved to Community and Media Relations from Non-operating.

Office of Information and Technology

	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	Adopted Change	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
5) Geographic Information Systems*	1,759,133	1,960,963	1,951,206	-0.50%	1,903,666	1,939,355	1,976,131	2,014,006
6) Management Information Services*	5,412,362	5,940,175	5,925,146	-0.25%	5,995,198	6,103,660	6,206,897	6,316,344
Total:	7,171,495	7,901,138	7,876,352	-0.31%	7,898,864	8,043,015	8,183,028	8,330,350

- 5) Decrease reflects the elimination of a portion of one position, an Administrative Associate III, that is split funded with MIS.
- 6) Decrease reflects the elimination of two positions as a result of the completion of the server consolidation project: Network Construction Planner and a portion of the Administrative Associate III that is split funded with GIS.

County Attorney's Office

	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	Adopted Change	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
7) County Attorney*	1,821,896	1,903,465	1,951,307	2.51%	1,987,935	2,026,065	2,065,235	2,020,594
Total:	1,821,896	1,903,465	1,951,307	2.51%	1,987,935	2,026,065	2,065,235	2,020,594

- 7) Increase reflects a salary adjustment recommended by Human Resources for two positions: a market adjustment for one of the Assistant County Attorneys and the reclass of the Deputy County Attorney.

* Increase reflects costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%-5% based on a 3% average.

Leon County Fiscal Year 2016 Proposed Budget

Total Expenditures by Division

Department of Public Works

	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	Adopted Change	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
8) Engineering Services*	2,774,661	3,151,459	3,176,625	0.80%	3,241,762	3,308,894	3,377,996	3,449,175
9) Facilities Management*	8,548,093	9,347,347	9,639,175	3.12%	9,740,912	9,871,553	9,991,082	10,110,588
10) Fleet Management*	2,813,210	3,153,416	2,888,493	-8.40%	2,902,858	2,917,654	2,932,897	2,948,596
11) Operations*	8,886,376	9,896,876	10,145,181	2.51%	10,272,221	10,428,224	10,633,596	10,801,797
12) Parks & Recreation*	2,489,377	2,715,422	2,794,911	2.93%	2,870,819	2,904,976	2,940,165	2,976,398
13) PW Support Services*	1,034,609	589,463	576,230	-2.24%	590,308	592,166	604,077	616,353
Total:	26,546,325	28,853,983	29,220,615	1.27%	29,618,880	30,023,467	30,479,813	30,902,907

- 8) Increase costs associated with the addition a new Design Engineer position to provide increased responsiveness to citizen concerns related to capital project implementation, reclassification of a CAD Technician to a Project Engineer, positions covered in the market based revisions to the Classification and Pay Plan off set by reductions associated with the deletion of a Driveway Construction Inspector whose duties were reassigned to the Development Support and Environmental Services Position.
- 9) Increase costs associated with position increases effected by the market based revisions to the Classification and Pay Plan, custodial contract increase of \$90,899, as well as other repair and maintenance and contractual services increases.
- 10) Decrease reflects fuel savings cost of \$318,413.
- 11) Increase costs associated with sodding stormwater facilities in established subdivisions and sidewalk maintenance.
- 12) Increase associated with the addition of a new Park Attendant position for Fred George Park, increase in OPS salaries for additional Park Attendants , and position increases effected by the market based revisions to the Classification and Pay Plan.
- 13) Decrease associated with a decrease in one time funding for contractual services with Star Metro.

Department of Development Support & Environmental Management

	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	Adopted Change	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
14) Building Plans Review & Inspection *	1,002,083	1,332,142	1,441,057	8.18%	1,473,289	1,506,498	1,540,713	1,575,955
15) Development Services*	604,423	760,188	790,500	3.99%	802,734	820,204	838,189	856,723
16) DS Support Services*	336,732	347,285	347,277	0.00%	355,663	364,427	373,459	382,769
17) Environmental Services*	1,448,924	1,521,474	1,615,715	6.19%	1,654,156	1,693,897	1,734,844	1,777,017
18) Permit and Code Services*	432,749	501,503	435,251	-13.21%	444,953	454,935	465,230	475,830
Total:	3,824,911	4,462,592	4,629,800	3.75%	4,730,795	4,839,961	4,952,435	5,068,294

- 14) *See personnel note below.
- 15) Increase costs associated with the additional OPS for two part-time Planning Intern positions, a reclassification of a Planner I position to a Planner II position, as well as position increases effected by the market based revisions to the Classification and Pay Plan.
- 16) Budget is flat due to adjustments made to positions salary splits with the Building Plans Review and Inspection Division following an internal review of associated workload activity.
- 17) Increase costs associated with the addition a new Environmental Review Specialist position funded by permitting fee revenue.
- 18) Decrease is related to adjustments made to positions salary splits with the Building Plans Review and Inspection Division following an internal review of associated workload activity, causing a decrease in personnel costs.

Department of PLACE

	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	Adopted Change	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
19) Blueprint 2000*	60,784	62,897	65,565	4.24%	67,138	68,759	70,429	72,147
20) Planning Department*	852,559	852,752	935,040	9.65%	937,167	939,359	941,615	943,942
Total:	913,343	915,649	1,000,605	9.28%	1,004,305	1,008,118	1,012,044	1,016,089

- 19) *See personnel note below. This funding is for one position BP 2000 position with County benefits. This cost is reimbursed to the County annually.
- 20) Growth relates to an estimated funding increase to interlocal agreement in the amount of \$79,008 due to complete staffing at the Planning Department.

Office of Financial Stewardship

	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	Adopted Change	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
21) Office of Management and Budget*	664,130	764,507	829,170	8.46%	848,705	868,826	889,555	909,564
22) Purchasing*	380,382	401,746	496,018	23.47%	507,015	518,289	529,902	541,159
23) Risk Management*	173,054	237,009	240,195	1.34%	242,788	245,457	248,207	251,039
Total:	1,217,565	1,403,262	1,565,383	11.55%	1,598,508	1,632,572	1,667,664	1,701,762

- 21) Increase costs related to personnel changes in the division.
- 22) Increase costs associated with the addition a new Purchasing Contract Compliance Specialist position needed to enhance internal and external contact compliance.
- 22) *See personnel note below.

* Increase reflects costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%-5% based on a 3% average.

Leon County Fiscal Year 2016 Proposed Budget

Total Expenditures by Division

Office of Economic Vitality

	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	Adopted Change	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
24) Economic Development*	454,687	638,996	384,569	-39.82%	358,316	362,176	366,152	370,248
25) M/W Small Business Enterprise*	165,390	194,380	431,130	121.80%	184,581	188,140	191,805	195,580
26) Tourism Development*	3,774,477	4,746,986	4,598,074	-3.14%	4,645,606	4,695,223	4,645,621	4,698,016
Total:	4,394,554	5,580,362	5,413,773	-2.99%	5,188,503	5,245,539	5,203,578	5,263,844

- 24) In October 2015, the County Administrator's organizational realignment created the Office of Economic Vitality. The realignment shifted the \$150,000 costs of the state and federal lobbying contractual services to the Strategic Initiatives budget and the personnel costs for the new Assistant County Administrator position from the Economic Vitality budget to the County Administration budget. Additionally, funding in the amount of \$35,000 is included for the "Leon Works" initiative.
- 25) Increase relates to funding for a new disparity study estimated to cost \$250,000.
- 26) Decrease reflects personnel changes in the division, and reduction in the marketing promotional activities budget in the amount of \$58,232, offset by a reclassification of the for the Marketing Communications Manager.

Office of Public Safety

	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	Adopted Change	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
27) Animal Control*	1,073,428	1,273,340	1,570,911	23.37%	1,606,485	1,651,263	1,698,082	1,747,048
28) Emergency Medical Services*	13,605,153	15,465,226	16,083,506	4.00%	16,383,752	16,692,455	16,976,794	17,294,246
Total:	14,678,581	16,738,566	17,654,417	5.47%	17,990,237	18,343,718	18,674,876	19,041,294

- 27) Increase relates to a base interlocal agreement funding increase of \$90,314 for Animal Shelter (including a requested Lost and Found Coordinator position) with the City of Tallahassee, \$75,000 for county share of Animal Shelter capital repair and refurbishment costs, and various operating supplies increase totalling \$10,750.
- 28) Increase of \$118,366 in Advanced Life Support contractual services, \$6,170 in communications and \$17,031 in additional operating supplies.

Office of Library Services

	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	Adopted Change	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
29) Library Services*	6,219,879	6,575,412	6,614,299	0.59%	6,743,520	6,876,661	7,010,778	7,151,984
Total:	6,219,879	6,575,412	6,614,299	0.59%	6,743,520	6,876,661	7,010,778	7,151,984

- 29) Increase reflects the salary adjustments related to the market based revision to the Classification and Pay plan in the amount of \$38,223 offset by a reduction in personnel expenses associated with workforces changes.

Office of Intervention & Detention Alternatives

	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	Adopted Change	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
30) County Probation*	1,534,094	1,636,566	1,594,489	-2.57%	1,471,231	1,498,781	1,527,158	1,556,378
31) Drug & Alcohol Testing*	183,833	158,684	170,876	7.55%	174,038	177,292	180,646	184,099
32) Supervised Pretrial Release*	1,058,896	1,141,025	1,255,112	10.00%	1,155,946	1,177,398	1,199,503	1,222,271
Total:	2,776,823	2,936,475	3,020,477	2.86%	2,801,215	2,853,471	2,907,307	2,962,748

- 30) Decrease reflects the reduction of Probation/Pre-trial II position in the amount 48,560 due to the office relocation consolidation of the Probation and Pre-Trial divisions in FY15.
- 31) *See personnel note below.
- 32) Decrease reflects the reduction of Probation/Pre-Trial II position in the amount \$ 68,066 due to the office relocation consolidation of the Probation and Pre-Trial divisions in FY15.

Office of Human Services & Community Partnerships

	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	Adopted Change	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
33) Housing Services*	581,151	529,250	1,429,968	170.19%	560,764	571,336	582,224	593,437
34) Human Services*	6,347,101	7,080,286	7,357,430	3.91%	7,441,911	7,538,993	7,637,027	7,640,256
35) Veteran Services*	242,628	312,020	314,500	0.79%	318,393	322,404	324,035	328,290
Total:	7,170,880	7,921,556	9,101,898	14.90%	8,321,068	8,432,733	8,543,286	8,561,983

- 33) Increase related to the the state allocating SHIP Housing Grant funding during the 2015 legislation session in the amount of \$879,466.
- 34) Increases reflect \$175,000 for the Community Human Services Partnership (CSHP), \$68,209 for Medicaid, and \$9,848 for the Medical Examiner contract.
- 35) Increase associated with position salary adjustments based on the market based revisions to the Classification and Pay Plan in the amount of \$2,149. Also, \$10,000 has been budget for Operation Stand Down. Additionally, a portion of the funding for Operation Thank You! has been reallocated for similarly related veterans services promotional activities.

* Increase reflects costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%-5% based on a 3% average.

Leon County Fiscal Year 2016 Tentative Budget

Total Expenditures by Division

Office of Resource Stewardship

	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	Adopted Change	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
36) Cooperative Extension*	492,941	542,904	540,260	-0.49%	512,248	524,737	537,603	550,850
37) Office of Sustainability*	249,740	300,884	212,274	-29.45%	214,596	216,985	219,448	221,983
38) Solid Waste*	9,083,404	8,353,352	8,541,678	2.25%	8,588,747	8,635,055	8,717,741	8,802,278
Total:	9,826,085	9,197,140	9,294,212	1.06%	9,315,591	9,376,777	9,474,792	9,575,111

- 36) Reflects decreased utility costs due to sustainability improvements at the facility.
- 37) Decrease related to the FY15 reorganization which included the consolidation of sustainability and recycling division efforts, and the allocation of a portion of the Director of Resource Stewardship position to the Solid Waste Division to assume the duties of the former Director of Solid Waste position.
- 38) Increase associated with position realignments associated with the pending closure of the landfill, position salary adjustments based on the market based revisions to the Classification and Pay Plan in the amount of \$34,982, and the hauling contract and fuel adjustment surcharge estimate of \$108,103.

Constitutional

	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	Adopted Change	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
39) Clerk of the Circuit Court	1,894,548	1,934,372	1,940,579	0.32%	1,979,246	2,018,687	2,058,916	2,058,916
40) Property Appraiser	4,492,670	4,734,406	4,805,388	1.50%	4,949,550	5,098,037	5,250,978	5,408,507
41) Sheriff	66,280,631	67,581,822	69,713,468	3.15%	71,541,207	73,436,904	74,306,945	75,209,315
42) Supervisor of Elections	3,810,930	3,902,637	4,992,180	27.92%	4,240,695	4,210,034	4,300,683	5,498,138
43) Tax Collector	4,531,952	4,646,401	4,818,729	3.71%	5,005,200	5,200,025	5,402,289	5,612,644
Total:	81,010,732	82,799,638	86,270,344	4.19%	87,715,898	89,963,687	91,319,811	93,787,520

- 39) *See personnel note below.
- 40) *See personnel note below.
- 41) Increase reflects a \$673,496 for a Market Salary Study adjustment in addition to two new deputy positions, a School Resources Officer(SRO) for Woodville Elementary and an Internet Crimes Against Children Detective. The School Board will fund 50% of the SRO Deputy position.
- 42) Increase reflects an additional \$952,000 due to the presidential primary election cycle, an additional \$110,000 to cover rental space consolidation costs at the SOE's Voting Operations Center and an additional Elections Systems Specialist position at \$71,233.
- 43) Increase reflects additional costs for commissions paid to the Tax Collector for increased property tax collection due to a 4.49% growth in property values

Judicial

	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	Adopted Change	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
44) Court Administration	238,897	240,420	211,707	-11.94%	216,052	220,527	225,138	229,884
45) Guardian Ad Litem	15,239	21,282	29,662	39.38%	29,662	29,662	29,662	29,662
46) Other Court-Related Programs	418,221	495,931	572,100	15.36%	479,167	486,432	493,273	500,501
47) Public Defender	130,306	131,245	148,950	13.49%	148,950	148,950	148,950	148,950
48) State Attorney	99,767	108,255	117,685	8.71%	117,685	117,685	117,685	117,685
Total:	902,429	997,133	1,080,104	8.32%	991,516	1,003,256	1,014,708	1,026,682

- 44) Decrease is related to positions salary splits realigned to other Court Programs following an internal review of associated workload activity.
- 45) Increase reflects the purchase of four new laptop computers for GAL attorneys for a total cost of \$6,000.
- 46) Increase related to personnel realignment from Court Administration, a \$100,000 increase to Legal Aid of North Florida funding, offset by a reduction in the Teen Court Education Coordinator position because of a reduction in fees collected to fund the program.
- 47) Reflects a increased cost for communications.
- 48) Reflects a increased cost for communications.

* Increase reflects costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%-5% based on a 3% average.

Leon County Fiscal Year 2016 Proposed Budget

Total Expenditures by Division

		Non-Operating						
	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	Adopted Change	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
49) Budgeted Reserves	0	677,002	444,649	-34.32%	440,156	512,288	462,029	749,304
50) Communications	558,028	820,245	1,103,438	34.53%	1,103,438	1,103,438	1,103,438	1,103,438
51) Fire Control	6,889,465	6,795,249	7,946,149	16.94%	7,945,211	7,944,254	7,943,617	7,942,962
52) Line Item Funding Non-Departmental	552,425 3,240	150,000	125,000	-16.67%	100,000	100,000	100,000	0
53) Other Non-Operating	5,411,421	6,041,972	6,840,404	13.21%	7,022,187	7,209,467	7,381,777	7,463,452
54) Risk Allocations	1,053,872	1,094,869	1,143,993	4.49%	1,143,993	1,143,993	1,143,993	1,143,993
55) Risk Financing & Workers Comp	2,754,882	3,280,985	3,392,722	3.41%	3,392,722	3,392,722	3,392,722	3,392,722
Total:	17,223,332	18,860,322	20,996,355	11.33%	21,147,707	21,406,162	21,527,576	21,795,871

49) Reflects decrease in the Building, BOA Operating, EMS, Insurance, Motor Pool, and Probation Fund contingencies.

50) Increase associated with the realignment of a portion of MIS communications budget to the Communications Trust Fund.

51) Increased costs associated with payments to the City of Tallahassee for fire services of which \$1.22 million will be paid to the City from appropriate unincorporated area general revenue fund balances.

52) Decrease due to fewer agencies receiving line item funding. At the March 10, 2015 Board meeting, the Board voted to consider \$25,000 in funding for Domestic Violence Coordinating Council. The decrease reflects the one time funding of \$25,000 the Board approved for Knight Creative Communities Initiative (KCCI) in FY15.

53) Reflects increased payment to the Community Development Agency(CRA) in the amount of \$455,538 due to the increase property tax values.

54) Reflects an estimated increase in insurance premiums associated with property and general liability.

55) Reflects an increase in workers' compensation claims and vehicle coverage.

		Debt Service						
	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	Adopted Change	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
57) Debt Service	8,946,385	8,871,724	8,568,419	-3.42%	8,575,424	8,121,345	7,640,224	7,638,595
Total:	8,946,385	8,871,724	8,568,419	-3.42%	8,575,424	8,121,345	7,640,224	7,638,595

57) Decrease reflects net anticipated savings of \$300,000 from the refinancing of the remaining portion of the 2005 Bond Issue.

		Capital Improvement Program						
	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	Adopted Change	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
58) Capital Improvement Program	28,048,557	17,626,095	18,641,824	5.76%	20,673,345	17,887,545	17,375,220	14,080,945
Total:	28,048,557	17,626,095	18,641,824	5.76%	20,673,345	17,887,545	17,375,220	14,080,945

58) Increase reflects additional funding for sidewalks construction, stormwater improvements, and network security technology.

		Transfers						
	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	Adopted Change	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
59) Transfers	42,521,436	34,455,187	39,362,843	14.24%	40,470,854	39,376,051	42,792,998	42,871,684
Total:	42,521,436	34,455,187	39,362,843	14.24%	40,470,854	39,376,051	42,792,998	42,871,684

59) Reflects an increase in transfers to the Supervisor of Elections for the Presidential Preference Primary, Transportation Capital, and General Government Capital Improvements offset by decreases in the transfers to Debt Service

* Increase reflects costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%-5% based on a 3% average.

Leon County Fiscal Year 2016 Proposed Budget

Total Expenditures by Division

Grants Administration

	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	Adopted Change	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
Grants Adult Drug Court	33,084	0	0	0%	0	0	0	0
60) Grants EMS	304,456	60,000	60,000	0%	60,000	60,000	60,000	60,000
Grants Housing	107,688	0	0	0.00%	0	0	0	0
Grants Human Services	146,667	0	0	0%	0	0	0	0
61) Grants Library	69,252	15,000	15,000	0%	15,000	15,000	15,000	15,000
Grants Parks	411,493	0	0	0%	0	0	0	0
62) Grants Public Services Admin	138,274	104,500	87,305	-16.45%	86,450	85,595	84,740	83,885
Grants Public Works	305,276	0	0	0%	0	0	0	0
Grants Sheriff	121,155	121,155	121,555	0.33%	121,555	121,555	121,555	121,555
Grants Stormwater	447,130	0	0	0%	0	0	0	0
Grants Sustainability	4,360	0	0	0%	0	0	0	0
Grants Volunteer	2,772	0	0	0%	0	0	0	0
Total:	2,091,606	300,655	283,860	-5.59%	283,005	282,150	281,295	280,440

60) Reflects funding for Emergency Medical Services equipment.

61) Reflects expenditures associated with the receipt of donations from the Friends of the Library.

62) Decrease reflects a decline in revenues collected in the Slosberg Education Fund for driver's education through traffic fines.

Summary Totals

	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	Adopted Change	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
County Government	90,750,695	98,999,462	102,606,810	3.64%	102,533,933	104,115,400	105,662,698	107,156,899
Constitutional Officers	81,010,732	82,799,638	86,270,344	4.19%	87,715,898	89,963,687	91,319,811	93,787,520
Judicial	902,429	997,133	1,080,104	8.32%	991,516	1,003,256	1,014,708	1,026,682
Non-Operating	17,223,332	18,860,322	20,996,355	11.33%	21,147,707	21,406,162	21,527,576	21,795,871
Capital	28,048,557	17,626,095	18,641,824	5.76%	20,673,345	17,887,545	17,375,220	14,080,945
Debt Service	8,946,385	8,871,724	8,568,419	-3.42%	8,575,424	8,121,345	7,640,224	7,638,595
Grants	2,091,606	300,655	283,860	-5.59%	283,005	282,150	281,295	280,440
Total Budget Net Transfers	228,973,738	228,455,029	238,447,716	4.37%	241,920,828	242,779,545	244,821,532	245,766,952
Total Operating Budget	200,925,181	210,828,934	219,805,892	4.26%	221,247,483	224,892,000	227,446,312	231,686,007
Total Capital Budget	28,048,557	17,626,095	18,641,824	5.76%	20,673,345	17,887,545	17,375,220	14,080,945

Leon County Fiscal Year 2016 Proposed Budget**Board of County Commissioners**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	1,380,655	1,416,709	1,491,406	-	1,491,406	1,507,105
Operating	59,093	89,308	91,895	-	91,895	91,895
Total Budgetary Costs	1,439,748	1,506,017	1,583,301	-	1,583,301	1,599,000
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
County Commission	1,439,748	1,506,017	1,583,301	-	1,583,301	1,599,000
Total Budget	1,439,748	1,506,017	1,583,301	-	1,583,301	1,599,000
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	1,439,748	1,506,017	1,583,301	-	1,583,301	1,599,000
Total Revenues	1,439,748	1,506,017	1,583,301	-	1,583,301	1,599,000
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
County Commission	14.00	14.00	14.00	-	14.00	14.00
Total Full-Time Equivalents (FTE)	14.00	14.00	14.00	-	14.00	14.00

Leon County Fiscal Year 2016 Proposed Budget

Board of County Commissioners

County Commission Summary

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	1,380,655	1,416,709	1,491,406	-	1,491,406	1,507,105
Operating	59,093	89,308	91,895	-	91,895	91,895
Total Budgetary Costs	1,439,748	1,506,017	1,583,301	-	1,583,301	1,599,000
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Commission At-Large (Group 1) (001-106-511)	6,914	9,500	9,500	-	9,500	9,500
Commission At-Large (Group 2) (001-107-511)	8,861	9,500	9,500	-	9,500	9,500
Commission District 1 (001-101-511)	5,272	9,500	9,500	-	9,500	9,500
Commission District 2 (001-102-511)	4,806	9,500	9,500	-	9,500	9,500
Commission District 3 (001-103-511)	5,385	9,500	9,500	-	9,500	9,500
Commission District 4 (001-104-511)	3,898	9,500	9,500	-	9,500	9,500
Commission District 5 (001-105-511)	7,119	9,500	9,500	-	9,500	9,500
Commissioners' Account (001-108-511)	16,838	22,808	25,395	-	25,395	25,395
County Commission (001-100-511)	1,380,655	1,416,709	1,491,406	-	1,491,406	1,507,105
Total Budget	1,439,748	1,506,017	1,583,301	-	1,583,301	1,599,000
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	1,439,748	1,506,017	1,583,301	-	1,583,301	1,599,000
Total Revenues	1,439,748	1,506,017	1,583,301	-	1,583,301	1,599,000
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
County Commission	14.00	14.00	14.00	-	14.00	14.00
Total Full-Time Equivalents (FTE)	14.00	14.00	14.00	-	14.00	14.00

Leon County Fiscal Year 2016 Proposed Budget**Board of County Commissioners****County Commission - County Commission (001-100-511)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	1,380,655	1,416,709	1,491,406	-	1,491,406	1,507,105
Total Budgetary Costs	1,380,655	1,416,709	1,491,406	-	1,491,406	1,507,105
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	1,380,655	1,416,709	1,491,406	-	1,491,406	1,507,105
Total Revenues	1,380,655	1,416,709	1,491,406	-	1,491,406	1,507,105
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
County Commissioner	4.00	4.00	4.00	-	4.00	4.00
Commission Aide	6.00	6.00	6.00	-	6.00	6.00
County Commissioner	3.00	3.00	3.00	-	3.00	3.00
Commission Aide	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	14.00	14.00	14.00	-	14.00	14.00

The major variances for the FY 2016 County Commission Budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, estimated health insurance premium rates at 8%, and funding for performance raises in a range of 0%-5% with a 3% average.

Leon County Fiscal Year 2016 Proposed Budget**Board of County Commissioners****County Commission - Commission District 1 (001-101-511)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	5,272	9,500	9,500	-	9,500	9,500
Total Budgetary Costs	5,272	9,500	9,500	-	9,500	9,500
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	5,272	9,500	9,500	-	9,500	9,500
Total Revenues	5,272	9,500	9,500	-	9,500	9,500

This program is recommended at the same funding level as the prior fiscal year.

Preliminary

Leon County Fiscal Year 2016 Proposed Budget**Board of County Commissioners****County Commission - Commission District 2 (001-102-511)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	4,806	9,500	9,500	-	9,500	9,500
Total Budgetary Costs	4,806	9,500	9,500	-	9,500	9,500
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	4,806	9,500	9,500	-	9,500	9,500
Total Revenues	4,806	9,500	9,500	-	9,500	9,500

This program is recommended at the same funding level as the prior fiscal year.

Preliminary

Leon County Fiscal Year 2016 Proposed Budget**Board of County Commissioners****County Commission - Commission District 3 (001-103-511)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	5,385	9,500	9,500	-	9,500	9,500
Total Budgetary Costs	5,385	9,500	9,500	-	9,500	9,500
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	5,385	9,500	9,500	-	9,500	9,500
Total Revenues	5,385	9,500	9,500	-	9,500	9,500

This program is recommended at the same funding level as the prior fiscal year.

Preliminary

Leon County Fiscal Year 2016 Proposed Budget**Board of County Commissioners****County Commission - Commission District 4 (001-104-511)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	3,898	9,500	9,500	-	9,500	9,500
Total Budgetary Costs	3,898	9,500	9,500	-	9,500	9,500
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	3,898	9,500	9,500	-	9,500	9,500
Total Revenues	3,898	9,500	9,500	-	9,500	9,500

This program is recommended at the same funding level as the prior fiscal year.

Preliminary

Leon County Fiscal Year 2016 Proposed Budget**Board of County Commissioners****County Commission - Commission District 5 (001-105-511)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	7,119	9,500	9,500	-	9,500	9,500
Total Budgetary Costs	7,119	9,500	9,500	-	9,500	9,500
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	7,119	9,500	9,500	-	9,500	9,500
Total Revenues	7,119	9,500	9,500	-	9,500	9,500

This program is recommended at the same funding level as the prior fiscal year.

Preliminary

Leon County Fiscal Year 2016 Proposed Budget**Board of County Commissioners****County Commission - Commission At-Large (Group 1) (001-106-511)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	6,914	9,500	9,500	-	9,500	9,500
Total Budgetary Costs	6,914	9,500	9,500	-	9,500	9,500
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	6,914	9,500	9,500	-	9,500	9,500
Total Revenues	6,914	9,500	9,500	-	9,500	9,500

This program is recommended at the same funding level as the prior fiscal year.

Preliminary

Leon County Fiscal Year 2016 Proposed Budget**Board of County Commissioners****County Commission - Commission At-Large (Group 2) (001-107-511)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	8,861	9,500	9,500	-	9,500	9,500
Total Budgetary Costs	8,861	9,500	9,500	-	9,500	9,500
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	8,861	9,500	9,500	-	9,500	9,500
Total Revenues	8,861	9,500	9,500	-	9,500	9,500

This program is recommended at the same funding level as the prior fiscal year.

Preliminary

Leon County Fiscal Year 2016 Proposed Budget**Board of County Commissioners****County Commission - Commissioners' Account (001-108-511)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	16,838	22,808	25,395	-	25,395	25,395
Total Budgetary Costs	16,838	22,808	25,395	-	25,395	25,395
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	16,838	22,808	25,395	-	25,395	25,395
Total Revenues	16,838	22,808	25,395	-	25,395	25,395

Preliminary

Leon County Fiscal Year 2016 Proposed Budget

Administration

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	2,355,490	2,589,194	2,816,736	8,689	2,825,425	2,898,566
Operating	393,119	514,651	810,548	43,000	853,548	835,548
Transportation	-	-	1,398	-	1,398	1,398
Total Budgetary Costs	2,748,609	3,103,845	3,628,682	51,689	3,680,371	3,735,512
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
County Administration	592,064	611,693	785,394	-	785,394	805,444
Strategic Initiatives	1,043,601	1,153,287	1,497,196	8,689	1,505,885	1,528,219
Human Resources	1,112,945	1,338,865	1,346,092	43,000	1,389,092	1,401,849
Total Budget	2,748,609	3,103,845	3,628,682	51,689	3,680,371	3,735,512
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	2,748,609	3,103,845	3,628,682	51,689	3,680,371	3,735,512
Total Revenues	2,748,609	3,103,845	3,628,682	51,689	3,680,371	3,735,512
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
County Administration	3.00	3.00	4.00	-	4.00	4.00
Human Resources	12.00	12.00	12.00	-	12.00	12.00
Strategic Initiatives	12.00	11.00	13.50	-	13.50	13.50
Total Full-Time Equivalents (FTE)	27.00	26.00	29.50	-	29.50	29.50

Leon County Fiscal Year 2016 Proposed Budget**Administration****County Administration (001-110-512)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	568,141	591,553	755,201	-	755,201	775,251
Operating	23,923	20,140	30,193	-	30,193	30,193
Total Budgetary Costs	592,064	611,693	785,394	-	785,394	805,444
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	592,064	611,693	785,394	-	785,394	805,444
Total Revenues	592,064	611,693	785,394	-	785,394	805,444
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
County Administrator	1.00	1.00	1.00	-	1.00	1.00
Deputy County Administrator	1.00	1.00	1.00	-	1.00	1.00
Assistant County Administrator	-	-	1.00	-	1.00	1.00
Sr. Executive Assistant	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	3.00	3.00	4.00	-	4.00	4.00

The major variances for the FY 2016 County Administration Budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, estimated health insurance premium rates at 8%, and funding for performance raises in a range of 0%-5% with a 3% average.
2. In October 2015, the County Administrator's organizational realignment moved the Sr. Assistant to the County Administrator position from Strategic Initiatives to County Administration to create the Assistant County Administrator position. The increase in personnel costs reflects this realignment.
3. Other costs associated with the reorganization in the amount of \$7,977.

Leon County Fiscal Year 2016 Proposed Budget

Administration

Strategic Initiatives Summary

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	885,810	950,638	1,009,400	8,689	1,018,089	1,043,423
Operating	157,791	202,649	486,398	-	486,398	483,398
Transportation	-	-	1,398	-	1,398	1,398
Total Budgetary Costs	1,043,601	1,153,287	1,497,196	8,689	1,505,885	1,528,219
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Community and Media Relations (001-116-513)	-	-	564,022	-	564,022	572,350
Strategic Initiatives (001-115-513)	868,222	965,483	745,856	8,689	754,545	764,391
Volunteer Center (001-113-513)	175,378	187,804	187,318	-	187,318	191,478
Total Budget	1,043,601	1,153,287	1,497,196	8,689	1,505,885	1,528,219
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	1,043,601	1,153,287	1,497,196	8,689	1,505,885	1,528,219
Total Revenues	1,043,601	1,153,287	1,497,196	8,689	1,505,885	1,528,219
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Volunteer Center	2.00	2.00	2.00	-	2.00	2.00
Strategic Initiatives	10.00	9.00	7.00	-	7.00	7.00
Community and Media Relations	-	-	4.50	-	4.50	4.50
Total Full-Time Equivalents (FTE)	12.00	11.00	13.50	-	13.50	13.50

Leon County Fiscal Year 2016 Proposed Budget

Administration

Strategic Initiatives - Volunteer Center (001-113-513)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	159,109	167,061	165,612	-	165,612	169,772
Operating	16,269	20,743	21,706	-	21,706	21,706
Total Budgetary Costs	175,378	187,804	187,318	-	187,318	191,478
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	175,378	187,804	187,318	-	187,318	191,478
Total Revenues	175,378	187,804	187,318	-	187,318	191,478
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Director of Volunteer Services	1.00	1.00	1.00	-	1.00	1.00
Volunteer Services Coordinator	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

The FY 2016 Volunteer Center budget has been realigned from the Office of Human Services & Community Partnership to the County Administration Office. The major variances for the FY 2016 Volunteer Center budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%–5% based on a 3% average.
2. Communication phone system costs in the amount of \$1,205.

Leon County Fiscal Year 2016 Proposed Budget

Administration

Strategic Initiatives - Strategic Initiatives (001-115-513)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	726,701	783,577	516,571	8,689	525,260	538,106
Operating	141,522	181,906	227,887	-	227,887	224,887
Transportation	-	-	1,398	-	1,398	1,398
Total Budgetary Costs	868,222	965,483	745,856	8,689	754,545	764,391
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	868,222	965,483	745,856	8,689	754,545	764,391
Total Revenues	868,222	965,483	745,856	8,689	754,545	764,391
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Dir Community & Media Relation	1.00	1.00	-	-	-	-
Special Projects Coordinator	1.00	-	1.00	-	1.00	1.00
Assistant to the County Administrator	1.00	1.00	2.00	-	2.00	2.00
Public Information Specialist	3.00	2.00	-	-	-	-
Management Intern	-	-	1.00	-	1.00	1.00
Agenda Coordinator	1.00	1.00	1.00	-	1.00	1.00
Citizen Services Liaison	1.00	1.00	1.00	-	1.00	1.00
Executive Assistant	1.00	1.00	1.00	-	1.00	1.00
Public Information and Communications Manager	-	1.00	-	-	-	-
Sr. Asst. to the County Administrator	1.00	1.00	-	-	-	-
Total Full-Time Equivalents (FTE)	10.00	9.00	7.00	-	7.00	7.00

The major variances for the FY 2016 Strategic Initiatives budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0% 5% based on a 3% average.
2. The budget proposal increase includes funding associated with positions included in the market based revisions to the Classification and Pay Plan in the amount of \$8,689.
3. Operating costs in the amount of \$150,00, primarily from the transfer of the federal and state lobbying contracts as part of the reorganization of inter-governmental duties to Strategic Initiatives.
4. Transportation costs in the amount of \$1,398, related to the transfer of a vehicle from the Sustainability budget.

Decreases to Program Funding:

1. Decreases in personnel services and staffing reflect the overall County reorganization of inter-governmental personnel transferred in from Economic Vitality (3.0 FTE), the creation of the Community and Media Relations budget and transfer of associated personnel out (4.0 FTE), and the elimination of the Sr. Assistant to the County Administrator (1.0 FTE), for a net reduction of 2.0 positions in this budget.

Leon County Fiscal Year 2016 Proposed Budget

Administration

Strategic Initiatives - Community and Media Relations (001-116-513)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	-	-	327,217	-	327,217	335,545
Operating	-	-	236,805	-	236,805	236,805
Total Budgetary Costs	-	-	564,022	-	564,022	572,350
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	-	-	564,022	-	564,022	572,350
Total Revenues	-	-	564,022	-	564,022	572,350
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Dir Community & Media Relation	-	-	1.00	-	1.00	1.00
Public Information Specialist	-	-	2.00	-	2.00	2.00
Public Info/Comm Manager	-	-	1.00	-	1.00	1.00
Digital Communication Engagement Specialist	-	-	0.50	-	0.50	0.50
Total Full-Time Equivalents (FTE)	-	-	4.50	-	4.50	4.50

As part of an overall County reorganization, the personnel and operating expenditures associated with Community and Media Relations were isolated from Strategic Initiatives to more efficiently manage the budget.

The major variances for the FY 2016 Community and Media Relations Budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0% 5% based on a 3% average.
2. The addition of a 0.50 FTE Digital Communication Engagement Specialist. This position is split funded with Resource Stewardship to promote recycling education as approved by the Board at the February 10, 2015 meeting.

Leon County Fiscal Year 2016 Proposed Budget

Administration

Human Resources (001-160-513)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	901,540	1,047,003	1,052,135	-	1,052,135	1,079,892
Operating	211,406	291,862	293,957	43,000	336,957	321,957
Total Budgetary Costs	1,112,945	1,338,865	1,346,092	43,000	1,389,092	1,401,849
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	1,112,945	1,338,865	1,346,092	43,000	1,389,092	1,401,849
Total Revenues	1,112,945	1,338,865	1,346,092	43,000	1,389,092	1,401,849
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Director of Human Resources	1.00	1.00	1.00	-	1.00	1.00
Emp. Engagement & Perf. Manager	1.00	1.00	1.00	-	1.00	1.00
Human Resources Manager	1.00	1.00	1.00	-	1.00	1.00
Health and Wellness Coordinator	1.00	1.00	1.00	-	1.00	1.00
Employee Development Coordinator	1.00	1.00	1.00	-	1.00	1.00
Compensation Administrator	1.00	1.00	1.00	-	1.00	1.00
HR Records Coordinator	-	1.00	1.00	-	1.00	1.00
Document Scanner	1.00	-	-	-	-	-
Human Resources Generalist	2.00	2.00	2.00	-	2.00	2.00
Employee Relations Manager	1.00	-	1.00	-	1.00	1.00
Human Resources Specialist	1.00	2.00	1.00	-	1.00	1.00
HRIS Coordinator	-	-	1.00	-	1.00	1.00
Human Resources Information Systems Coordinator	1.00	1.00	-	-	-	-
Total Full-Time Equivalents (FTE)	12.00	12.00	12.00	-	12.00	12.00

The major variances for the FY 2016 Human Resources budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%–5% based on a 3% average.
2. Recruitment costs in the amount of \$15,000 for expansion of recruitment services on social media to efficiently find qualified applicants.
3. Staff development and training costs in the amount of \$28,000, including \$13,000 for certified public manager training for 5 employees, and \$15,000 for one-time purchasing educational & training materials for human resources library.
4. Communication phone system costs in the amount of \$1,240.

Leon County Fiscal Year 2016 Proposed Budget

Office of Information and Technology

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	4,727,813	5,326,983	5,338,134	(107,519)	5,230,615	5,367,861
Operating	2,436,858	2,564,180	2,636,296	-	2,636,296	2,603,711
Transportation	6,824	9,975	9,441	-	9,441	9,441
Total Budgetary Costs	7,171,495	7,901,138	7,983,871	(107,519)	7,876,352	7,981,013
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Management Information Services	5,412,362	5,940,175	6,020,551	(95,405)	5,925,146	5,995,198
Geographic Information Systems	1,759,133	1,960,963	1,963,320	(12,114)	1,951,206	1,985,815
Total Budget	7,171,495	7,901,138	7,983,871	(107,519)	7,876,352	7,981,013
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	7,171,495	7,901,138	7,983,871	(107,519)	7,876,352	7,981,013
Total Revenues	7,171,495	7,901,138	7,983,871	(107,519)	7,876,352	7,981,013
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Geographic Information Systems	15.16	16.16	16.16	(0.33)	15.83	15.83
Management Information Services	44.84	44.84	44.84	(1.67)	43.17	43.17
Total Full-Time Equivalents (FTE)	60.00	61.00	61.00	(2.00)	59.00	59.00

Leon County Fiscal Year 2016 Proposed Budget

Office of Information and Technology

Management Information Services Summary

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	3,509,163	3,943,970	3,955,623	(95,405)	3,860,218	3,962,855
Operating	1,896,375	1,986,230	2,055,487	-	2,055,487	2,022,902
Transportation	6,824	9,975	9,441	-	9,441	9,441
Total Budgetary Costs	5,412,362	5,940,175	6,020,551	(95,405)	5,925,146	5,995,198
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Article V MIS (001-171-713)	1,047,334	-	-	-	-	-
Management Information Services (001-171-513)	4,182,481	5,719,040	5,783,035	(95,405)	5,687,630	5,754,724
Public Safety Complex Technology (001-411-529)	182,547	221,135	237,516	-	237,516	240,474
Total Budget	5,412,362	5,940,175	6,020,551	(95,405)	5,925,146	5,995,198
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	5,412,362	5,940,175	6,020,551	(95,405)	5,925,146	5,995,198
Total Revenues	5,412,362	5,940,175	6,020,551	(95,405)	5,925,146	5,995,198
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Management Information Services	42.84	43.34	43.34	(1.67)	41.67	41.67
Public Safety Complex Technology	2.00	1.50	1.50	-	1.50	1.50
Total Full-Time Equivalents (FTE)	44.84	44.84	44.84	(1.67)	43.17	43.17

Leon County Fiscal Year 2016 Proposed Budget

Office of Information and Technology

Management Information Services - Management Information Services (001-171-513)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	2,688,328	3,832,750	3,838,285	(95,405)	3,742,880	3,842,559
Operating	1,487,329	1,876,315	1,935,309	-	1,935,309	1,902,724
Transportation	6,824	9,975	9,441	-	9,441	9,441
Total Budgetary Costs	4,182,481	5,719,040	5,783,035	(95,405)	5,687,630	5,754,724
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	4,182,481	5,719,040	5,783,035	(95,405)	5,687,630	5,754,724
Total Revenues	4,182,481	5,719,040	5,783,035	(95,405)	5,687,630	5,754,724
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Oracle Enterprise Architect	1.00	1.00	1.00	-	1.00	1.00
Dir of MIS/GIS	0.67	0.67	0.67	-	0.67	0.67
IT Coord.- Work Order & EDMS	1.00	1.00	1.00	-	1.00	1.00
IT Coordinator-Admn Services	1.00	1.00	1.00	-	1.00	1.00
Applications & Database Manager	1.00	1.00	1.00	-	1.00	1.00
Public Safety Applications Manager	-	1.00	1.00	-	1.00	1.00
IT Coordinator-Web Development	1.00	1.00	1.00	-	1.00	1.00
Network & Tech. Serv. Manager	1.00	1.00	1.00	-	1.00	1.00
IT Coordinator-Systems	1.00	1.00	1.00	-	1.00	1.00
IT Coordinator-Technical Serv.	1.00	1.00	1.00	-	1.00	1.00
Apps Systems Analyst III	4.00	2.00	2.00	-	2.00	2.00
Network Systems Analyst II	8.00	1.00	1.50	-	1.50	1.50
Unix Systems Administrator	1.00	1.00	1.00	-	1.00	1.00
Network Construction Planner	1.00	-	1.00	(1.00)	-	-
IT Technical Support Spec. II	6.00	5.00	5.00	-	5.00	5.00
MIS Special Projects Coordinator	1.00	1.00	1.00	-	1.00	1.00
Network Systems Analyst I	-	6.50	6.00	-	6.00	6.00
Applications Systems Analyst I	-	6.00	6.00	-	6.00	6.00
App Systems Analyst II	-	3.00	3.00	-	3.00	3.00
Network Systems Analyst III	-	1.00	1.00	-	1.00	1.00
EDMS Technician	1.00	1.00	1.00	-	1.00	1.00
Computer Asset Analyst	1.00	1.00	1.00	-	1.00	1.00
Sr. IT Technical Support Spec.	1.00	2.00	2.00	-	2.00	2.00
IT Coordinator-Network	1.00	1.00	1.00	-	1.00	1.00
Applications Dev. Analyst	6.00	-	-	-	-	-
Network Systems Analyst	-	1.00	-	-	-	-
Web Applications Analyst	1.00	-	-	-	-	-
Applications Development Coordinator	1.00	-	-	-	-	-
Administrative Associate VI	-	0.50	0.50	-	0.50	0.50
Administrative Associate III	0.67	0.67	0.67	(0.67)	-	-
Administrative Associate IV	0.50	-	-	-	-	-
Total Full-Time Equivalents (FTE)	42.84	43.34	43.34	(1.67)	41.67	41.67

Leon County Fiscal Year 2016 Proposed Budget

Office of Information and Technology

Management Information Services - Management Information Services (001-171-513)

The major variances for the FY 2016 Management Information Services budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%–5% based on a 3% average.
2. The budget proposal increase includes funding associated with positions included in the market based revisions to the Classification and Pay Plan in the amount of \$4,016.
3. Other contractual services in the amount of \$28,000 in the area of Human Service Community Partnership Case Management, Public Record Management System, Reservation System, and Web Design Services.
4. Maintenance costs in the amount of \$165,015 in the area of Adobe, DotNetNuke (DNN Corp), EMS Software, Library SIRSI Software, Webnetwork, Work Order Management, etc.
5. Communication phone system costs in the amount of \$7,665.
6. Budget reflects the reclassing of the Director of Information Technology from Pay Grade 61 to 62. This reclass has no fiscal impact.

Decreases to Program Funding:

1. The staffing variance between FY 2015 and FY 2016 reflects:
 - Funding reduction for one Network Construction Planner position in the amount of \$65,226.
 - Funding reduction for 0.67 FTE of one Administrative Associate III in the amount of \$34,195.
2. Phone system repairs and maintenance costs in the amount of \$139,150 are now budgeted in the communication fund. These reductions were made possible due to a completion of a MIS server consolidation project.
3. Centralized copy machine lease in the amount of \$3,756.

Preliminary

Leon County Fiscal Year 2016 Proposed Budget

Office of Information and Technology

Management Information Services - Article V MIS (001-171-713)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	742,985	-	-	-	-	-
Operating	304,349	-	-	-	-	-
Total Budgetary Costs	1,047,334	-	-	-	-	-
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	1,047,334	-	-	-	-	-
Total Revenues	1,047,334	-	-	-	-	-

In FY 2008, new reporting requirements for Article V entities were implemented. The FY 2014 Actuals depict the total amount funded by the County for Article V information systems. These expenses are currently funded in the operating budget of Management Information Services and the actual expenses will be reported separately each year.

Leon County Fiscal Year 2016 Proposed Budget

Office of Information and Technology

Management Information Services - Public Safety Complex Technology (001-411-529)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	77,849	111,220	117,338	-	117,338	120,296
Operating	104,698	109,915	120,178	-	120,178	120,178
Total Budgetary Costs	182,547	221,135	237,516	-	237,516	240,474
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	182,547	221,135	237,516	-	237,516	240,474
Total Revenues	182,547	221,135	237,516	-	237,516	240,474
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Network Systems Analyst II	-	-	0.50	-	0.50	0.50
Network Systems Analyst I	-	1.50	1.00	-	1.00	1.00
Network Systems Analyst	2.00	-	-	-	-	-
Total Full-Time Equivalents (FTE)	2.00	1.50	1.50	-	1.50	1.50

The major variances for the FY 2016 Public Safety Complex Technology budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%-5% based on a 3% average.
2. Repairs and Maintenance costs in the amount of \$15,585 in the area of Audio Visual System, Call Recording System, Phone System Maintenance.
3. Operating supplies in the amount of \$1,000.
4. Centralized copy machine lease in the amount of \$2,408.

Decreases to Program Funding:

1. Network communication costs in the amount of \$3,820.

Leon County Fiscal Year 2016 Proposed Budget

Office of Information and Technology

Geographic Info. Systems (001-421-539)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	1,218,650	1,383,013	1,382,511	(12,114)	1,370,397	1,405,006
Operating	540,483	577,950	580,809	-	580,809	580,809
Total Budgetary Costs	1,759,133	1,960,963	1,963,320	(12,114)	1,951,206	1,985,815
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	1,759,133	1,960,963	1,963,320	(12,114)	1,951,206	1,985,815
Total Revenues	1,759,133	1,960,963	1,963,320	(12,114)	1,951,206	1,985,815
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
GIS Coordinator	1.00	1.00	1.00	-	1.00	1.00
Dir of MIS/GIS	0.33	0.33	0.33	-	0.33	0.33
Unix System Adm.-GIS	1.00	1.00	1.00	-	1.00	1.00
GIS Project Manager	1.00	1.00	1.00	-	1.00	1.00
GIS Oracle Database Admin	1.00	2.00	1.00	-	1.00	1.00
GIS Network Systems Adm.	1.00	1.00	1.00	-	1.00	1.00
Applications Systems Analyst I	-	-	1.00	-	1.00	1.00
App Systems Analyst II	-	1.00	2.00	-	2.00	2.00
GIS Specialist I	-	-	1.00	-	1.00	1.00
GIS Technician II	2.00	2.00	2.00	-	2.00	2.00
GIS Integration Specialist	1.00	1.00	1.00	-	1.00	1.00
GIS Application Dev. Analyst	1.00	1.00	-	-	-	-
GIS Specialist II	1.00	-	-	-	-	-
GIS Web Application Dev. Anl.	1.00	-	-	-	-	-
GIS Database Analyst	1.00	1.00	-	-	-	-
GIS Specialist III	2.00	3.00	3.00	-	3.00	3.00
Administrative Associate VI	-	0.50	0.50	-	0.50	0.50
Administrative Associate III	0.33	0.33	0.33	(0.33)	-	-
Administrative Associate IV	0.50	-	-	-	-	-
Total Full-Time Equivalents (FTE)	15.16	16.16	16.16	(0.33)	15.83	15.83

The major variances for the FY 2016 Geographic Information Systems budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%–5% based on a 3% average.
2. The budget proposal increase includes funding associated with positions included in the market based revisions to the Classification and Pay Plan in the amount of \$4,728.
3. Operating supplies costs in the amount of \$1,439.
4. Communication phone system costs in the amount of \$1,420.

Decreases to Program Funding:

1. Position reduction for 0.33 FTE of one Administrative Associate III in the amount of \$16,842.

Leon County Fiscal Year 2016 Proposed Budget

County Attorney's Office

County Attorney - County Attorney (001-120-514)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	1,296,533	1,341,019	1,372,596	14,515	1,387,111	1,423,739
Operating	525,363	562,446	564,196	-	564,196	564,196
Total Budgetary Costs	1,821,896	1,903,465	1,936,792	14,515	1,951,307	1,987,935
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	1,821,896	1,903,465	1,936,792	14,515	1,951,307	1,987,935
Total Revenues	1,821,896	1,903,465	1,936,792	14,515	1,951,307	1,987,935
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
County Attorney	1.00	1.00	1.00	-	1.00	1.00
Deputy County Attorney	1.00	1.00	1.00	-	1.00	1.00
Asst County Attorney	3.00	3.00	3.00	-	3.00	3.00
Legal Administrator	1.00	1.00	1.00	-	1.00	1.00
Paralegal	1.00	1.00	1.00	-	1.00	1.00
Sr. Paralegal	1.00	1.00	1.00	-	1.00	1.00
Legal Records Specialist	1.00	1.00	1.00	-	1.00	1.00
Legal Assistant	2.00	2.00	2.00	-	2.00	2.00
Administrative Associate III	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	12.00	12.00	12.00	-	12.00	12.00

The major variances for the FY 2016 County Attorney budget are as follows:

Increases to Program Funding:

- Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%-5% based on a 3% average.
- The budget proposal reflects salary adjustment, recommended by Human Resources for two positions, a market adjustment for one of the Assistant County Attorneys and a reclassification of the Deputy County Attorney in the total amount of \$14,515.
- Decreases in contractual services, court reporter services, rental and leases, printing and binding and office supplies, is offset by increases in travel & per diem, other contractual services, and communications in the amount of \$1,750.

Leon County Fiscal Year 2016 Proposed Budget

Department of Public Works

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	13,710,860	14,638,308	14,872,368	92,664	14,965,032	15,311,843
Operating	10,460,401	12,278,031	12,333,070	82,462	12,415,532	12,470,936
Transportation	1,666,006	1,697,687	1,607,101	-	1,607,101	1,607,101
Capital Outlay	30,059	60,957	50,000	3,950	53,950	50,000
Grants-in-Aid	679,000	179,000	179,000	-	179,000	179,000
Total Budgetary Costs	26,546,325	28,853,983	29,041,539	179,076	29,220,615	29,618,880

Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Facilities Management	8,548,093	9,347,347	9,425,572	213,603	9,639,175	9,740,912
PW Support Services	1,034,609	589,463	574,807	1,423	576,230	590,308
Operations	8,886,376	9,896,876	9,997,868	147,313	10,145,181	10,272,221
Engineering Services	2,774,661	3,151,459	3,154,063	22,562	3,176,625	3,241,762
Fleet Management	2,813,210	3,153,416	3,204,879	(316,386)	2,888,493	2,902,858
Parks & Recreation	2,489,377	2,715,422	2,684,350	110,561	2,794,911	2,870,819
Total Budget	26,546,325	28,853,983	29,041,539	179,076	29,220,615	29,618,880

Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	8,579,696	9,144,376	9,226,889	197,652	9,424,541	9,523,036
106 Transportation Trust	9,575,849	10,307,208	10,298,188	101,555	10,399,743	10,588,413
123 Stormwater Utility	2,568,432	2,674,429	2,753,835	47,270	2,801,105	2,812,257
125 Grants	-	30,000	30,000	-	30,000	30,000
140 Municipal Service	2,489,377	2,715,422	2,684,350	110,561	2,794,911	2,870,819
165 Bank of America Building	469,275	694,707	708,973	38,424	747,397	757,072
166 Huntington Oaks Plaza	50,486	134,425	134,425	-	134,425	134,425
505 Motor Pool	2,813,210	3,153,416	3,204,879	(316,386)	2,888,493	2,902,858
Total Revenues	26,546,325	28,853,983	29,041,539	179,076	29,220,615	29,618,880

Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Engineering Services	32.00	32.00	32.00	-	32.00	32.00
Facilities Management	43.00	43.00	43.00	(1.00)	42.00	42.00
Fleet Management	9.00	9.00	9.00	-	9.00	9.00
Operations	129.00	130.00	130.00	-	130.00	130.00
Parks & Recreation	28.00	28.00	28.00	1.00	29.00	29.00
PW Support Services	4.00	4.00	4.00	-	4.00	4.00
Total Full-Time Equivalents (FTE)	245.00	246.00	246.00	-	246.00	246.00

OPS Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operations	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

Leon County Fiscal Year 2016 Proposed Budget

Department of Public Works

Facilities Management Summary

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	2,901,115	2,947,527	3,013,255	(43,708)	2,969,547	3,040,257
Operating	5,509,757	6,277,439	6,301,092	257,311	6,558,403	6,589,430
Transportation	127,504	112,381	101,225	-	101,225	101,225
Capital Outlay	9,716	10,000	10,000	-	10,000	10,000
Total Budgetary Costs	8,548,093	9,347,347	9,425,572	213,603	9,639,175	9,740,912
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Bank of America (165-154-519)	(683,886)	694,707	708,973	38,424	747,397	757,072
Bank of America (165-154-711)	323,838	-	-	-	-	-
Bank of America (165-154-712)	829,323	-	-	-	-	-
Facilities Management (001-150-519)	6,608,566	6,655,685	6,696,207	149,049	6,845,256	6,912,711
Huntington Oaks Plaza Operating (166-155-519)	50,486	134,425	134,425	-	134,425	134,425
Public Safety Complex Facilities (001-410-529)	1,092,590	1,464,910	1,480,599	26,130	1,506,729	1,525,455
Real Estate Management (001-156-519)	269,084	335,120	342,868	-	342,868	348,749
Tax Deed Applications (001-831-513)	58,091	62,500	62,500	-	62,500	62,500
Total Budget	8,548,093	9,347,347	9,425,572	213,603	9,639,175	9,740,912
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	8,028,331	8,518,215	8,582,174	175,179	8,757,353	8,849,415
165 Bank of America Building Operations	469,275	694,707	708,973	38,424	747,397	757,072
166 Huntington Oaks Plaza	50,486	134,425	134,425	-	134,425	134,425
Total Revenues	8,548,093	9,347,347	9,425,572	213,603	9,639,175	9,740,912
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Facilities Management	36.00	36.00	36.00	(1.00)	35.00	35.00
Real Estate Management	3.00	3.00	3.00	-	3.00	3.00
Public Safety Complex Facilities	3.00	3.00	3.00	-	3.00	3.00
Bank of America	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	43.00	43.00	43.00	(1.00)	42.00	42.00

Leon County Fiscal Year 2016 Proposed Budget

Department of Public Works

Facilities Management - Facilities Management (001-150-519)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	2,401,486	2,417,650	2,458,317	(43,708)	2,414,609	2,472,114
Operating	4,069,859	4,115,654	4,126,665	192,757	4,319,422	4,329,372
Transportation	127,504	112,381	101,225	-	101,225	101,225
Capital Outlay	9,716	10,000	10,000	-	10,000	10,000
Total Budgetary Costs	6,608,566	6,655,685	6,696,207	149,049	6,845,256	6,912,711
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	6,608,566	6,655,685	6,696,207	149,049	6,845,256	6,912,711
Total Revenues	6,608,566	6,655,685	6,696,207	149,049	6,845,256	6,912,711
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Dir of Facilities Management	1.00	1.00	1.00	-	1.00	1.00
Facilities Sr Operations Manager	1.00	1.00	1.00	-	1.00	1.00
Construction Manager II	2.00	1.50	1.50	-	1.50	1.50
Facilities Planner	1.00	1.00	1.00	-	1.00	1.00
Customer Services Technician	1.00	1.00	1.00	-	1.00	1.00
Facilities Maint. Supervisor	2.00	1.00	1.00	-	1.00	1.00
Fac. Maint. Superintendent	2.00	2.50	2.50	-	2.50	2.50
Facilities Support Tech II	14.00	14.00	15.00	(1.00)	14.00	14.00
Facilities Operations Supv. I	2.00	2.00	2.00	-	2.00	2.00
Facilities Operations Tech I	2.00	2.00	2.00	-	2.00	2.00
Facilities Operations Tech II	-	2.00	2.00	-	2.00	2.00
Facilities Support Tech III	2.00	2.00	2.00	-	2.00	2.00
Facilities Support Tech II	1.00	1.00	1.00	-	1.00	1.00
Facilities Support Tech II	-	1.00	-	-	-	-
Mail Clerk	2.00	-	-	-	-	-
Administrative Associate III	1.00	1.00	1.00	-	1.00	1.00
Administrative Associate IV	2.00	2.00	2.00	-	2.00	2.00
Total Full-Time Equivalents (FTE)	36.00	36.00	36.00	(1.00)	35.00	35.00

The major variances for the FY16 Facilities Management budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0% 5% based on a 3% average.
2. As part of the building maintenance reorganization, the elimination of a Facilities Support Technician II in the amount of \$46,292.
3. Position reclassification of an Administrative Associate IV to an Administrative Associate V in the amount of \$2,583.
4. Other contractual services such as custodial (\$90,899) and chiller chemical (\$15,230).
5. Repair and maintenance costs such as incidental in-house remodeling (\$26,628) and finishes (plumbing, trim, lighting, restroom, etc.) \$60,000.

Decreases to Program Funding:

1. Transportation costs associated with fuel and oil in the amount of \$11,156.

Leon County Fiscal Year 2016 Proposed Budget

Department of Public Works

Facilities Management - Real Estate Management (001-156-519)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	229,990	235,905	243,641	-	243,641	249,522
Operating	39,094	99,215	99,227	-	99,227	99,227
Total Budgetary Costs	269,084	335,120	342,868	-	342,868	348,749
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	269,084	335,120	342,868	-	342,868	348,749
Total Revenues	269,084	335,120	342,868	-	342,868	348,749
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Real Estate Manager	1.00	1.00	1.00	-	1.00	1.00
Real Estate Specialist	2.00	2.00	2.00	-	2.00	2.00
Total Full-Time Equivalents (FTE)	3.00	3.00	3.00	-	3.00	3.00

The major variances for the FY16 Real Estate Management budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0% 5% based on a 3% average.

Leon County Fiscal Year 2016 Proposed Budget

Department of Public Works

Facilities Management - Public Safety Complex Facilities (001-410-529)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	221,525	244,373	259,614	-	259,614	265,573
Operating	871,065	1,220,537	1,220,985	26,130	1,247,115	1,259,882
Total Budgetary Costs	1,092,590	1,464,910	1,480,599	26,130	1,506,729	1,525,455
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	1,092,590	1,464,910	1,480,599	26,130	1,506,729	1,525,455
Total Revenues	1,092,590	1,464,910	1,480,599	26,130	1,506,729	1,525,455
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
PSC Construction Manager II	-	0.50	0.50	-	0.50	0.50
Fac. Maint. Superintendent	-	0.50	0.50	-	0.50	0.50
Facilities Support Tech III	-	-	2.00	-	2.00	2.00
PSC Facilities Support Tech III	2.00	2.00	-	-	-	-
Public Safety Complex Operations Manager	1.00	-	-	-	-	-
Total Full-Time Equivalents (FTE)	3.00	3.00	3.00	-	3.00	3.00

The Public Safety Complex (PSC) officially opened in July 2013. The PSC budget is jointly funded 50/50 with the City of Tallahassee.

The major variances for the FY16 Public Safety Complex Facilities budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0% 5% based on a 3% average.
2. Security services in the amount of \$9,220.
3. Property insurance in the amount of \$3,643.
4. Operating costs such as generator fuel oil in the amount of \$13,267.

Leon County Fiscal Year 2016 Proposed Budget

Department of Public Works

Facilities Management - Tax Deed Applications (001-831-513)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	58,091	62,500	62,500	-	62,500	62,500
Total Budgetary Costs	58,091	62,500	62,500	-	62,500	62,500
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	58,091	62,500	62,500	-	62,500	62,500
Total Revenues	58,091	62,500	62,500	-	62,500	62,500

Preliminary

Leon County Fiscal Year 2016 Proposed Budget

Department of Public Works

Facilities Management - Bank of America (165-154-519)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	48,114	49,599	51,683	-	51,683	53,048
Operating	(732,000)	645,108	657,290	38,424	695,714	704,024
Total Budgetary Costs	(683,886)	694,707	708,973	38,424	747,397	757,072
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
165 Bank of America Building Operations	(683,886)	694,707	708,973	38,424	747,397	757,072
Total Revenues	(683,886)	694,707	708,973	38,424	747,397	757,072
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Facilities Support Tech II	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

The major variances for the FY16 Bank of America budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0% 5% based on a 3% average.
2. Other contractual service cost increases such as custodial (\$10,200), pneumatic control (HVAC system) (\$7,974), chiller maintenance (\$14,250), and security (\$6,000).

Leon County Fiscal Year 2016 Proposed Budget

Department of Public Works

Facilities Management - Bank of America (165-154-711)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	323,838	-	-	-	-	-
Total Budgetary Costs	323,838	-	-	-	-	-
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
165 Bank of America Building Operations	323,838	-	-	-	-	-
Total Revenues	323,838	-	-	-	-	-

In FY 2008 new reporting requirements for Article V entities were implemented. The FY 2014 Actuals reflect the total amount funded by the County for Clerk of Courts Finance. These expenses are currently funded in the operating budget of Facilities Management and the actual expenses will be reported separately each year.

Preliminary

Leon County Fiscal Year 2016 Proposed Budget

Department of Public Works

Facilities Management - Bank of America (165-154-712)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	829,323	-	-	-	-	-
Total Budgetary Costs	829,323	-	-	-	-	-
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
165 Bank of America Building Operations	829,323	-	-	-	-	-
Total Revenues	829,323	-	-	-	-	-

In FY 2008, new reporting requirements for Article V entities were implemented. The FY 2014 Actuals reflect the total amount funded by the County for Clerk of Courts Finance maintenance. These expenses are currently funded in the operating budget of Facilities Management and the actual expenses will be reported separately each year.

Leon County Fiscal Year 2016 Proposed Budget

Department of Public Works

Facilities Management - Huntington Oaks Plaza Operating (166-155-519)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	50,486	134,425	134,425	-	134,425	134,425
Total Budgetary Costs	50,486	134,425	134,425	-	134,425	134,425
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
166 Huntington Oaks Plaza	50,486	134,425	134,425	-	134,425	134,425
Total Revenues	50,486	134,425	134,425	-	134,425	134,425

There were no variances for the FY 2016 Facilities Management: Huntington Oaks Plaza budget.

Preliminary

Leon County Fiscal Year 2016 Proposed Budget

Department of Public Works

Support Services (106-400-541)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	395,034	405,466	421,346	1,423	422,769	433,847
Operating	139,576	183,997	153,461	-	153,461	156,461
Grants-in-Aid	500,000	-	-	-	-	-
Total Budgetary Costs	1,034,609	589,463	574,807	1,423	576,230	590,308
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
106 Transportation Trust	1,034,609	589,463	574,807	1,423	576,230	590,308
Total Revenues	1,034,609	589,463	574,807	1,423	576,230	590,308
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Asst to the Public Works Dir	1.00	1.00	1.00	-	1.00	1.00
Records Manager	1.00	1.00	1.00	-	1.00	1.00
Director, Public Works & Community Development	1.00	1.00	1.00	-	1.00	1.00
Sr. Administrative Associate I	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	4.00	4.00	4.00	-	4.00	4.00

The major variances for the FY 2016 Support Services Budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0% - 5% based on a 3% average.
2. The budget proposal increase includes funding associated with positions included in the market based revisions to the Classification and Pay Plan in the amount of \$1,423.
3. The first installment of the fee for the American Public Works Association accreditation process of \$6,700.
4. Phone system costs in the amount of \$700.
5. Costs associated with the centralized printing in the amount of \$2,064.

Leon County Fiscal Year 2016 Proposed Budget

Department of Public Works

Operations Summary

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	6,073,254	6,724,067	6,781,877	42,863	6,824,740	6,977,103
Operating	1,523,340	1,850,627	1,946,953	104,450	2,051,403	2,026,080
Transportation	1,289,781	1,311,225	1,269,038	-	1,269,038	1,269,038
Capital Outlay	-	10,957	-	-	-	-
Total Budgetary Costs	8,886,376	9,896,876	9,997,868	147,313	10,145,181	10,272,221
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Mosquito Control (001-216-562)	551,365	626,161	644,715	22,473	667,188	673,621
Mosquito Control Grant (125-214-562)	-	30,000	30,000	-	30,000	30,000
Right-Of-Way Management (106-432-541)	1,985,163	2,361,277	2,309,684	67,190	2,376,874	2,421,455
Stormwater Maintenance (123-433-538)	2,568,432	2,674,429	2,753,835	47,270	2,801,105	2,812,257
Transportation Maintenance (106-431-541)	3,781,415	4,205,009	4,259,634	10,380	4,270,014	4,334,888
Total Budget	8,886,376	9,896,876	9,997,868	147,313	10,145,181	10,272,221
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	551,365	626,161	644,715	22,473	667,188	673,621
106 Transportation Trust	5,766,578	6,566,286	6,569,318	77,570	6,646,888	6,756,343
123 Stormwater Utility	2,568,432	2,674,429	2,753,835	47,270	2,801,105	2,812,257
125 Grants	-	30,000	30,000	-	30,000	30,000
Total Revenues	8,886,376	9,896,876	9,997,868	147,313	10,145,181	10,272,221
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Mosquito Control	5.00	5.00	5.20	-	5.20	5.20
Transportation Maintenance	48.00	53.00	53.00	-	53.00	53.00
Right-Of-Way Management	35.00	35.00	35.00	-	35.00	35.00
Stormwater Maintenance	41.00	37.00	36.80	-	36.80	36.80
Total Full-Time Equivalents (FTE)	129.00	130.00	130.00	-	130.00	130.00
OPS Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Mosquito Control	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

Leon County Fiscal Year 2016 Proposed Budget

Department of Public Works

Operations - Transportation Maintenance (106-431-541)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	2,556,265	2,813,506	2,830,115	10,380	2,840,495	2,905,369
Operating	739,495	879,313	922,077	-	922,077	922,077
Transportation	485,655	512,190	507,442	-	507,442	507,442
Total Budgetary Costs	3,781,415	4,205,009	4,259,634	11,380	4,270,014	4,334,888
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
106 Transportation Trust	3,781,415	4,205,009	4,259,634	10,380	4,270,014	4,334,888
Total Revenues	3,781,415	4,205,009	4,259,634	10,380	4,270,014	4,334,888
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Director of Operations	1.00	1.00	1.00	-	1.00	1.00
Asst Dir Oper/ Trans Superint	1.00	1.00	1.00	-	1.00	1.00
Work Control Coordinator	1.00	1.00	1.00	-	1.00	1.00
Maint. & Const. Supervisor	1.00	2.00	2.00	-	2.00	2.00
Crew Chief II	2.00	2.00	2.00	-	2.00	2.00
Traffic Sign Technician	6.00	6.00	6.00	-	6.00	6.00
In-Mate Supervisor	1.00	1.00	1.00	-	1.00	1.00
Traffic Services Supervisor	1.00	1.00	1.00	-	1.00	1.00
Traffic Sign Crew Chief	1.00	1.00	1.00	-	1.00	1.00
Equipment Operator	7.00	7.00	7.00	-	7.00	7.00
Administrative Associate V	-	1.00	1.00	-	1.00	1.00
Service Worker	-	-	1.00	-	1.00	1.00
Crew Chief I	4.00	4.00	4.00	-	4.00	4.00
Heavy Equipment Operator	6.00	6.00	6.00	-	6.00	6.00
Service Worker	3.00	3.00	2.00	-	2.00	2.00
Maintenance Technician	6.00	7.00	7.00	-	7.00	7.00
Maintenance Repair Technician	5.00	7.00	7.00	-	7.00	7.00
Sr. Administrative Associate I	1.00	1.00	1.00	-	1.00	1.00
Administrative Associate IV	1.00	-	-	-	-	-
Crew Chief	-	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	48.00	53.00	53.00	-	53.00	53.00

The major variances for the FY 2016 Transportation Maintenance Budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0% - 5% based on a 3% average.
2. The budget proposal increase includes funding associated with positions included in the market based revisions to the Classification and Pay Plan in the amount of \$10,380.
3. A revision to the State reimbursement contract for signal light maintenance in the amount of \$38,159 as approved by the Board at the June 9, 2015 meeting. This revenue to the County will be a payment to the City for maintenance of signal lights within the City through an inter-local agreement.
4. Phone system costs in the amount of \$2,225.

Decreases to Program Funding:

1. Transportation cost adjustments related to vehicle insurance, maintenance, and fuel in the amount of \$4,748.

Leon County Fiscal Year 2016 Proposed Budget

Department of Public Works

Operations - Right-Of-Way Management (106-432-541)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	1,431,091	1,731,322	1,700,589	16,540	1,717,129	1,754,113
Operating	262,466	317,613	317,613	50,650	368,263	375,860
Transportation	291,606	312,342	291,482	-	291,482	291,482
Total Budgetary Costs	1,985,163	2,361,277	2,309,684	67,190	2,376,874	2,421,455
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
106 Transportation Trust	1,985,163	2,361,277	2,309,684	67,190	2,376,874	2,421,455
Total Revenues	1,985,163	2,361,277	2,309,684	67,190	2,376,874	2,421,455
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
R-O-W Mgmt. Superintendent	1.00	1.00	1.00	-	1.00	1.00
In-Mate Supervisor	2.00	2.00	2.00	-	2.00	2.00
R-O-W Management Supervisor	2.00	2.00	2.00	-	2.00	2.00
Equipment Operator	4.00	4.00	4.00	-	4.00	4.00
Administrative Associate V	-	1.00	1.00	-	1.00	1.00
Crew Chief I	5.00	5.00	5.00	-	5.00	5.00
Heavy Equipment Operator	2.00	2.00	2.00	-	2.00	2.00
Service Worker	2.00	2.00	2.00	-	2.00	2.00
Maintenance Technician	12.00	12.00	12.00	-	12.00	12.00
Administrative Associate IV	1.00	-	-	-	-	-
Crew Chief	2.00	2.00	2.00	-	2.00	2.00
Work Program Crew Chief	2.00	2.00	2.00	-	2.00	2.00
Total Full-Time Equivalents (FTE)	35.00	35.00	35.00	-	35.00	35.00

The major variances for the FY 2016 Right-of-Way Management Budget are as follows:

Increases to Program Funding:

1. Sidewalk maintenance costs associated with an increase in new construction in the amount of \$50,650 to maintain the current level of service.
2. The budget proposal increase includes funding associated with positions included in the market based revisions to the Classification and Pay Plan in the amount of \$16,540.

Decreases to Program Funding:

1. New employees, starting at entry level salaries, replacing exiting personnel and lateral position moves by existing personnel into other Public Works divisions account for the personnel costs decrease. These costs were offset by increases associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0% - 5% based on a 3% average.
2. Transportation cost adjustments related to vehicle insurance, maintenance, and fuel in the amount of \$20,860.

Leon County Fiscal Year 2016 Proposed Budget

Department of Public Works

Operations - Stormwater Maintenance (123-433-538)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	1,772,034	1,833,639	1,879,394	5,970	1,885,364	1,929,436
Operating	344,913	414,863	456,718	41,300	498,018	465,098
Transportation	451,486	425,927	417,723	-	417,723	417,723
Total Budgetary Costs	2,568,432	2,674,429	2,753,835	47,270	2,801,105	2,812,257
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
123 Stormwater Utility	2,568,432	2,674,429	2,753,835	47,270	2,801,105	2,812,257
Total Revenues	2,568,432	2,674,429	2,753,835	47,270	2,801,105	2,812,257
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Stormwater Superintendent	1.00	1.00	0.80	-	0.80	0.80
Work Control Coordinator	1.00	1.00	1.00	-	1.00	1.00
Maint. & Const. Supervisor	2.00	2.00	2.00	-	2.00	2.00
Crew Chief II	5.00	5.00	5.00	-	5.00	5.00
In-Mate Supervisor	4.00	4.00	4.00	-	4.00	4.00
Equipment Operator	9.00	9.00	9.00	-	9.00	9.00
Crew Chief I	2.00	1.00	1.00	-	1.00	1.00
Heavy Equipment Operator	1.00	1.00	1.00	-	1.00	1.00
Maintenance Technician	13.00	12.00	12.00	-	12.00	12.00
Maintenance Repair Technician	2.00	-	-	-	-	-
Administrative Associate III	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	41.00	37.00	36.80	-	36.80	36.80

The major variances for the FY 2016 Stormwater Maintenance Budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0% - 5% based on a 3% average.
2. The budget proposal increase includes funding associated with positions included in the market based revisions to the Classification and Pay Plan in the amount of \$5,970.
3. In order to maintain current service levels for sodding stormwater facilities in established subdivisions, costs associated with sod contract prices in the amount of \$30,000.
4. Required Leon County stormwater permits (\$19,500) and general maintenance permits (\$14,190) budgeted on a 3 year cycle.
5. Data plans for field officer mobile devices in the amount of \$2,400.
6. Stormwater security fence repair along S. Meridian St. and Orange Ave. due to natural deterioration in the amount of \$8,900.

Decreases to Program Funding:

1. Personnel costs associated with allocating 0.20 FTE of the Stormwater Superintendent position out of the Stormwater program to account for job responsibilities performed in the Mosquito Control program.
2. Transportation cost adjustments related to vehicle insurance, maintenance, and fuel in the amount of \$8,204.

Leon County Fiscal Year 2016 Proposed Budget

Department of Public Works

Operations - Mosquito Control (001-216-562)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	313,865	345,600	371,779	9,973	381,752	388,185
Operating	176,466	219,795	220,545	12,500	233,045	233,045
Transportation	61,034	60,766	52,391	-	52,391	52,391
Total Budgetary Costs	551,365	626,161	644,715	22,473	667,188	673,621
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	551,365	626,161	644,715	22,473	667,188	673,621
Total Revenues	551,365	626,161	644,715	22,473	667,188	673,621
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Stormwater Superintendent	-	-	0.20	-	0.20	0.20
Mosquito Control Supervisor	1.00	1.00	1.00	-	1.00	1.00
Sr Mosquito Control Technician	1.00	1.00	1.00	-	1.00	1.00
Mosquito Control Technician	2.00	2.00	2.00	-	2.00	2.00
Administrative Associate III	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	5.00	5.00	5.20	-	5.20	5.20
OPS Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
MC Consolidated OPS	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

The major variances for the FY 2016 Mosquito Control Budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0% - 5% based on a 3% average.
2. The budget proposal increase includes funding associated with positions included in the market based revisions to the Classification and Pay Plan in the amount of \$9,973.
3. Personnel costs associated with allocating 0.20 FTE of the Stormwater Superintendent position to the Mosquito Control program to account for job responsibilities performed within the Mosquito Control program.
4. In order to maintain the current level of service for the mosquito control spray truck program, an additional \$12,500 is needed to account for rising costs of insecticide.

Decreases to Program Funding:

1. Transportation cost adjustments related to vehicle insurance, maintenance, and fuel in the amount of \$8,375.

Leon County Fiscal Year 2016 Proposed Budget

Department of Public Works

Operations - Mosquito Control Grant (125-214-562)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	-	19,043	30,000	-	30,000	30,000
Capital Outlay	-	10,957	-	-	-	-
Total Budgetary Costs	-	30,000	30,000	-	30,000	30,000
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
125 Grants	-	30,000	30,000	-	30,000	30,000
Total Revenues	-	30,000	30,000	-	30,000	30,000

Expenditures related to the FY 2016 grant funding for the Mosquito Control program are anticipated to remain the same. A final funding figure from the State will not be available until after the 2016 Board budget workshops.

Leon County Fiscal Year 2016 Proposed Budget

Department of Public Works

Engineering Services Summary

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	2,474,202	2,588,980	2,630,339	15,522	2,645,861	2,710,998
Operating	255,968	514,825	482,300	7,040	489,340	489,340
Transportation	44,492	47,654	41,424	-	41,424	41,424
Total Budgetary Costs	2,774,661	3,151,459	3,154,063	22,562	3,176,625	3,241,762
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Engineering Services (106-414-541)	2,774,661	3,151,459	3,154,063	22,562	3,176,625	3,241,762
Total Budget	2,774,661	3,151,459	3,154,063	22,562	3,176,625	3,241,762
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
106 Transportation Trust	2,774,661	3,151,459	3,154,063	22,562	3,176,625	3,241,762
Total Revenues	2,774,661	3,151,459	3,154,063	22,562	3,176,625	3,241,762
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Engineering Services	32.00	32.00	32.00	-	32.00	32.00
Total Full-Time Equivalents (FTE)	32.00	32.00	32.00	-	32.00	32.00

Leon County Fiscal Year 2016 Proposed Budget

Department of Public Works

Engineering Services - Engineering Services (106-414-541)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	2,474,202	2,588,980	2,630,339	15,522	2,645,861	2,710,998
Operating	255,968	514,825	482,300	7,040	489,340	489,340
Transportation	44,492	47,654	41,424	-	41,424	41,424
Total Budgetary Costs	2,774,661	3,151,459	3,154,063	22,562	3,176,625	3,241,762
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
106 Transportation Trust	2,774,661	3,151,459	3,154,063	22,562	3,176,625	3,241,762
Total Revenues	2,774,661	3,151,459	3,154,063	22,562	3,176,625	3,241,762
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Dir of Engineering Services	1.00	1.00	1.00	-	1.00	1.00
Water Resource Scientist	1.00	1.00	1.00	-	1.00	1.00
Chief of Eng. Coordination	1.00	1.00	1.00	-	1.00	1.00
Chief of Engineering Design	1.00	1.00	1.00	-	1.00	1.00
Stormwater Management Coordinator	1.00	1.00	1.00	-	1.00	1.00
Sr Design Engineer	3.00	3.00	3.00	-	3.00	3.00
Chief of Construction Mgmt.	1.00	1.00	1.00	-	1.00	1.00
County Surveyor	1.00	1.00	1.00	-	1.00	1.00
CAD Technician	4.00	4.00	4.00	-	4.00	4.00
Design Analyst	2.00	2.00	2.00	-	2.00	2.00
Survey Technician II	1.00	1.00	1.00	-	1.00	1.00
Sr. Construction Inspector	2.00	2.00	2.00	-	2.00	2.00
Sr. Engineering Design Sp.	2.00	2.00	2.00	-	2.00	2.00
Water Resource Specialist	1.00	1.00	1.00	-	1.00	1.00
Survey Technician I	1.00	1.00	1.00	-	1.00	1.00
Water Resource Limnologist	1.00	1.00	1.00	-	1.00	1.00
Survey Party Chief	1.00	1.00	1.00	-	1.00	1.00
Construction Inspector	2.00	2.00	2.00	(1.00)	1.00	1.00
Construction Inspector	1.00	1.00	1.00	-	1.00	1.00
Design Engineer	-	-	-	1.00	1.00	1.00
Administrative Associate V	1.00	1.00	1.00	-	1.00	1.00
Administrative Associate VI	-	1.00	1.00	-	1.00	1.00
Administrative Associate IV	1.00	-	-	-	-	-
Construction Inspection Aide	2.00	2.00	2.00	-	2.00	2.00
Total Full-Time Equivalents (FTE)	32.00	32.00	32.00	-	32.00	32.00

Leon County Fiscal Year 2016 Proposed Budget

Department of Public Works

Engineering Services - Engineering Services (106-414-541)

The major variances for the FY 2016 Engineering Services Budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0% - 5% based on a 3% average.
2. The budget proposal increase includes funding associated with positions included in the market based revisions to the Classification and Pay Plan in the amount of \$4,231.
3. Personnel costs associated with the reclassification of the existing CAD Technician position to a Project Engineer in the amount of \$13,657 to address contractor issues and concerns through a single point of contact to facilitate a rapid analysis and response for construction related issues.
4. Personnel costs associated with the addition of a Design Engineer position in the amount of \$73,357 to address citizens question and concerns through a single point of contact to facilitate a rapid analysis and response for construction related issues.
5. Operating costs for the Project Engineer position, such as \$540 for a mobile device data plan and \$6,500 for an AutoCad 3D software license.
6. Phone System costs in the amount of \$2,475.

Decreases to Program Funding:

1. The elimination of one Construction Inspector position in the amount of \$75,723. The inspection responsibilities of this position were transferred to the Development Services and Environmental Management as part of an ongoing organizational efficiency effort.
2. Operating costs of \$33,900 for the Total Daily Maximum Load Compliance CIP were moved into the out years to correspond with the implementation of the projects.
3. Transportation cost adjustments related to vehicle insurance, maintenance, and fuel in the amount of \$6,230.

Preliminary

Leon County Fiscal Year 2016 Proposed Budget

Department of Public Works

Fleet Maintenance (505-425-591)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	545,337	570,980	594,274	2,027	596,301	610,666
Operating	2,255,641	2,564,462	2,594,864	(318,413)	2,276,451	2,276,451
Transportation	12,232	17,974	15,741	-	15,741	15,741
Total Budgetary Costs	2,813,210	3,153,416	3,204,879	(316,386)	2,888,493	2,902,858
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
505 Motor Pool	2,813,210	3,153,416	3,204,879	(316,386)	2,888,493	2,902,858
Total Revenues	2,813,210	3,153,416	3,204,879	(316,386)	2,888,493	2,902,858
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Dir of Fleet Management	1.00	1.00	1.00	-	1.00	1.00
Shop Supervisor	1.00	1.00	1.00	-	1.00	1.00
Equipment Mechanic	2.00	2.00	2.00	-	2.00	2.00
Sr. Equipment Mechanic	3.00	3.00	3.00	-	3.00	3.00
Administrative Associate V	1.00	1.00	1.00	-	1.00	1.00
Fleet Analyst	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	9.00	9.00	9.00	-	9.00	9.00

The major variances for the FY 2016 Fleet Management Budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0% - 5% based on a 3% average.
2. The budget proposal increase includes funding associated with positions included in the market based revisions to the Classification and Pay Plan in the amount of \$2,027.

Decreases to Program Funding:

1. Fuel cost savings in the amount of \$318,413 due to a decline in the price of fuel.
2. Transportation cost adjustments related to vehicle insurance, maintenance, and fuel in the amount of \$2,233.

Leon County Fiscal Year 2016 Proposed Budget

Department of Public Works

Parks and Recreation Services (140-436-572)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	1,321,918	1,401,288	1,431,277	74,537	1,505,814	1,538,972
Operating	776,120	886,681	854,400	32,074	886,474	933,174
Transportation	191,996	208,453	179,673	-	179,673	179,673
Capital Outlay	20,343	40,000	40,000	3,950	43,950	40,000
Grants-in-Aid	179,000	179,000	179,000	-	179,000	179,000
Total Budgetary Costs	2,489,377	2,715,422	2,684,350	110,561	2,794,911	2,870,819
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
140 Municipal Service	2,489,377	2,715,422	2,684,350	110,561	2,794,911	2,870,819
Total Revenues	2,489,377	2,715,422	2,684,350	110,561	2,794,911	2,870,819
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Parks & Recreation Director	1.00	1.00	1.00	-	1.00	1.00
Parks & Community Centers Supv	1.00	1.00	1.00	-	1.00	1.00
Greenways & Env. Lands Supv.	1.00	1.00	1.00	-	1.00	1.00
Parks Supervisor	1.00	1.00	1.00	-	1.00	1.00
Crew Chief II	1.00	1.00	1.00	-	1.00	1.00
In-Mate Supervisor	2.00	2.00	2.00	-	2.00	2.00
Park Attendant	14.00	14.00	14.00	1.00	15.00	15.00
Community Center Attendant	2.00	2.00	2.00	-	2.00	2.00
Irrigation Technician	1.00	-	-	-	-	-
Crew Chief I	1.00	1.00	1.00	-	1.00	1.00
Administrative Associate IV	1.00	1.00	1.00	-	1.00	1.00
Park Facilities Technician	2.00	2.00	2.00	-	2.00	2.00
Irrigation Tech Crew Chief	-	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	28.00	28.00	28.00	1.00	29.00	29.00

The major variances for the FY 2016 Parks and Recreation Budget are as follows:

Increases to Program Funding:

- Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0% - 5% based on a 3% average.
- The budget proposal increase includes funding associated with positions included in the market based revisions to the Classification and Pay Plan in the amount of \$6,945.
- Personnel costs in the amount of \$67,592 associated with an additional Park Attendant position for the Fred George Park and Greenway scheduled to open in the fall of 2015.
- Active and passive park mowing services totaling \$24,500 to reflect the increase in the contractual obligation.
- CIP related operating expenditures for Jackson View Boat Landing (\$3,900 for Port-a-let rental) and Fred George Park and Greenway (\$6,000 for utility service).
- Operating impacts associated uniform and boot replacements in the amount of \$3,674.
- Phone System costs in the amount of \$1,195.
- One-time capital costs of \$3,950 for equipment, such as a computer, printer, mobile device, and radio associated with the new Park Attendant position.

Decreases to Program Funding:

- Transportation cost adjustments related to vehicle insurance, maintenance, and fuel in the amount of \$28,780.

Leon County Fiscal Year 2016 Proposed Budget

Department of Development Support & Environmental Management

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	3,634,757	4,131,739	4,201,746	92,750	4,294,496	4,395,491
Operating	119,504	248,987	258,617	-	258,617	258,617
Transportation	70,650	81,866	76,687	-	76,687	76,687
Total Budgetary Costs	3,824,911	4,462,592	4,537,050	92,750	4,629,800	4,730,795
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Permit and Code Services	432,749	501,503	433,864	1,387	435,251	444,953
DS Support Services	336,732	347,285	344,485	2,792	347,277	355,663
Building Plans Review & Inspection	1,002,083	1,332,142	1,440,533	524	1,441,057	1,473,289
Environmental Services	1,448,924	1,521,474	1,557,334	58,381	1,615,715	1,654,156
Development Services	604,423	760,188	760,834	29,666	790,500	802,734
Total Budget	3,824,911	4,462,592	4,537,050	92,750	4,629,800	4,730,795
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
120 Building Inspection	1,002,083	1,332,142	1,440,533	524	1,441,057	1,473,289
121 Development Svcs. & Environmental Mgmt. Fund	2,677,836	2,971,249	2,934,984	92,226	3,027,210	3,092,061
125 Grants	144,992	159,201	161,533	-	161,533	165,445
Total Revenues	3,824,911	4,462,592	4,537,050	92,750	4,629,800	4,730,795
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Building Plans Review & Inspection	13.95	16.20	19.72	-	19.72	19.72
DEP Storage Tank	2.00	2.00	-	-	-	-
Development Services	9.00	10.00	10.00	-	10.00	10.00
DS Support Services	3.92	3.92	3.81	-	3.81	3.81
Environmental Services	14.00	14.00	16.00	1.00	17.00	17.00
Permit and Code Services	7.13	7.88	6.47	-	6.47	6.47
Total Full-Time Equivalents (FTE)	50.00	54.00	56.00	1.00	57.00	57.00
OPS Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Development Services	-	-	-	1.00	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	-	-	-	1.00	1.00	1.00

Leon County Fiscal Year 2016 Proposed Budget

Department of Development Support & Environmental Management

Permit & Code Services (121-423-537)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	401,386	466,070	394,197	1,387	395,584	405,286
Operating	26,786	30,278	34,862	-	34,862	34,862
Transportation	4,577	5,155	4,805	-	4,805	4,805
Total Budgetary Costs	432,749	501,503	433,864	1,387	435,251	444,953
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
121 Development Services & Environmental Management Fund	432,749	501,503	433,864	1,387	435,251	444,953
Total Revenues	432,749	501,503	433,864	1,387	435,251	444,953
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Code Compliance Supervisor	1.00	1.00	0.75	-	0.75	0.75
Dir of Permit & Code Services	0.75	0.75	0.75	-	0.75	0.75
Senior Compliance Specialist	1.00	2.00	2.00	-	2.00	2.00
Combination Inspector	0.25	-	-	-	-	-
Compliance Board Coordinator	-	0.80	0.50	-	0.50	0.50
Permit Processing Supervisor	0.50	0.50	0.25	-	0.25	0.25
Permit Technician	1.00	1.00	0.50	-	0.50	0.50
Code Enforcement Board Tech	0.80	-	-	-	-	-
Contractors Licensing Board Technician	0.61	-	-	-	-	-
Administrative Associate V	0.61	0.61	0.61	-	0.61	0.61
Administrative Associate III	0.61	0.61	0.50	-	0.50	0.50
Administrative Associate IV	-	0.61	0.61	-	0.61	0.61
Total Full-Time Equivalents (FTE)	7.13	7.88	6.47	-	6.47	6.47

The major variances for the FY 2016 Permit & Code Services budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%-5% based on a 3% average.
2. The budget proposal increase includes funding associated with positions included in the market based revisions to the Classification and Pay Plan in the amount of \$1,387.
3. Communication phone system costs in the amount of \$4,245.

Decreases to Program Funding:

1. FY 2015 and FY 2016 Staffing Summary FTE differences related to adjustments made to position splits with the Building Plans Review & Inspection Division in FY 2016 following an internal review of associated workload activity, causing a decrease in personnel costs.

Leon County Fiscal Year 2016 Proposed Budget

Department of Development Support & Environmental Management

DS Support Services (121-424-537)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	326,848	316,315	313,790	2,792	316,582	324,968
Operating	9,884	30,970	30,695	-	30,695	30,695
Total Budgetary Costs	336,732	347,285	344,485	2,792	347,277	355,663
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
121 Development Services & Environmental Management Fund	336,732	347,285	344,485	2,792	347,277	355,663
Total Revenues	336,732	347,285	344,485	2,792	347,277	355,663
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Dir Dev Support & Environ Mgmt	0.85	0.85	0.85	-	0.85	0.85
Records Manager	0.61	0.61	0.50	-	0.50	0.50
Administrative Associate V	1.61	1.61	1.61	-	1.61	1.61
Sr. Administrative Assoc II	0.85	0.85	0.85	-	0.85	0.85
Total Full-Time Equivalents (FTE)	3.92	3.92	3.81	-	3.81	3.81

The major variances for the FY 2016 DS Support Services budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%–5% based on a 3% average.
2. The budget proposal increase includes funding associated with positions included in the market based revisions to the Classification and Pay Plan in the amount of \$2,792.

Decreases to Program Funding:

1. FY 2015 and FY 2016 Staffing Summary FTE differences related to adjustments made to position splits with the Building Plans Review & Inspection Division in FY 2016 following an internal review of associated workload activity, causing a decrease in personnel costs.

Leon County Fiscal Year 2016 Proposed Budget

Department of Development Support & Environmental Management

Building Plans Review and Inspection (120-220-524)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	947,034	1,223,909	1,330,133	524	1,330,657	1,362,889
Operating	21,707	75,799	78,002	-	78,002	78,002
Transportation	33,342	32,434	32,398	-	32,398	32,398
Total Budgetary Costs	1,002,083	1,332,142	1,440,533	524	1,441,057	1,473,289
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
120 Building Inspection	1,002,083	1,332,142	1,440,533	524	1,441,057	1,473,289
Total Revenues	1,002,083	1,332,142	1,440,533	524	1,441,057	1,473,289
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Dir Dev Support & Environ Mgmt	0.15	0.15	0.15	-	0.15	0.15
Dir of Bldg. Inspection	1.00	1.00	1.00	-	1.00	1.00
Bldg Plans Review Administrator	1.00	1.00	1.00	-	1.00	1.00
Code Compliance Supervisor	-	-	0.25	-	0.25	0.25
Plans Examiner	-	2.00	3.00	-	3.00	3.00
Dir of Permit & Code Services	0.25	0.25	0.25	-	0.25	0.25
Records Manager	0.39	0.39	0.50	-	0.50	0.50
Sr. Combination Inspector	3.00	3.00	3.00	-	3.00	3.00
Combination Inspector	1.75	3.00	3.00	-	3.00	3.00
Building Inspection Supervisor	1.00	1.00	1.00	-	1.00	1.00
Compliance Board Coordinator	-	0.20	0.50	-	0.50	0.50
Permit Processing Supervisor	0.50	0.50	0.75	-	0.75	0.75
Permit Technician	1.00	1.00	1.50	-	1.50	1.50
Records Technician	-	-	1.00	-	1.00	1.00
Code Enforcement Board Tech	0.20	-	-	-	-	-
Contractors Licensing Board Technician	0.39	-	-	-	-	-
Senior Plans Examiner	2.00	1.00	-	-	-	-
Building Inspection OPS	-	-	1.00	-	1.00	1.00
Administrative Associate V	0.78	0.78	0.78	-	0.78	0.78
Administrative Associate III	0.39	0.39	0.50	-	0.50	0.50
Administrative Associate IV	-	0.39	0.39	-	0.39	0.39
Sr. Administrative Assoc II	0.15	0.15	0.15	-	0.15	0.15
Total Full-Time Equivalents (FTE)	13.95	16.20	19.72	-	19.72	19.72

The major variances for the FY 2016 Building Plans Review and Inspection budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%–5% based on a 3% average.
2. FY 2015 and FY 2016 Staffing Summary FTE differences related to adjustments made to position splits with the Building Plans Review & Inspection Division in FY 2016 following an internal review of associated workload activity, causing an increase in personnel costs.
3. The budget proposal increase includes funding associated with positions included in the market based revisions to the Classification and Pay Plan in the amount of \$524.
4. Approved by the Board at the January 27, 2015 meeting, position reclassification from OPS Records Technician to full-time career service Records Technician position in the amount of \$38,264.
5. Increased share of centralized copy machine lease in the amount of \$1,458.

Leon County Fiscal Year 2016 Proposed Budget

Department of Development Support & Environmental Management

Environmental Services Summary

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	1,389,733	1,437,310	1,477,340	58,381	1,535,721	1,574,162
Operating	29,430	43,915	45,674	-	45,674	45,674
Transportation	29,761	40,249	34,320	-	34,320	34,320
Total Budgetary Costs	1,448,924	1,521,474	1,557,334	58,381	1,615,715	1,654,156
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
DEP Storage Tank (125-866-524)	144,992	159,201	161,533	-	161,533	165,445
Environmental Services (121-420-537)	1,303,932	1,362,273	1,395,801	58,381	1,454,182	1,488,711
Total Budget	1,448,924	1,521,474	1,557,334	58,381	1,615,715	1,654,156
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
121 Development Svcs. & Environmental Mgmt. Fund	1,303,932	1,362,273	1,395,801	58,381	1,454,182	1,488,711
125 Grants	144,992	159,201	161,533	-	161,533	165,445
Total Revenues	1,448,924	1,521,474	1,557,334	58,381	1,615,715	1,654,156
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Environmental Services	14.00	14.00	14.00	1.00	15.00	15.00
DEP Storage Tank	2.00	2.00	2.00	-	2.00	2.00
Total Full-Time Equivalents (FTE)	16.00	16.00	16.00	1.00	17.00	17.00

Leon County Fiscal Year 2016 Proposed Budget

Department of Development Support & Environmental Management

Environmental Services - Environmental Services (121-420-537)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	1,249,501	1,291,716	1,327,369	58,381	1,385,750	1,420,279
Operating	27,788	37,826	39,585	-	39,585	39,585
Transportation	26,644	32,731	28,847	-	28,847	28,847
Total Budgetary Costs	1,303,932	1,362,273	1,395,801	58,381	1,454,182	1,488,711
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
121 Development Services & Environmental Management Fund	1,303,932	1,362,273	1,395,801	58,381	1,454,182	1,488,711
Total Revenues	1,303,932	1,362,273	1,395,801	58,381	1,454,182	1,488,711
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Dir of Environmental Services	1.00	1.00	1.00	-	1.00	1.00
Sr Environmental Engineer	2.00	2.00	2.00	-	2.00	2.00
Environmental Inspection Supv.	1.00	1.00	1.00	-	1.00	1.00
Env. Review Supervisor	1.00	1.00	1.00	-	1.00	1.00
Environmental Compliance Spec.	5.00	5.00	5.00	-	5.00	5.00
Stormwater Sr Design Analyst	1.00	1.00	1.00	-	1.00	1.00
Sr. Env. Compliance Spec.	1.00	1.00	1.00	-	1.00	1.00
Environmental Review Biologist	1.00	1.00	1.00	-	1.00	1.00
Sr. Env. Review Biologist	1.00	1.00	1.00	-	1.00	1.00
Environmental Rev. Specialist	-	-	-	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	14.00	14.00	14.00	1.00	15.00	15.00

The major variances for the FY 2016 Environmental Services budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%–5% based on a 3% average.
2. Funding for an Environmental Review Specialist in the amount of \$58,381 from permitting fee revenue.
3. Communication phone system costs in the amount of \$1,420.

Decreases to Program Funding:

1. Transportation costs related to vehicle insurance, maintenance, and fuel, in the amount of \$3,884.

Leon County Fiscal Year 2016 Proposed Budget

Department of Development Support & Environmental Management

Environmental Services - DEP Storage Tank (125-866-524)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	140,232	145,594	149,971	-	149,971	153,883
Operating	1,642	6,089	6,089	-	6,089	6,089
Transportation	3,118	7,518	5,473	-	5,473	5,473
Total Budgetary Costs	144,992	159,201	161,533	-	161,533	165,445
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
125 Grants	144,992	159,201	161,533	-	161,533	165,445
Total Revenues	144,992	159,201	161,533	-	161,533	165,445
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Environmental Compliance Spec.	1.00	1.00	1.00	-	1.00	1.00
Sr. Env. Compliance Spec.	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

The major variances for the FY 2016 DEP Storage Tank budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%–5% based on a 3% average.

Decreases to Program Funding:

1. Transportation costs related to vehicle insurance, maintenance, and fuel, in the amount of \$2,045.

Leon County Fiscal Year 2016 Proposed Budget

Department of Development Support & Environmental Management

Development Services (121-422-537)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	569,756	688,135	686,286	29,666	715,952	728,186
Operating	31,697	68,025	69,384	-	69,384	69,384
Transportation	2,970	4,028	5,164	-	5,164	5,164
Total Budgetary Costs	604,423	760,188	760,834	29,666	790,500	802,734
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
121 Development Services & Environmental Management Fund	604,423	760,188	760,834	29,666	790,500	802,734
Total Revenues	604,423	760,188	760,834	29,666	790,500	802,734
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Dir. of Development Services	1.00	1.00	1.00	-	1.00	1.00
Development Services Administrator	1.00	1.00	1.00	-	1.00	1.00
Planner II	1.00	1.00	2.00	-	2.00	2.00
Addressing Customer Service Tech.	1.00	1.00	1.00	-	1.00	1.00
Senior Planner	1.00	2.00	2.00	-	2.00	2.00
Planner I	2.00	2.00	1.00	-	1.00	1.00
Concurrency Mgmt. Planner	1.00	1.00	1.00	-	1.00	1.00
Addressing Program Supervisor	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	9.00	10.00	10.00	-	10.00	10.00
OPS Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Part-Time OPS Planning Intern	-	-	-	1.00	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	-	-	-	1.00	1.00	1.00

The major variances for the FY 2016 Development Services budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%–5% based on a 3% average.
2. Funding for Part-Time OPS Planning Interns in the amount of \$21,742.
3. Position reclassification from Planner I to Planner II in the amount of \$4,724.
4. The budget proposal increase includes funding associated with positions included in the market based revisions to the Classification and Pay Plan in the amount of \$3,200.
5. Communication phone system costs in the amount of \$1,020.
6. Transportation costs related to vehicle insurance, maintenance, and fuel, in the amount of \$1,136.

Leon County Fiscal Year 2016 Proposed Budget**Department of PLACE**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	140,760	143,649	149,597	-	149,597	153,297
Operating	21,053	25,000	25,000	-	25,000	25,000
Grants-in-Aid	751,530	747,000	747,000	79,008	826,008	826,008
Total Budgetary Costs	913,343	915,649	921,597	79,008	1,000,605	1,004,305
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Planning Department	852,559	852,752	856,032	79,008	935,040	937,167
Blueprint 2000	60,784	62,897	65,565	-	65,565	67,138
Total Budget	913,343	915,649	921,597	79,008	1,000,605	1,004,305
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	913,343	915,649	921,597	79,008	1,000,605	1,004,305
Total Revenues	913,343	915,649	921,597	79,008	1,000,605	1,004,305
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Blueprint 2000	1.00	1.00	1.00	-	1.00	1.00
Planning Department	26.00	26.00	26.00	-	26.00	26.00
Total Full-Time Equivalents (FTE)	27.00	27.00	27.00	-	27.00	27.00

Leon County Fiscal Year 2016 Proposed Budget**Department of PLACE****Planning Department (001-817-515)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	79,976	80,752	84,032	-	84,032	86,159
Operating	21,053	25,000	25,000	-	25,000	25,000
Grants-in-Aid	751,530	747,000	747,000	79,008	826,008	826,008
Total Budgetary Costs	852,559	852,752	856,032	79,008	935,040	937,167
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	852,559	852,752	856,032	79,008	935,040	937,167
Total Revenues	852,559	852,752	856,032	79,008	935,040	937,167
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Planner II	10.00	8.00	8.00	-	8.00	8.00
Planner I	-	1.00	1.00	-	1.00	1.00
GIS Coordinator (City)	2.00	1.00	1.00	-	1.00	1.00
Executive Secretary	1.00	1.00	1.00	-	1.00	1.00
Transportation Planner	-	1.00	1.00	-	1.00	1.00
Director	1.00	1.00	1.00	-	1.00	1.00
Graphics & Mapping Specialist	1.00	2.00	2.00	-	2.00	2.00
Planning Research Supervisor	1.00	1.00	1.00	-	1.00	1.00
Administrative Supervisor	1.00	1.00	1.00	-	1.00	1.00
Secretary IV	3.00	3.00	3.00	-	3.00	3.00
Land Use Planning Administrator	1.00	1.00	1.00	-	1.00	1.00
Community Involvement Planner	2.00	1.00	1.00	-	1.00	1.00
Principal Planner	-	2.00	2.00	-	2.00	2.00
Planning Manager	1.00	1.00	1.00	-	1.00	1.00
Comprehensive Planning Administrator	1.00	1.00	1.00	-	1.00	1.00
Manager, Comprehensive Planning	1.00	-	-	-	-	-
Total Full-Time Equivalents (FTE)	26.00	26.00	26.00	-	26.00	26.00

The personnel budget was established for one Planning employee opting for County benefits. The remaining operating budget reflects the County's share of Planning costs.

The major variances for the FY16 Planning Department budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0% 5% based on a 3% average.
2. Base funding associated with full staffing costs in the amount of \$79,008.

Leon County Fiscal Year 2016 Proposed Budget**Department of PLACE****Blueprint 2000 (001-403-515)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	60,784	62,897	65,565	-	65,565	67,138
Total Budgetary Costs	60,784	62,897	65,565	-	65,565	67,138
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	60,784	62,897	65,565	-	65,565	67,138
Total Revenues	60,784	62,897	65,565	-	65,565	67,138
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Legal Assistant	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

Budget was established for one Blueprint 2000 employee opting for County benefits as allowed by the inter-local agreement establishing the agency. Blueprint 2000 reimburses these personnel costs to the County on an annual basis.

The major variances for the FY16 Blueprint 2000 budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0% 5% based on a 3% average.

Leon County Fiscal Year 2016 Proposed Budget

Office of Financial Stewardship

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	1,067,638	1,087,347	1,189,168	58,266	1,247,434	1,279,284
Operating	146,795	246,193	250,019	-	250,019	251,294
Transportation	3,132	6,547	4,755	-	4,755	4,755
Grants-in-Aid	-	63,175	63,175	-	63,175	63,175
Total Budgetary Costs	1,217,565	1,403,262	1,507,117	58,266	1,565,383	1,598,508
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Office of Management and Budget	664,130	764,507	829,170	-	829,170	848,705
Purchasing	380,382	401,746	437,752	58,266	496,018	507,015
Risk Management	173,054	237,009	240,195	-	240,195	242,788
Total Budget	1,217,565	1,403,262	1,507,117	58,266	1,565,383	1,598,508
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	1,044,511	1,166,253	1,266,922	58,266	1,325,188	1,355,720
501 Insurance Service	173,054	237,009	240,195	-	240,195	242,788
Total Revenues	1,217,565	1,403,262	1,507,117	58,266	1,565,383	1,598,508
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Office of Management and Budget	7.00	7.00	7.00	-	7.00	7.00
Purchasing	6.00	6.00	6.25	1.00	7.25	7.25
Risk Management	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	14.00	14.00	14.25	1.00	15.25	15.25

Leon County Fiscal Year 2016 Proposed Budget

Office of Financial Stewardship

Office of Management & Budget (001-130-513)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	605,182	617,327	678,725	-	678,725	697,037
Operating	58,948	84,005	87,270	-	87,270	88,493
Grants-in-Aid	-	63,175	63,175	-	63,175	63,175
Total Budgetary Costs	664,130	764,507	829,170	-	829,170	848,705
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	664,130	764,507	829,170	-	829,170	848,705
Total Revenues	664,130	764,507	829,170	-	829,170	848,705
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Principal Mgmt & Budget Analys	2.00	2.00	2.00	-	2.00	2.00
Grants Program Coordinator	1.00	1.00	1.00	-	1.00	1.00
Sr Mgmt & Budget Analyst	1.00	1.00	1.00	-	1.00	1.00
Dir Office of Fin. Stewardship	1.00	1.00	1.00	-	1.00	1.00
Mgmt & Budget Analyst	1.00	1.00	1.00	-	1.00	1.00
Management Analyst	-	1.00	-	-	-	-
Management Analyst	-	-	1.00	-	1.00	1.00
Management & Budget Technician	1.00	-	-	-	-	-
Total Full-Time Equivalents (FTE)	7.00	7.00	7.00	-	7.00	7.00

The major variances for the FY 2016 Office of Management and Budget budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%–5% based on a 3% average.
2. Professional services costs in the amount of \$1,188 due to a 3% increase in the GovMax Licensing Software Agreement.
3. Communication phone system costs in the amount of \$2,210.

Leon County Fiscal Year 2016 Proposed Budget

Office of Financial Stewardship

Purchasing Summary

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	362,041	367,135	403,587	58,266	461,853	472,798
Operating	15,209	28,064	29,410	-	29,410	29,462
Transportation	3,132	6,547	4,755	-	4,755	4,755
Total Budgetary Costs	380,382	401,746	437,752	58,266	496,018	507,015
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Procurement (001-140-513)	281,591	302,492	329,821	58,266	388,087	396,478
Warehouse (001-141-513)	98,791	99,254	107,931	-	107,931	110,537
Total Budget	380,382	401,746	437,752	58,266	496,018	507,015
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	380,382	401,746	437,752	58,266	496,018	507,015
Total Revenues	380,382	401,746	437,752	58,266	496,018	507,015
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Procurement	4.00	4.00	4.25	1.00	5.25	5.25
Warehouse	2.00	2.00	2.00	-	2.00	2.00
Total Full-Time Equivalents (FTE)	6.00	6.00	6.25	1.00	7.25	7.25

Leon County Fiscal Year 2016 Proposed Budget

Office of Financial Stewardship

Purchasing - Procurement (001-140-513)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	267,085	273,930	300,153	58,266	358,419	366,810
Operating	12,857	25,260	26,556	-	26,556	26,556
Transportation	1,649	3,302	3,112	-	3,112	3,112
Total Budgetary Costs	281,591	302,492	329,821	58,266	388,087	396,478
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	281,591	302,492	329,821	58,266	388,087	396,478
Total Revenues	281,591	302,492	329,821	58,266	388,087	396,478
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Dir of Purchasing	1.00	1.00	1.00	-	1.00	1.00
M/WBE Analyst	-	-	0.50	-	0.50	0.50
Purchasing & Contract Admin	1.00	1.00	1.00	-	1.00	1.00
Purchasing Agt/Ptry Ctrl Spec.	1.00	1.00	1.00	-	1.00	1.00
Contract Compliance Specialist	-	-	-	1.00	1.00	1.00
Administrative Associate V	1.00	1.00	0.75	-	0.75	0.75
Total Full-Time Equivalents (FTE)	4.00	4.00	4.25	1.00	5.25	5.25

The major variances for the FY 2016 Procurement budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%-5% based on a 3% average.
2. To ensure internal and external contract compliance, funding for a new Contract Compliance Specialist position in the amount of \$58,266 is provided.
3. Personnel costs in the amount of \$32,655 due to 50% of a M/WBE Analyst realigned under Procurement due to the consolidation of duties between the programs.
4. Training costs in the amount of \$1,163 to cover an additional class from National Institute of Governmental Purchasing (NIGP) professional seminar series and other local procurement training.
5. Communication phone system costs in the amount of \$1,110.

Decreases to Program Funding:

1. Personnel costs in the amount of \$14,778 due to 25% of an Administrative Associate V realigned from Procurement to M/WSBE to consolidate administrative functions.

Leon County Fiscal Year 2016 Proposed Budget

Office of Financial Stewardship

Purchasing - Warehouse (001-141-513)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	94,956	93,205	103,434	-	103,434	105,988
Operating	2,352	2,804	2,854	-	2,854	2,906
Transportation	1,483	3,245	1,643	-	1,643	1,643
Total Budgetary Costs	98,791	99,254	107,931	-	107,931	110,537
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	98,791	99,254	107,931	-	107,931	110,537
Total Revenues	98,791	99,254	107,931	-	107,931	110,537
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Materials Management Spec.	2.00	2.00	2.00	-	2.00	2.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

The major variances for the FY 2016 Warehouse budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%-5% based on a 3% average.

Decreases to Program Funding:

1. Transportation costs related to vehicle insurance, maintenance, and fuel, in the amount of \$1,602.

Leon County Fiscal Year 2016 Proposed Budget

Office of Financial Stewardship

Risk Management (501-132-513)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	100,416	102,885	106,856	-	106,856	109,449
Operating	72,638	134,124	133,339	-	133,339	133,339
Total Budgetary Costs	173,054	237,009	240,195	-	240,195	242,788
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
501 Insurance Service	173,054	237,009	240,195	-	240,195	242,788
Total Revenues	173,054	237,009	240,195	-	240,195	242,788
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Risk Manager	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

The major variances for the FY 2016 Risk Management budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%-5% based on a 3% average.

Leon County Fiscal Year 2016 Proposed Budget

Office of Economic Vitality

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	1,204,142	1,303,735	1,202,578	12,023	1,214,601	1,246,768
Operating	2,043,054	2,153,606	2,046,396	255,500	2,301,896	2,051,896
Transportation	1,603	3,009	2,301	-	2,301	2,301
Capital Outlay	-	3,400	-	-	-	-
Grants-in-Aid	1,145,755	2,116,612	1,857,475	37,500	1,894,975	1,887,538
Total Budgetary Costs	4,394,554	5,580,362	5,108,750	305,023	5,413,773	5,188,503
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Tourism Development	3,774,477	4,746,986	4,588,502	9,572	4,598,074	4,645,606
Economic Development	454,687	638,996	344,618	39,951	384,569	358,316
M/W Small Business Enterprise	165,390	194,380	175,630	255,500	431,130	184,581
Total Budget	4,394,554	5,580,362	5,108,750	305,023	5,413,773	5,188,503
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	770,077	983,376	670,248	295,451	965,699	692,897
160 Tourism Development	3,624,477	4,596,986	4,438,502	9,572	4,448,074	4,495,606
Total Revenues	4,394,554	5,580,362	5,108,750	305,023	5,413,773	5,188,503
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Economic Development	3.00	4.00	2.00	-	2.00	2.00
M/W Small Business Enterprise	2.00	2.00	1.75	-	1.75	1.75
Tourism Development	10.00	12.00	12.00	-	12.00	12.00
Total Full-Time Equivalents (FTE)	15.00	18.00	15.75	-	15.75	15.75
OPS Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Tourism Development	1.00	-	-	-	-	-
Total OPS Full-Time Equivalents (FTE)	1.00	-	-	-	-	-

Leon County Fiscal Year 2016 Proposed Budget

Office of Economic Vitality

Tourism Development Summary

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	822,320	900,342	938,931	9,572	948,503	973,472
Operating	1,804,799	1,930,623	1,989,295	-	1,989,295	1,989,295
Transportation	1,603	3,009	2,301	-	2,301	2,301
Capital Outlay	-	3,400	-	-	-	-
Grants-in-Aid	1,145,755	1,909,612	1,657,975	-	1,657,975	1,680,538
Total Budgetary Costs	3,774,477	4,746,986	4,588,502	9,572	4,598,074	4,645,606
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
1 Cent Expenses (160-305-552)	263,038	898,462	-	-	-	-
Administration (160-301-552)	531,006	536,133	527,617	6,327	533,944	542,444
Advertising (160-302-552)	1,002,697	960,000	1,083,786	-	1,083,786	1,083,786
Council on Culture & Arts (COCA) (160-888-573)	504,500	504,500	1,151,875	-	1,151,875	1,174,438
Line Item - COCA Administration (001-888-573)	150,000	150,000	150,000	-	150,000	150,000
Line Item - Special Events (160-888-574)	84,500	-	-	-	-	-
Marketing (160-303-552)	1,108,387	1,357,891	1,335,224	3,245	1,338,469	1,354,938
Special Projects (160-304-552)	130,349	340,000	340,000	-	340,000	340,000
Total Budget	3,774,477	4,746,986	4,588,502	9,572	4,598,074	4,645,606
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	150,000	150,000	150,000	-	150,000	150,000
160 Tourism Development	3,624,477	4,596,986	4,438,502	9,572	4,448,074	4,495,606
Total Revenues	3,774,477	4,746,986	4,588,502	9,572	4,598,074	4,645,606
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Administration	3.00	3.50	3.50	-	3.50	3.50
Marketing	7.00	8.50	8.50	-	8.50	8.50
Total Full-Time Equivalents (FTE)	10.00	12.00	12.00	-	12.00	12.00
OPS Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Administration	0.50	-	-	-	-	-
Marketing	0.50	-	-	-	-	-
Total OPS Full-Time Equivalents (FTE)	1.00	-	-	-	-	-

Leon County Fiscal Year 2016 Proposed Budget

Office of Economic Vitality

Tourism Development - Administration (160-301-552)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	388,618	339,483	329,895	6,327	336,222	344,722
Operating	140,786	193,641	195,421	-	195,421	195,421
Transportation	1,603	3,009	2,301	-	2,301	2,301
Total Budgetary Costs	531,006	536,133	527,617	6,327	533,944	542,444
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
160 Tourism Development	531,006	536,133	527,617	6,327	533,944	542,444
Total Revenues	531,006	536,133	527,617	6,327	533,944	542,444
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Director Tourism Development	1.00	1.00	1.00	-	1.00	1.00
Asst to the Executive Dir.	1.00	1.00	1.00	-	1.00	1.00
Administrative Associate V	1.00	1.00	1.00	-	1.00	1.00
Visitor Services Representativ	-	0.50	0.50	-	0.50	0.50
Total Full-Time Equivalents (FTE)	3.00	3.50	3.50	-	3.50	3.50
OPS Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
TDC Consolidated OPS	0.50	-	-	-	-	-
Total OPS Full-Time Equivalents (FTE)	0.50	-	-	-	-	-

The major variances for the FY 2016 Tourist Development Administration Budget are as follows:

Increases to Program Funding:

1. The budget proposal increase includes funding associated with positions included in the market based revisions to the Classification and Pay Plan in the amount of \$6,327.
2. Phone System costs in the amount of \$1,780.

Decreases to Program Funding:

1. Salary costs due to an organizational personnel shift offset by increases associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0% - 5% based on a 3% average.
2. Transportation cost adjustments related to vehicle insurance, maintenance, and fuel in the amount of \$688.

Leon County Fiscal Year 2016 Proposed Budget

Office of Economic Vitality

Tourism Development - Advertising (160-302-552)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	1,002,697	960,000	1,083,786	-	1,083,786	1,083,786
Total Budgetary Costs	1,002,697	960,000	1,083,786	-	1,083,786	1,083,786
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
160 Tourism Development	1,002,697	960,000	1,083,786	-	1,083,786	1,083,786
Total Revenues	1,002,697	960,000	1,083,786	-	1,083,786	1,083,786

The major variances for the FY 2016 Tourist Development Advertising Budget are as follows:

Increase to Program Funding:

1. Increase of \$123,786 due to expanded public relations and advertising efforts consistent with the primary focus of the department to market and grow Leon County as a destination.

Leon County Fiscal Year 2016 Proposed Budget

Office of Economic Vitality

Tourism Development - Marketing (160-303-552)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	433,702	560,859	609,036	3,245	612,281	628,750
Operating	661,317	776,982	710,088	-	710,088	710,088
Capital Outlay	-	3,400	-	-	-	-
Grants-in-Aid	13,368	16,650	16,100	-	16,100	16,100
Total Budgetary Costs	1,108,387	1,357,891	1,335,224	3,245	1,338,469	1,354,938
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
160 Tourism Development	1,108,387	1,357,891	1,335,224	3,245	1,338,469	1,354,938
Total Revenues	1,108,387	1,357,891	1,335,224	3,245	1,338,469	1,354,938
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Senior Sports Sales Manager	1.00	1.00	1.00	-	1.00	1.00
Marketing Communications Manager	1.00	1.00	1.00	-	1.00	1.00
Sports Sales Manager	1.00	1.00	1.00	-	1.00	1.00
Leisure Travel Sales Manager	1.00	1.00	1.00	-	1.00	1.00
Visitor Services Manager	1.00	1.00	1.00	-	1.00	1.00
Senior Marketing Manager	1.00	1.00	1.00	-	1.00	1.00
Meetings & Convention Sales Manager	1.00	1.00	1.00	-	1.00	1.00
Public Relations Mktg Speciali	-	1.00	1.00	-	1.00	1.00
Visitor Services Representativ	-	0.50	0.50	-	0.50	0.50
Total Full-Time Equivalents (FTE)	7.00	8.50	8.50	-	8.50	8.50
OPS Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
TDC Consolidated OPS	0.50	-	-	-	-	-
Total OPS Full-Time Equivalents (FTE)	0.50	-	-	-	-	-

The major variances for the FY 2016 Tourist Development Marketing Budget are as follows:

Increases to Program Funding:

- Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0% - 5% based on a 3% average.
- The reclassification of the Marketing Communications Manager in the amount of \$3,245 to reflect an increase in supervisory functions.

Decreases to Program Funding:

- Costs associated with promotions and event bid pools in the amount of \$66,000 were reallocated to the Advertising budget to enhance advertising efforts in FY 2016.

Leon County Fiscal Year 2016 Proposed Budget

Office of Economic Vitality

Tourism Development - Special Projects (160-304-552)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Grants-in-Aid	130,349	340,000	340,000	-	340,000	340,000
Total Budgetary Costs	130,349	340,000	340,000	-	340,000	340,000
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
160 Tourism Development	130,349	340,000	340,000	-	340,000	340,000
Total Revenues	130,349	340,000	340,000	-	340,000	340,000

The FY 2016 Tourist Development Special Projects Budget remains at the same level of funding as the previous year for the sports, signature community event, and special event granting process.

Preliminary

Leon County Fiscal Year 2016 Proposed Budget

Office of Economic Vitality

Tourism Development - 1 Cent Expenses (160-305-552)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Grants-in-Aid	263,038	898,462	-	-	-	-
Total Budgetary Costs	263,038	898,462	-	-	-	-
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
160 Tourism Development	263,038	898,462	-	-	-	-
Total Revenues	263,038	898,462	-	-	-	-

The Tourist Development 1 Cent Expenses budget previously funded the Performing Arts Center. Revenue for this expenditure was derived from one cent of the 5 cent tourist development bed tax. However, the Board approved a new inter-local agreement with the City to de-fund the Performing Arts Center and reallocate the entire 5th cent towards funding the Council on Culture and Arts (COCA).

Leon County Fiscal Year 2016 Proposed Budget

Office of Economic Vitality

Tourism Development - Council on Culture & Arts (COCA) (160-888-573)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Grants-in-Aid	504,500	504,500	1,151,875	-	1,151,875	1,174,438
Total Budgetary Costs	504,500	504,500	1,151,875	-	1,151,875	1,174,438
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
160 Tourism Development	504,500	504,500	1,151,875	-	1,151,875	1,174,438
Total Revenues	504,500	504,500	1,151,875	-	1,151,875	1,174,438

The FY 2016 budget reflects annual maximum grant level funding approved by Board to support Cultural re-granting funds from the Tourist Development 5 cent bed tax. An increase of \$647,375 is due to the Board approved new inter-local agreement with the City redirecting the previous Performing Arts Center 1 cent, plus allocating an additional ¼ cent, for a total of 1 ¼ of the 5 cent tourist development bed tax to support Council on Culture and Arts (COCA) re-granting. The additional ¼ cent is dedicated towards a capital grant program, administered by COCA, and is only funded for 5 years.

Leon County Fiscal Year 2016 Proposed Budget

Office of Economic Vitality

Tourism Development - Line Item - COCA Administration (001-888-573)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Grants-in-Aid	150,000	150,000	150,000	-	150,000	150,000
Total Budgetary Costs	150,000	150,000	150,000	-	150,000	150,000
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	150,000	150,000	150,000	-	150,000	150,000
Total Revenues	150,000	150,000	150,000	-	150,000	150,000

Budget established to support Cultural re-granting administrative costs from the General Fund approved by the Board. The FY 2016 Budget is at the same level funding as the previous year.

Preliminary

Leon County Fiscal Year 2016 Proposed Budget

Office of Economic Vitality

Economic Development (001-114-512)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	252,828	263,077	136,254	2,451	138,705	142,452
Operating	201,859	168,919	8,864	-	8,864	8,864
Grants-in-Aid	-	207,000	199,500	37,500	237,000	207,000
Total Budgetary Costs	454,687	638,996	344,618	39,951	384,569	358,316
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	454,687	638,996	344,618	39,951	382,069	355,816
Total Revenues	454,687	638,996	344,618	39,951	384,569	358,316
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Director of Economic Vitality	1.00	1.00	1.00	-	1.00	1.00
Special Projects Coordinator	1.00	1.00	-	-	-	-
Management Analyst	-	1.00	1.00	-	1.00	1.00
Management Intern	1.00	1.00	-	-	-	-
Total Full-Time Equivalents (FTE)	3.00	4.00	2.00	-	2.00	2.00

The major variances for the FY 2016 Economic Vitality Budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0% - 5% based on a 3% average.
2. The budget proposal increase includes funding associated with positions Included in the market based revisions to the Classification and Pay Plan in the amount of \$2,451.
3. One-time funding in the amount of \$30,000 for the "Leon Works" exposition, a collaboration with the middle-skilled community to educate high school students on local skilled career and training opportunities.
4. A recurring \$7,500 for Entrepreneur Month (e-month) activities designed to expand entrepreneurial resources and awareness in Leon County.

Decreases to Program Funding:

1. Personnel costs and staffing reductions reflect the realignment of the Special Projects Coordinator and the Management Intern to Strategic Initiatives as part of a broader reorganization.
2. Transfer of the Federal and State Lobbying contracts (\$150,000) and other operating expenditures (\$10,055) related to the realignment of personnel to the Strategic Initiatives budget.

Leon County Fiscal Year 2016 Proposed Budget

Office of Economic Vitality

Minority/Women Small Business Enterprise (001-112-513)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	128,994	140,316	127,393	-	127,393	130,844
Operating	36,396	54,064	48,237	255,500	303,737	53,737
Total Budgetary Costs	165,390	194,380	175,630	255,500	431,130	184,581
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	165,390	194,380	175,630	255,500	431,130	184,581
Total Revenues	165,390	194,380	175,630	255,500	431,130	184,581
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
MWBE Director	1.00	1.00	1.00	-	1.00	1.00
MWBE Analyst	1.00	1.00	0.50	-	0.50	0.50
Administrative Associate V	-	-	0.25	-	0.25	0.25
Total Full-Time Equivalents (FTE)	2.00	2.00	1.75	-	1.75	1.75

The major variances for the FY 2016 Minority/Women Small Business Enterprise Budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0% - 5% based on a 3% average.
2. Professional services for a comprehensive disparity study estimated to cost \$250,000.
3. Promotional activities to support Board initiatives, such as the e-month annual reverse trade show/business empowerment series (\$3,000) and the Bid Bend Minority Chamber sponsorship (\$2,500).

Decreases to Program Funding:

1. Personnel Costs due to support staff realignment and sharing with the Purchasing Division. This was done as part of cross departmental efficiency efforts.

Leon County Fiscal Year 2016 Proposed Budget

Office of Public Safety

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	8,921,560	9,948,002	10,502,525	5,870	10,508,395	10,714,550
Operating	4,855,058	5,651,108	5,786,982	317,631	6,104,613	6,234,278
Transportation	806,937	993,956	932,159	-	932,159	932,159
Capital Outlay	23,776	74,250	38,000	-	38,000	38,000
Grants-in-Aid	71,250	71,250	71,250	-	71,250	71,250
Total Budgetary Costs	14,678,581	16,738,566	17,330,916	323,501	17,654,417	17,990,237
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Emergency Medical Services	13,605,153	15,465,226	15,941,939	141,567	16,083,506	16,383,752
Animal Control	1,073,428	1,273,340	1,388,977	181,934	1,570,911	1,606,485
Total Budget	14,678,581	16,738,566	17,330,916	323,501	17,654,417	17,990,237
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
135 Emergency Medical Services MSTU	13,605,153	15,465,226	15,941,939	141,567	16,083,506	16,383,752
140 Municipal Service	1,073,428	1,273,340	1,388,977	181,934	1,570,911	1,606,485
Total Revenues	14,678,581	16,738,566	17,330,916	323,501	17,654,417	17,990,237
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Animal Control	7.00	7.00	7.00	-	7.00	7.00
Emergency Medical Services	107.20	121.20	121.20	-	121.20	121.20
Total Full-Time Equivalents (FTE)	114.20	128.20	128.20	-	128.20	128.20
OPS Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Emergency Medical Services	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

Leon County Fiscal Year 2016 Proposed Budget

Office of Public Safety

Emergency Medical Services (135-185-526)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	8,533,299	9,522,107	10,075,876	-	10,075,876	10,272,693
Operating	4,293,155	4,943,043	4,953,391	141,567	5,094,958	5,198,387
Transportation	754,922	925,826	874,672	-	874,672	874,672
Capital Outlay	23,776	74,250	38,000	-	38,000	38,000
Total Budgetary Costs	13,605,153	15,465,226	15,941,939	141,567	16,083,506	16,383,752
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
135 Emergency Medical Services MSTU	13,605,153	15,465,226	15,941,939	141,567	16,083,506	16,383,752
Total Revenues	13,605,153	15,465,226	15,941,939	141,567	16,083,506	16,383,752
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Medical Director	1.00	1.00	1.00	-	1.00	1.00
EMS Director	1.00	1.00	1.00	-	1.00	1.00
EMS Division Manager	2.00	2.00	2.00	-	2.00	2.00
EMS Quality Imp. & Educ. Manager	1.00	1.00	1.00	-	1.00	1.00
EMS Field Operations Supv.	6.00	6.00	7.00	-	7.00	7.00
EMS Billing Coordinator	1.00	1.00	1.00	-	1.00	1.00
EMS Supply Technician	2.00	2.00	2.00	-	2.00	2.00
Administrative Associate V	2.00	2.00	2.00	-	2.00	2.00
EMS Financial Analyst	1.00	1.00	1.00	-	1.00	1.00
EMT Dispatcher	-	4.00	-	-	-	-
Paramedic	61.00	67.00	-	-	-	-
Emergency Medical Technician	18.00	22.00	-	-	-	-
EMT/Paramedic Part-Time	7.20	7.20	-	-	-	-
EMS System Controller	4.00	4.00	-	-	-	-
Paramedic - System Status	-	-	5.00	-	5.00	5.00
Paramedic I - System Status	-	-	36.00	-	36.00	36.00
Paramedic I	-	-	9.00	-	9.00	9.00
Paramedic I - Part-Time	-	-	5.40	-	5.40	5.40
Paramedic II - System Status	-	-	6.00	-	6.00	6.00
Paramedic II - Part-Time	-	-	0.60	-	0.60	0.60
EMT I	-	-	9.00	-	9.00	9.00
EMT I – System Status	-	-	16.00	-	16.00	16.00
EMT I – Part-Time	-	-	1.20	-	1.20	1.20
Charge Paramedic	-	-	15.00	-	15.00	15.00
Total Full-Time Equivalents (FTE)	107.20	121.20	121.20	-	121.20	121.20
OPS Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
EMS Consolidated OPS	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

Leon County Fiscal Year 2016 Proposed Budget

Office of Public Safety

Emergency Medical Services (135-185-526)

The major variances for the FY 2016 Emergency Medical Services budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%–5% based on a 3% average.
2. FY 2015 and FY 2016 Staffing Summary differences related to position title adjustments made in FY 2016 following an internal review of position characteristics and workload activity.
3. Communication costs in the amount of \$6,170 for additional vehicle locations, ePCR system, and pagers.
4. The County's contractual obligation with the City for the Advanced Life Support service agreement in the amount of \$111,466.
5. Other contractual services in the amount of \$6,900, associated with Apex Supply Machine software, billing service fees, MedVault Maintenance, Oxygen, and uniform dry cleaners.
6. To ensure current service levels, an increase in operating supplies such as disposables, medical supplies, and other miscellaneous items is anticipated in the amount of \$17,031.
7. Centralized copy machine lease in the amount of \$7,337.
8. Communication phone system costs in the amount of \$3,950.

Decreases to Program Funding:

1. Overtime costs in the amount of \$57,671 according to the new overtime costs estimation.
2. Transportation costs related to vehicle insurance, maintenance, and fuel, in the amount of \$51,154.
3. Capital outlay costs reduced by \$36,250 because of one-time SWAT assistant equipment and new ambulance crew equipment budgeted in FY 2015.

Preliminary

Leon County Fiscal Year 2016 Proposed Budget

Office of Public Safety

Animal Control (140-201-562)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	388,261	425,895	426,649	5,870	432,519	441,857
Operating	561,902	708,065	833,591	176,064	1,009,655	1,035,891
Transportation	52,015	68,130	57,487	-	57,487	57,487
Grants-in-Aid	71,250	71,250	71,250	-	71,250	71,250
Total Budgetary Costs	1,073,428	1,273,340	1,388,977	181,934	1,570,911	1,606,485
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
140 Municipal Service	1,073,428	1,273,340	1,388,977	181,934	1,570,911	1,606,485
Total Revenues	1,073,428	1,273,340	1,388,977	181,934	1,570,911	1,606,485
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Director of Animal Control	1.00	1.00	1.00	-	1.00	1.00
Sr. Animal Control Officer	5.00	4.00	3.00	-	3.00	3.00
Animal Control Officer	-	1.00	2.00	-	2.00	2.00
Administrative Associate V	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	7.00	7.00	7.00	-	7.00	7.00

The major variances for the FY 2016 Animal Control budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%–5% based on a 3% average.
2. The budget proposal increase includes funding associated with positions included in the market based revisions to the Classification and Pay Plan in the amount of \$5,870.
3. Approved by the Board at the February 2014 meeting, the County will fund 50% of the capital and 45% of the operating costs associated with the upgrades to the HVAC at the Animal Service Center. The combination amount for FY 2016 is \$76,286.
3. Under the term of the Board approved Animal Service Center contract with the City, the County is obligated to assume 45% of all operating costs and 50% of all capital costs at the Center:
 - Operating costs increase in the amount of \$90,314 including a Lost and Found Coordinator position;
 - Additional new capital projects costs in the amount of \$75,000 for repairs, replacements, and improvements, such as new floors, cat room remodel, lobby renovations, etc.
4. To ensure current service levels, a \$10,750 increase in operating supplies, including \$3,000 Adverse Weather Protection, \$4,250 ballistics armor, \$2,800 Microchip Scanners, and \$700 Transfer Cages.
5. Communication phone system costs in the amount of \$1,810.

Decreases to Program Funding:

1. Centralized copy machine lease in the amount of \$1,956.
2. Transportation costs related to vehicle insurance, maintenance, and fuel, in the amount of \$10,643.

Leon County Fiscal Year 2016 Proposed Budget

Office of Library Services

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	4,944,555	5,175,165	5,149,831	38,223	5,188,054	5,317,275
Operating	626,948	751,902	781,227	-	781,227	781,227
Transportation	18,715	22,840	19,513	-	19,513	19,513
Capital Outlay	626,661	622,505	622,505	-	622,505	622,505
Grants-in-Aid	3,000	3,000	3,000	-	3,000	3,000
Total Budgetary Costs	6,219,879	6,575,412	6,576,076	38,223	6,614,299	6,743,520
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Library Services	6,219,879	6,575,412	6,576,076	38,223	6,614,299	6,743,520
Total Budget	6,219,879	6,575,412	6,576,076	38,223	6,614,299	6,743,520
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	6,219,879	6,575,412	6,576,076	38,223	6,614,299	6,743,520
Total Revenues	6,219,879	6,575,412	6,576,076	38,223	6,614,299	6,743,520
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Library Services	101.70	101.70	101.70	-	101.70	100.20
Total Full-Time Equivalents (FTE)	101.70	101.70	101.70	-	101.70	100.20
OPS Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Library Services	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

Leon County Fiscal Year 2016 Proposed Budget

Office of Library Services

Library Services Summary

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	4,944,555	5,175,165	5,149,831	38,223	5,188,054	5,317,275
Operating	626,948	751,902	781,227	-	781,227	781,227
Transportation	18,715	22,840	19,513	-	19,513	19,513
Capital Outlay	626,661	622,505	622,505	-	622,505	622,505
Grants-in-Aid	3,000	3,000	3,000	-	3,000	3,000
Total Budgetary Costs	6,219,879	6,575,412	6,576,076	38,223	6,614,299	6,743,520
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Lib - Policy, Planning, & Operations (001-240-571)	845,101	862,266	853,265	210	853,475	864,214
Library Collection Services (001-242-571)	795,743	799,237	1,502,151	357	1,502,508	1,519,180
Library Extension Services (001-243-571)	2,287,731	2,429,164	-	-	-	-
Library Public Services (001-241-571)	2,291,303	2,484,745	4,220,660	37,656	4,258,316	4,360,126
Total Budget	6,219,879	6,575,412	6,576,076	38,223	6,614,299	6,743,520
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	6,219,879	6,575,412	6,576,076	38,223	6,614,299	6,743,520
Total Revenues	6,219,879	6,575,412	6,576,076	38,223	6,614,299	6,743,520
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Lib - Policy, Planning, & Operations	6.00	6.00	6.00	-	6.00	6.00
Library Public Services	37.20	37.20	82.70	-	82.70	82.70
Library Collection Services	12.00	12.00	13.00	-	13.00	13.00
Library Extension Services	46.50	46.50	-	-	-	-
Total Full-Time Equivalents (FTE)	101.70	101.70	101.70	-	101.70	101.70
OPS Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Library Public Services	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

Leon County Fiscal Year 2016 Proposed Budget

Office of Library Services

Library Services - Lib - Policy, Planning, & Operations (001-240-571)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	474,264	445,428	409,891	210	410,101	420,840
Operating	367,837	413,838	440,374	-	440,374	440,374
Grants-in-Aid	3,000	3,000	3,000	-	3,000	3,000
Total Budgetary Costs	845,101	862,266	853,265	210	853,475	864,214
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	845,101	862,266	853,265	210	853,475	864,214
Total Revenues	845,101	862,266	853,265	210	853,475	864,214
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Library Director	1.00	1.00	1.00	-	1.00	1.00
Admin. & Operations Manager	1.00	1.00	1.00	-	1.00	1.00
Library Bdgt. & Collection Dev. Mngr.	1.00	1.00	1.00	-	1.00	1.00
Library Services Specialist	1.00	1.00	1.00	-	1.00	1.00
Administrative Associate VI	1.00	1.00	1.00	-	1.00	1.00
Administrative Associate V	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	6.00	6.00	6.00	-	6.00	6.00

The major variances for the FY 2016 Library Policy, Planning, & Operations budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%-5% based on a 3% average.
2. The budget proposal increase includes funding associated with positions included in the market based revisions to the Classification and Pay Plan in the amount of \$210.
3. Communication phone system costs in the amount of \$10,400.
4. Centralized copy machine lease in the amount of \$16,136.

Leon County Fiscal Year 2016 Proposed Budget

Office of Library Services

Library Services - Library Public Services (001-241-571)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	1,630,318	1,821,872	4,034,409	37,656	4,072,065	4,173,875
Operating	34,324	40,368	178,471	-	178,471	178,471
Transportation	-	-	7,780	-	7,780	7,780
Capital Outlay	626,661	622,505	-	-	-	-
Total Budgetary Costs	2,291,303	2,484,745	4,220,660	37,656	4,258,316	4,360,126
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	2,291,303	2,484,745	4,220,660	37,656	4,258,316	4,360,126
Total Revenues	2,291,303	2,484,745	4,220,660	37,656	4,258,316	4,360,126
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Literacy Project Coordinator	-	-	1.00	-	1.00	1.00
Library Special Services Coordinator	-	-	3.00	-	3.00	3.00
Library Services Coordinator	3.00	3.00	10.00	-	10.00	10.00
Sr. Library Serv. Specialist	1.00	2.00	4.00	-	4.00	4.00
Library Services Specialist	4.00	3.00	8.50	-	8.50	8.50
Applications Systems Analyst I	-	1.00	1.00	-	1.00	1.00
Sr. Library Assistant	11.70	11.70	21.20	-	21.20	21.20
Library Assistant	5.00	5.00	12.50	-	12.50	12.50
Information Professional	9.50	9.50	18.50	-	18.50	18.50
Library Services Manager	-	-	1.00	-	1.00	1.00
Applications Dev. Analyst	1.00	-	-	-	-	-
Administrative Associate IV	1.00	1.00	1.00	-	1.00	1.00
Computer Support Technician	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	37.20	37.20	82.70	-	82.70	82.70
OPS Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Library Consolidated OPS	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

The major variances for the FY 2016 Library Public Services budget are as follows:

Increases to Program Funding:

1. The FY 2016 Library Extension Services \$2,429,164 budget has been realigned to the Library Public Services to provide more efficient management of personnel resources and the coordination of services.
2. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%-5% based on a 3% average.
3. The budget proposal increase includes funding associated with positions included in the market based revisions to the Classification and Pay Plan in the amount of \$37,656.
4. Centralized copy machine lease in the amount of \$2,789.

Decreases to Program Funding:

1. One Senior Library Assistant was moved from Library Public Services to Library Collection Services in the amount of \$48,373 to provide more efficient management and monitoring of services.
1. Library books, publications, and materials fund has been realigned from Library Public Services to Library Collection Services in the amount of \$622,505.
2. Transportation costs related to vehicle insurance, maintenance, and fuel, in the amount of \$1,160.

Leon County Fiscal Year 2016 Proposed Budget

Office of Library Services

Library Services - Library Collection Services (001-242-571)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	643,658	622,955	705,531	357	705,888	722,560
Operating	137,654	162,382	162,382	-	162,382	162,382
Transportation	14,431	13,900	11,733	-	11,733	11,733
Capital Outlay	-	-	622,505	-	622,505	622,505
Total Budgetary Costs	795,743	799,237	1,502,151	357	1,502,508	1,519,180
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	795,743	799,237	1,502,151	357	1,502,508	1,519,180
Total Revenues	795,743	799,237	1,502,151	357	1,502,508	1,519,180
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Library Serv. Specialist	8.00	8.00	8.00	-	8.00	8.00
Sr. Library Assistant	-	-	1.00	-	1.00	1.00
Courier	1.00	1.00	1.00	-	1.00	1.00
Information Professional	1.00	1.00	1.00	-	1.00	1.00
Library Services Manager	1.00	1.00	1.00	-	1.00	1.00
Administrative Associate V	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	12.00	12.00	13.00	-	13.00	13.00

The major variances for the FY 2016 Library Collection Services budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%–5% based on a 3% average.
2. The budget proposal increase includes funding associated with positions included in the market based revisions to the Classification and Pay Plan in the amount of \$357.
3. One Senior Library Assistant was moved from Library Public Services to Library Collection Services in the amount of \$48,373 to provide more efficient management and monitoring of services.
4. Library books, publications, and materials fund have been realigned from Library Public Services to Library Collection Services in the amount of \$622,505.

Decreases to Program Funding:

1. Transportation costs related to vehicle insurance, maintenance, and fuel, in the amount of \$2,167.

Leon County Fiscal Year 2016 Proposed Budget

Office of Library Services

Library Services - Library Extension Services (001-243-571)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	2,196,314	2,284,910	-	-	-	-
Operating	87,133	135,314	-	-	-	-
Transportation	4,285	8,940	-	-	-	-
Total Budgetary Costs	2,287,731	2,429,164	-	-	-	-
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	2,287,731	2,429,164	-	-	-	-
Total Revenues	2,287,731	2,429,164	-	-	-	-
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Literacy Project Coordinator	1.00	1.00	-	-	-	-
Library Special Services Coordinator	3.00	3.00	-	-	-	-
Library Services Coordinator	7.00	7.00	-	-	-	-
Library Services Manager	1.00	1.00	-	-	-	-
Sr. Library Serv. Specialist	1.00	1.00	-	-	-	-
Sr. Library Assistant	11.00	10.00	-	-	-	-
Library Assistant	6.50	7.00	-	-	-	-
Information Professional	9.50	9.50	-	-	-	-
Library Services Specialist	6.50	7.00	-	-	-	-
Total Full-Time Equivalents (FTE)	46.50	46.50	-	-	-	-

The FY 2016 Library Extension Services \$2,429,164 budget has been realigned to the Library Public Services to provide more efficient management of personnel resources and the coordination of services.

Leon County Fiscal Year 2016 Proposed Budget

Office of Intervention & Detention Alternatives

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	1,936,892	2,164,891	2,303,734	(97,028)	2,206,706	2,137,444
Operating	504,171	435,825	436,942	41,070	478,012	478,012
Grants-in-Aid	335,759	335,759	335,759	-	335,759	185,759
Total Budgetary Costs	2,776,823	2,936,475	3,076,435	(55,958)	3,020,477	2,801,215
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
County Probation	1,534,094	1,636,566	1,632,978	(38,489)	1,594,489	1,471,231
Supervised Pretrial Release	1,058,896	1,141,025	1,276,081	(20,969)	1,255,112	1,155,946
Drug & Alcohol Testing	183,833	158,884	167,376	3,500	170,876	174,038
Total Budget	2,776,823	2,936,475	3,076,435	(55,958)	3,020,477	2,801,215
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	335,759	335,759	335,759	-	335,759	185,759
110 Fine and Forfeiture	139,392	100,000	100,000	-	100,000	100,000
111 Probation Services	2,194,940	2,379,319	2,520,676	(55,958)	2,464,718	2,515,456
125 Grants	106,732	121,397	120,000	-	120,000	-
Total Revenues	2,776,823	2,936,475	3,076,435	(55,958)	3,020,477	2,801,215
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
County Probation	17.00	17.00	17.00	(1.00)	16.00	16.00
Drug & Alcohol Testing	2.00	2.00	2.00	-	2.00	2.00
Supervised Pretrial Release	15.00	15.00	15.00	(1.00)	14.00	14.00
Total Full-Time Equivalents (FTE)	34.00	34.00	34.00	(2.00)	32.00	32.00

Leon County Fiscal Year 2016 Proposed Budget

Office of Intervention & Detention Alternatives

County Probation Summary

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	1,022,703	1,167,448	1,163,413	(44,059)	1,119,354	1,146,096
Operating	175,632	133,359	133,806	5,570	139,376	139,376
Grants-in-Aid	335,759	335,759	335,759	-	335,759	185,759
Total Budgetary Costs	1,534,094	1,636,566	1,632,978	(38,489)	1,594,489	1,471,231
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
County Probation (111-542-523)	1,058,943	1,200,807	1,197,219	(38,489)	1,158,730	1,185,472
Diversions Programs (110-508-569)	139,392	100,000	100,000	-	100,000	100,000
Line Item - Detention/Correction (001-888-523)	335,759	335,759	335,759	-	335,759	185,759
Total Budget	1,534,094	1,636,566	1,632,978	(38,489)	1,594,489	1,471,231
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	335,759	335,759	335,759	-	335,759	185,759
110 Fine and Forfeiture	139,392	100,000	100,000	-	100,000	100,000
111 Probation Services	1,058,943	1,200,807	1,197,219	(38,489)	1,158,730	1,185,472
Total Revenues	1,534,094	1,636,566	1,632,978	(38,489)	1,594,489	1,471,231
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
County Probation	17.00	17.00	17.00	(1.00)	16.00	16.00
Total Full-Time Equivalents (FTE)	17.00	17.00	17.00	(1.00)	16.00	16.00

Leon County Fiscal Year 2016 Proposed Budget

Office of Intervention & Detention Alternatives

County Probation - Line Item - Detention/Correction (001-888-523)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Grants-in-Aid	335,759	335,759	335,759	-	335,759	185,759
Total Budgetary Costs	335,759	335,759	335,759	-	335,759	185,759
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	335,759	335,759	335,759	-	335,759	185,759
Total Revenues	335,759	335,759	335,759	-	335,759	185,759

The FY 2016 Detention/Correction line item budget is recommended at the same funding level as the previous fiscal year. Funding provides \$185,759 in the Disc Village/Juvenile Assessment Center program and the final \$150,000 payment in the three-year Palmer Munroe Teen Center funding agreement with the City of Tallahassee.

Preliminary

Leon County Fiscal Year 2016 Proposed Budget

Office of Intervention & Detention Alternatives

County Probation - Diversionary Programs (110-508-569)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	139,392	100,000	100,000	-	100,000	100,000
Total Budgetary Costs	139,392	100,000	100,000	-	100,000	100,000
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
110 Fine and Forfeiture	139,392	100,000	100,000	-	100,000	100,000
Total Revenues	139,392	100,000	100,000	-	100,000	100,000

The FY 2016 Diversionary Program budget is recommended at the same funding level as the previous fiscal year. This costs were realigned to the Office of Intervention & Detention Alternatives to provide more efficient management and monitoring of the contracted services in the amount of \$100,000.

Preliminary

Leon County Fiscal Year 2016 Proposed Budget

Office of Intervention & Detention Alternatives

County Probation - County Probation (111-542-523)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	1,022,703	1,167,448	1,163,413	(44,059)	1,119,354	1,146,096
Operating	36,240	33,359	33,806	5,570	39,376	39,376
Total Budgetary Costs	1,058,943	1,200,807	1,197,219	(38,489)	1,158,730	1,185,472
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
111 Probation Services	1,058,943	1,200,807	1,197,219	(38,489)	1,158,730	1,185,472
Total Revenues	1,058,943	1,200,807	1,197,219	(38,489)	1,158,730	1,185,472
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Dir Office of Intervn & Detention Alt	1.00	1.00	1.00	-	1.00	1.00
Probation/Pretrial Officer I	3.00	3.00	3.00	-	3.00	3.00
Community Services Coordinator	1.00	1.00	1.00	-	1.00	1.00
Probation/Pretrial Officer II	5.00	5.00	5.00	(1.00)	4.00	4.00
Sr. Probation/Pretrial Officer	2.00	2.00	2.00	-	2.00	2.00
Probation Supervisor	1.00	1.00	1.00	-	1.00	1.00
Interven & Det. Alter Coord	1.00	1.00	1.00	-	1.00	1.00
Probation Technician	3.00	3.00	3.00	-	3.00	3.00
Total Full-Time Equivalents (FTE)	17.00	17.00	17.00	(1.00)	16.00	16.00

The major variances for the FY 2016 County Probation budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%-5% based on a 3% average.
2. The budget proposal increase includes funding associated with positions included in the market based revisions to the Classification and Pay Plan in the amount of \$4,501.
3. Other contractual services costs in the amount of \$3,420 for additional security monitoring from Sonitrol.
4. Travel per diem costs in the amount of \$2,150 for the office relocation of Office Intervention & Detention Alternatives.
5. Communication phone system costs in the amount of \$2,425.

Decreases to Program Funding:

1. Funding reduction for one Probation/Pretrial Officer II position in the amount of \$48,560 as a result of departmental consolidation to one location.
2. Centralized copy machine lease in the amount of \$1,978.

Leon County Fiscal Year 2016 Proposed Budget

Office of Intervention & Detention Alternatives

Supervised Pretrial Release Summary

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	802,921	883,252	1,016,055	(52,969)	963,086	863,920
Operating	255,975	257,773	260,026	32,000	292,026	292,026
Total Budgetary Costs	1,058,896	1,141,025	1,276,081	(20,969)	1,255,112	1,155,946
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
FDLE JAG Grant - Pretrial (125-982059-521)	106,732	-	-	-	-	-
FDLE JAG Grant (125-982060-521)	-	121,397	-	-	-	-
FDLE JAG Grant (125-982061-521)	-	-	120,000	-	120,000	-
Pretrial Release (111-544-523)	952,164	1,019,628	1,156,081	(20,969)	1,135,112	1,155,946
Total Budget	1,058,896	1,141,025	1,276,081	(20,969)	1,255,112	1,155,946
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
111 Probation Services	952,164	1,019,628	1,156,081	(20,969)	1,135,112	1,155,946
125 Grants	106,732	121,397	120,000	-	120,000	-
Total Revenues	1,058,896	1,141,025	1,276,081	(20,969)	1,255,112	1,155,946
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Pretrial Release	13.00	13.00	15.00	(1.00)	14.00	14.00
FDLE JAG Grant - Pretrial	2.00	2.00	-	-	-	-
Total Full-Time Equivalents (FTE)	15.00	15.00	15.00	(1.00)	14.00	14.00

Leon County Fiscal Year 2016 Proposed Budget

Office of Intervention & Detention Alternatives

Supervised Pretrial Release - Pretrial Release (111-544-523)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	706,516	761,855	896,055	(52,969)	843,086	863,920
Operating	245,648	257,773	260,026	32,000	292,026	292,026
Total Budgetary Costs	952,164	1,019,628	1,156,081	(20,969)	1,135,112	1,155,946
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
111 Probation Services	952,164	1,019,628	1,156,081	(20,969)	1,135,112	1,155,946
Total Revenues	952,164	1,019,628	1,156,081	(20,969)	1,135,112	1,155,946
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Pre-Trial Supervisor	1.00	1.00	1.00	-	1.00	1.00
Probation/Pretrial Officer II	-	-	9.00	(1.00)	8.00	8.00
Sr. Probation/Pretrial Officer	-	-	1.00	-	1.00	1.00
Drug Screening Technician	-	-	1.00	-	1.00	1.00
Assistant Drug Screening Coord	1.00	1.00	1.00	-	1.00	1.00
Pre-Trial Release Case Worker	1.00	1.00	-	-	-	-
Pre-Trial Release Specialist	6.00	6.00	-	-	-	-
Sr. Pre-Trial Release Spec.	1.00	1.00	-	-	-	-
Pre-Trial Technician	2.00	2.00	2.00	-	2.00	2.00
Mental Health Court Pretrial Release Specialist	1.00	1.00	-	-	-	-
Total Full-Time Equivalents (FTE)	13.00	13.00	15.00	(1.00)	14.00	14.00

The major variances for the FY 2016 Pretrial Release budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%–5% based on a 3% average.
2. Two positions in Pre-trial Release – FDLE JAG Grant have been realigned to the Pretrial Release to provide more efficient management and operation in the amount of \$121,397. The personnel costs will still be covered by the FDLE JAG Grant.
3. The budget proposal increase includes funding associated with positions included in the market based revisions to the Classification and Pay Plan in the amount of \$15,097.
4. Other contractual services costs in the amount of \$32,000 for an additional armed security officer to support the change in office structure.
5. Communication phone system costs in the amount of \$1,665.

Decreases to Program Funding:

1. Funding reduction for one Probation/Pretrial Officer II position in the amount of \$68,066 as a result of departmental consolidation to one location.

Leon County Fiscal Year 2016 Proposed Budget

Office of Intervention & Detention Alternatives

Supervised Pretrial Release - FDLE JAG Grant - Pretrial (125-982059/60/61-521)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	96,405	121,397	120,000	-	120,000	-
Operating	10,326	-	-	-	-	-
Total Budgetary Costs	106,732	120,000	120,000	-	120,000	-
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
125 Grants	106,732	121,397	120,000	-	120,000	-
Total Revenues	106,732	121,397	120,000	-	120,000	-
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Drug Screening Technician	1.00	1.00	-	-	-	-
Pre-Trial Release Specialist	1.00	1.00	-	-	-	-
Total Full-Time Equivalents (FTE)	2.00	2.00	-	-	-	-

The major variances for the FY 2016 FDLE JAG Grant budget are as follows:

FY 2016 FDLE JAG Grant is anticipated in the amount of \$120,000, and it is contributing to personnel costs for one Drug Screening Technician and one Pre-Trial Release Specialist. The two grant positions have been realigned to the Pretrial Release organization to provide more efficient management and operation. The personnel costs will now be captured in the Pre-Trial Release program and charged back to the grant program for grant accounting purposes.

Leon County Fiscal Year 2016 Proposed Budget

Office of Intervention & Detention Alternatives

Drug & Alcohol Testing (111-599-523)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	111,268	114,191	124,266	-	124,266	127,428
Operating	72,565	44,693	43,110	3,500	46,610	46,610
Total Budgetary Costs	183,833	158,884	167,376	3,500	170,876	174,038
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
111 Probation Services	183,833	158,884	167,376	3,500	170,876	174,038
Total Revenues	183,833	158,884	167,376	3,500	170,876	174,038
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Drug Screening Technician	1.00	1.00	1.00	-	1.00	1.00
Drug Screening Coordinator	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

The major variances for the FY 2016 Drug & Alcohol Testing budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%–5% based on a 3% average.
2. Operating supplies costs in the amount of \$3,500 to purchase instant Ethylglucuronide (ETG) testing kits.

Decreases to Program Funding:

1. Centralized copy machine lease in the amount of \$1,668.

Leon County Fiscal Year 2016 Proposed Budget

Office of Human Services & Community Partnerships

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	615,605	701,278	680,107	15,932	696,039	713,152
Operating	2,074,516	2,551,001	2,565,834	29,528	2,595,362	2,595,362
Transportation	3,334	5,195	4,170	-	4,170	4,170
Grants-in-Aid	4,477,426	4,664,082	4,732,023	1,074,304	5,806,327	5,008,384
Total Budgetary Costs	7,170,880	7,921,556	7,982,134	1,119,764	9,101,898	8,321,068
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Veteran Services	242,628	312,020	302,351	12,149	314,500	318,393
Housing Services	581,151	529,250	507,191	922,777	1,429,968	560,764
Human Services	6,347,101	7,080,286	7,172,592	184,838	7,357,430	7,441,911
Total Budget	7,170,880	7,921,556	7,982,134	1,119,764	9,101,898	8,321,068
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	7,033,989	7,853,631	7,918,774	214,298	8,133,072	8,231,708
124 SHIP Trust	-	-	-	879,466	879,466	-
161 Housing Finance Authority	136,891	67,925	63,360	26,000	89,360	89,360
Total Revenues	7,170,880	7,921,556	7,982,134	1,119,764	9,101,898	8,321,068
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Housing Services	6.00	6.00	6.00	-	6.00	6.00
Human Services	2.00	2.00	2.00	-	2.00	2.00
Veteran Services	3.00	3.00	3.00	-	3.00	3.00
Volunteer Center	2.00	2.00	-	-	-	-
Total Full-Time Equivalents (FTE)	13.00	13.00	11.00	-	11.00	11.00

Leon County Fiscal Year 2016 Proposed Budget

Office of Human Services & Community Partnerships

Veteran Services Summary

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	110,396	162,055	153,391	2,149	155,540	159,433
Operating	11,585	17,465	31,460	-	31,460	31,460
Grants-in-Aid	120,647	132,500	117,500	10,000	127,500	127,500
Total Budgetary Costs	242,628	312,020	302,351	12,149	314,500	318,393
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Veteran Services (001-390-553)	242,628	312,020	302,351	12,149	314,500	318,393
Total Budget	242,628	312,020	302,351	12,149	314,500	318,393
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	242,628	312,020	302,351	12,149	314,500	318,393
Total Revenues	242,628	312,020	302,351	12,149	314,500	318,393
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Veteran Services	3.00	3.00	3.00	-	3.00	3.00
Total Full-Time Equivalents (FTE)	3.00	3.00	3.00	-	3.00	3.00

Leon County Fiscal Year 2016 Proposed Budget

Office of Human Services & Community Partnerships

Veteran Services - Veteran Services (001-390-553)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	110,396	162,055	153,391	2,149	155,540	159,433
Operating	11,585	17,465	31,460	-	31,460	31,460
Grants-in-Aid	120,647	132,500	117,500	10,000	127,500	127,500
Total Budgetary Costs	242,628	312,020	302,351	12,149	314,500	318,393
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	242,628	312,020	302,351	12,149	314,500	318,393
Total Revenues	242,628	312,020	302,351	12,149	314,500	318,393
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Veterans Services Manager	1.00	1.00	1.00	-	1.00	1.00
Veterans Services Counselor	2.00	2.00	1.00	-	1.00	1.00
Administrative Associate V	-	-	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	3.00	3.00	3.00	-	3.00	3.00

The major variances for the FY 2016 Veteran Services budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%-5% based on a 3% average.
2. The budget proposal increase includes funding associated with positions included in the adoption of the market based revisions to the Classification and Pay Plan in the amount of \$2,149.
3. Approved by the Board at the February 10, 2015 meeting, \$10,000 is budgeted to fund annually the North Florida Homeless Veteran Stand Down from Florida Veterans Foundation, Inc.
4. Funding for Operation Thank You! has been realigned to Promotional Activities account, specified with \$2,000 for Valor Coins, \$500 for Commemorative Wreaths, \$2,500 for Commemorative Bricks for Low Income Veterans, \$2,500 for Veterans Day – Additional Investment, \$2,500 for Operation Thank You Breakfast Ceremony with the American Legion, and \$5,000 for Veterans Organizations Grant Assistance.

Decreases to Program Funding:

1. Position reclassification from Veterans Services Counselor to Administrative Associate V in the amount of \$10,349.
2. Operating expenses in the amount of \$1,450 associated with a reduction in mandatory service training and travel costs.

Leon County Fiscal Year 2016 Proposed Budget

Office of Human Services & Community Partnerships

Housing Services Summary

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	415,909	426,747	408,610	13,783	422,393	432,655
Operating	41,695	89,243	91,411	29,528	120,939	120,939
Transportation	3,334	5,195	4,170	-	4,170	4,170
Grants-in-Aid	120,213	8,065	3,000	879,466	882,466	3,000
Total Budgetary Costs	581,151	529,250	507,191	922,777	1,429,968	560,764
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Housing Finance Authority (161-808-554)	136,891	67,925	63,360	26,000	89,360	89,360
Housing Services (001-371-569)	444,260	461,325	443,831	17,311	461,142	471,404
SHIP 2015-2018 (124-932048-554)	-	-	-	879,466	879,466	-
Total Budget	581,151	529,250	507,191	922,777	1,429,968	560,764
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	444,260	461,325	443,831	17,311	461,142	471,404
124 SHIP Trust	-	-	-	879,466	879,466	-
161 Housing Finance Authority	136,891	67,925	63,360	26,000	89,360	89,360
Total Revenues	581,151	529,250	507,191	922,777	1,429,968	560,764
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Housing Services	6.00	6.00	6.00	-	6.00	6.00
Total Full-Time Equivalents (FTE)	6.00	6.00	6.00	-	6.00	6.00

Leon County Fiscal Year 2016 Proposed Budget

Office of Human Services & Community Partnerships

Housing Services - Housing Services (001-371-569)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	415,909	426,747	408,610	13,783	422,393	432,655
Operating	25,016	29,383	31,051	3,528	34,579	34,579
Transportation	3,334	5,195	4,170	-	4,170	4,170
Total Budgetary Costs	444,260	461,325	443,831	17,311	461,142	471,404
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	444,260	461,325	443,831	17,311	461,142	471,404
Total Revenues	444,260	461,325	443,831	17,311	461,142	471,404
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Dir of Hum Svcs & Commu Partnership	1.00	1.00	1.00	-	1.00	1.00
Affordable Housing Manager	1.00	1.00	1.00	-	1.00	1.00
Housing Rehabilitation Specialist	1.00	1.00	1.00	-	1.00	1.00
Financial Compliance Manager	1.00	1.00	1.00	-	1.00	1.00
Sr Housing Services Specialist	-	1.00	1.00	-	1.00	1.00
Housing Services Specialist	1.00	-	-	-	-	-
Administrative Associate V	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	6.00	6.00	6.00	-	6.00	6.00

The major variances for the FY 2016 Housing Services budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%-5% based on a 3% average.
2. The budget proposal increase includes funding associated with positions included in the market based revisions to the Classification and Pay Plan in the amount of \$13,783.
3. Travel per diem costs in the amount of \$1,878 to support the transportation costs of attending annual Florida Housing Coalition Conference and Housing Finance Authority Conference.
4. Training costs in the amount of \$1,650 for statewide Affordable Housing Conference and other training and registration.
5. Communication phone system costs in the amount of \$1,440.

Decreases to Program Funding:

1. Transportation costs related to vehicle insurance, maintenance, and fuel, in the amount of \$1,025.

Leon County Fiscal Year 2016 Proposed Budget

Office of Human Services & Community Partnerships

Housing Services - SHIP 2015-2018 (124-932048-554)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Grants-in-Aid	-	-	-	879,466	879,466	-
Total Budgetary Costs	-	-	-	879,466	879,466	-
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
124 SHIP Trust	-	-	-	879,466	879,466	-
Total Revenues	-	-	-	879,466	879,466	-

The FY 2016 SHIP 2015-2018 Grants is anticipated in the amount of \$879,466.

Preliminary

Leon County Fiscal Year 2016 Proposed Budget

Office of Human Services & Community Partnerships

Housing Services - Housing Finance Authority (161-808-554)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	16,678	59,860	60,360	26,000	86,360	86,360
Grants-in-Aid	120,213	8,065	3,000	-	3,000	3,000
Total Budgetary Costs	136,891	67,925	63,360	26,000	89,360	89,360
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
161 Housing Finance Authority	136,891	67,925	63,360	26,000	89,360	89,360
Total Revenues	136,891	67,925	63,360	26,000	89,360	89,360

The major variances for the FY 2016 Housing Finance Authority budget are as follows:

Increases to Program Funding:

1. Professional services costs in the amount of \$11,000 for the increase of Housing Finance Authority financial advisor contract.
2. Travel per diem costs in the amount of \$5,000 to support the increasing costs to travel to National and State Housing Finance Authority Conference.
3. Marketing funds in the amount of \$10,000 paid from the annual contribution from Escambia County Housing Finance Authority for Leon County's participation in the refinancing program.

Decreases to Program Funding:

1. Housing related activities grant costs in the amount of \$5,065.

Leon County Fiscal Year 2016 Proposed Budget

Office of Human Services & Community Partnerships

Human Services Summary

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	89,299	112,476	118,106	-	118,106	121,064
Operating	2,021,237	2,444,293	2,442,963	-	2,442,963	2,442,963
Grants-in-Aid	4,236,565	4,523,517	4,611,523	184,838	4,796,361	4,877,884
Total Budgetary Costs	6,347,101	7,080,286	7,172,592	184,838	7,357,430	7,441,911
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Baker Act & Marchman Act (001-370-563)	691,336	692,601	692,601	-	692,601	692,601
CHSP & Emergency Assistance (001-370-569)	1,046,343	987,055	979,858	175,000	1,154,858	1,156,259
Health Department (001-190-562)	231,345	237,345	237,345	-	237,345	237,345
Medicaid & Indigent Burials (001-370-564)	2,568,618	2,607,830	2,694,506	-	2,694,506	2,776,029
Medical Examiner (001-370-527)	396,522	491,922	491,922	9,838	501,760	501,760
Primary Health Care (001-971-562)	1,353,937	2,002,533	2,015,360	-	2,015,360	2,016,917
Tubercular Care & Child Protection Exams (001-370-562)	59,000	61,000	61,000	-	61,000	61,000
Total Budget	6,347,101	7,080,286	7,172,592	184,838	7,357,430	7,441,911
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	6,347,101	7,080,286	7,172,592	184,838	7,357,430	7,441,911
Total Revenues	6,347,101	7,080,286	7,172,592	184,838	7,357,430	7,441,911
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
CHSP & Emergency Assistance	1.00	1.00	1.00	-	1.00	1.00
Primary Health Care	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

Leon County Fiscal Year 2016 Proposed Budget

Office of Human Services & Community Partnerships

Human Services - Health Department (001-190-562)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Grants-in-Aid	231,345	237,345	237,345	-	237,345	237,345
Total Budgetary Costs	231,345	237,345	237,345	-	237,345	237,345
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	231,345	237,345	237,345	-	237,345	237,345
Total Revenues	231,345	237,345	237,345	-	237,345	237,345

The FY 2016 Health Department budget is recommended at the same funding level as the previous fiscal year.

Preliminary

Leon County Fiscal Year 2016 Proposed Budget

Office of Human Services & Community Partnerships

Human Services - Medical Examiner (001-370-527)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Grants-in-Aid	396,522	491,922	491,922	9,838	501,760	501,760
Total Budgetary Costs	396,522	491,922	491,922	9,838	501,760	501,760
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	396,522	491,922	491,922	9,838	501,760	501,760
Total Revenues	396,522	491,922	491,922	9,838	501,760	501,760

The major variances for the FY 2016 Medical Examiner budget are as follows:

Increases to Program Funding:

1. Program costs for Medical Examiner increase by 2% in the amount of \$9,838.

Preliminary

Leon County Fiscal Year 2016 Proposed Budget

Office of Human Services & Community Partnerships

Human Services - Tubercular Care & Child Protection Exams (001-370-562)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Grants-in-Aid	59,000	61,000	61,000	-	61,000	61,000
Total Budgetary Costs	59,000	61,000	61,000	-	61,000	61,000
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	59,000	61,000	61,000	-	61,000	61,000
Total Revenues	59,000	61,000	61,000	-	61,000	61,000

The FY 2016 Tubercular Care & Child Protection Exams budget is recommended at the same funding level as the previous year.

Preliminary

Leon County Fiscal Year 2016 Proposed Budget

Office of Human Services & Community Partnerships

Human Services - Baker Act & Marchman Act (001-370-563)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	691,336	692,601	692,601	-	692,601	692,601
Total Budgetary Costs	691,336	692,601	692,601	-	692,601	692,601
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	691,336	692,601	692,601	-	692,601	692,601
Total Revenues	691,336	692,601	692,601	-	692,601	692,601

The FY 2016 Baker Act & Marchman Act budget is recommended at the same funding level as the previous fiscal year.

Preliminary

Leon County Fiscal Year 2016 Proposed Budget

Office of Human Services & Community Partnerships

Human Services - Medicaid & Indigent Burials (001-370-564)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	7,240	1,330	-	-	-	-
Grants-in-Aid	2,561,378	2,606,500	2,694,506	-	2,694,506	2,776,029
Total Budgetary Costs	2,568,618	2,607,830	2,694,506	-	2,694,506	2,776,029
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	2,568,618	2,607,830	2,694,506	-	2,694,506	2,776,029
Total Revenues	2,568,618	2,607,830	2,694,506	-	2,694,506	2,776,029

The major variances for the FY 2016 Medicaid & Indigent Burials budget are as follows:

Increases to Program Funding:

1. Program costs for Indigent Burials increase in the amount of \$2,905.
2. Program costs for Medicaid are anticipated to increase by \$85,101 based on the estimate from Florida Association of Counties. The final payment may increase or decrease depending on the final legislative action in June 2015.

Leon County Fiscal Year 2016 Proposed Budget

Office of Human Services & Community Partnerships

Human Services - CHSP & Emergency Assistance (001-370-569)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	58,023	60,305	53,108	-	53,108	54,509
Grants-in-Aid	988,320	926,750	926,750	175,000	1,101,750	1,101,750
Total Budgetary Costs	1,046,343	987,055	979,858	175,000	1,154,858	1,156,259
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	1,046,343	987,055	979,858	175,000	1,154,858	1,156,259
Total Revenues	1,046,343	987,055	979,858	175,000	1,154,858	1,156,259
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Human Services Analyst	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

The major variances for the FY 2016 Community Human Services Partnership & Emergency Assistance budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%–5% based on a 3% average.
2. At the March 10, 2015 meeting, the Board established the maximum funding in CHSP at \$1.2 million or a \$375,000 increase. As part of the overall budget balancing increases, staff is recommending a funding level of \$1 million or a \$175,000 increase.

Decreases to Program Funding:

1. The hiring of new Human Services Analyst caused a decrease in personnel costs in the amount of \$7,197.

Leon County Fiscal Year 2016 Proposed Budget

Office of Human Services & Community Partnerships

Human Services - Primary Health Care (001-971-562)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	31,276	52,171	64,998	-	64,998	66,555
Operating	1,322,661	1,750,362	1,750,362	-	1,750,362	1,750,362
Grants-in-Aid	-	200,000	200,000	-	200,000	200,000
Total Budgetary Costs	1,353,937	2,002,533	2,015,360	-	2,015,360	2,016,917
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	1,353,937	2,002,533	2,015,360	-	2,015,360	2,016,917
Total Revenues	1,353,937	2,002,533	2,015,360	-	2,015,360	2,016,917
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Healthcare Serv. Coordinator	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

The major variances for the FY 2016 Primary Health Care budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0%-5% based on a 3% average.
2. Benefits associated with personnel changes caused an increase in personnel costs in the amount of \$12,827.

Leon County Fiscal Year 2016 Proposed Budget

Office of Resource Stewardship

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	2,617,136	2,568,351	2,532,065	34,982	2,567,047	2,626,010
Operating	6,793,976	6,084,999	6,240,836	27,444	6,268,280	6,192,802
Transportation	390,391	508,415	423,110	-	423,110	423,110
Capital Outlay	3,206	4,000	7,200	7,200	14,400	-
Grants-in-Aid	21,375	31,375	21,375	-	21,375	21,375
Total Budgetary Costs	9,826,085	9,197,140	9,224,586	69,626	9,294,212	9,263,297
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Cooperative Extension	492,941	542,904	540,260	-	540,260	512,248
Office of Sustainability	249,740	300,884	212,274	-	212,274	214,596
Solid Waste	9,083,404	8,353,352	8,472,052	69,626	8,541,678	8,536,453
Total Budget	9,826,085	9,197,140	9,224,586	69,626	9,294,212	9,263,297
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	742,681	843,788	752,534	-	752,534	726,844
401 Solid Waste	9,083,404	8,353,352	8,472,052	69,626	8,541,678	8,536,453
Total Revenues	9,826,085	9,197,140	9,224,586	69,626	9,294,212	9,263,297
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Cooperative Extension	13.00	13.00	13.00	-	13.00	13.00
Office of Sustainability	2.00	2.00	1.20	-	1.20	1.20
Solid Waste	35.00	35.00	34.70	-	34.70	34.70
Total Full-Time Equivalents (FTE)	50.00	50.00	48.90	-	48.90	48.90
OPS Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Office of Sustainability	-	-	1.00	-	1.00	1.00
Solid Waste	2.00	2.00	2.00	-	2.00	2.00
Total OPS Full-Time Equivalents (FTE)	2.00	2.00	3.00	-	3.00	3.00

Leon County Fiscal Year 2016 Proposed Budget

Office of Resource Stewardship

Cooperative Extension (001-361-537)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	427,565	453,813	451,536	-	451,536	463,663
Operating	60,653	84,842	84,390	-	84,390	44,251
Transportation	4,723	4,249	4,334	-	4,334	4,334
Total Budgetary Costs	492,941	542,904	540,260	-	540,260	512,248
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	492,941	542,904	540,260	-	540,260	512,248
Total Revenues	492,941	542,904	540,260	-	540,260	512,248
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Director of County Extension	1.00	1.00	1.00	-	1.00	1.00
Extension Agent II - Home Econ	1.00	1.00	1.00	-	1.00	1.00
Ext Agent II Natural Resource	1.00	1.00	1.00	-	1.00	1.00
Extension Agent 4-H Youth	2.00	2.00	2.00	-	2.00	2.00
Urban County Forester II	1.00	1.00	1.00	-	1.00	1.00
Extension Agent - Agriculture	1.00	1.00	1.00	-	1.00	1.00
Ext. Agent - Family & Cons Svc	1.00	1.00	1.00	-	1.00	1.00
Extension Agent - Horticulture	1.00	1.00	1.00	-	1.00	1.00
Co-op Ext. Program Asst.	1.00	1.00	1.00	-	1.00	1.00
Administrative Associate VI	1.00	1.00	-	-	-	-
Administrative Associate III	-	-	1.00	-	1.00	1.00
Administrative Associate IV	2.00	2.00	2.00	-	2.00	2.00
Total Full-Time Equivalents (FTE)	13.00	13.00	13.00	-	13.00	13.00

The major variances for the FY16 Cooperative Extension budget are as follows:

Decreases to Program Funding:

1. Changes in employees and associated benefits offset by costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0% 5% based on a 3% average.
2. Utility costs associated with energy savings from sustainability efforts that include the installation of solar panels.

The University of Florida Institute of Food & Agricultural Sciences (UF IFAS) provides 70% of the salary and all benefits for each Extension Agent. The County pays the remaining 30% of the salary.

Leon County Fiscal Year 2016 Proposed Budget

Office of Resource Stewardship

Office of Sustainability Summary

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	179,798	187,845	110,821	-	110,821	113,143
Operating	47,009	79,630	79,265	-	79,265	79,265
Transportation	1,557	2,034	813	-	813	813
Grants-in-Aid	21,375	31,375	21,375	-	21,375	21,375
Total Budgetary Costs	249,740	300,884	212,274	-	212,274	214,596
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Line Item - Keep Tall. Beautiful (001-888-539)	21,375	-	-	-	-	-
Office of Sustainability (001-127-513)	228,365	300,884	212,274	-	212,274	214,596
Total Budget	249,740	300,884	212,274	-	212,274	214,596
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	249,740	300,884	212,274	-	212,274	214,596
Total Revenues	249,740	300,884	212,274	-	212,274	214,596
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Office of Sustainability	2.00	2.00	1.20	-	1.20	1.20
Total Full-Time Equivalents (FTE)	2.00	2.00	1.20	-	1.20	1.20
OPS Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Office of Sustainability	-	-	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	-	-	1.00	-	1.00	1.00

Leon County Fiscal Year 2016 Proposed Budget

Office of Resource Stewardship

Office of Sustainability - Office of Sustainability (001-127-513)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	179,798	187,845	110,821	-	110,821	113,143
Operating	47,009	79,630	79,265	-	79,265	79,265
Transportation	1,557	2,034	813	-	813	813
Grants-in-Aid	-	31,375	21,375	-	21,375	21,375
Total Budgetary Costs	228,365	300,884	212,274	-	212,274	214,596
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	228,365	300,884	212,274	-	212,274	214,596
Total Revenues	228,365	300,884	212,274	-	212,274	214,596
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Sustainability Program Coordinator	1.00	1.00	-	-	-	-
Director, Resource Stewardship	-	-	0.20	-	0.20	0.20
Sustainability Manager	-	-	1.00	-	1.00	1.00
Director, Office of Resource Stewardship	1.00	1.00	-	-	-	-
Total Full-Time Equivalents (FTE)	2.00	2.00	1.20	-	1.20	1.20
OPS Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Sustainability Consolidated OPS	-	-	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	-	-	1.00	-	1.00	1.00

The major variances for the FY16 Office of Sustainability budget are as follows:

Decreases to Program Funding:

1. Consolidated the functions of two positions, the Solid Waste Director and the Resource Stewardship Director, as part of the FY15 reorganization. The budget for the Resource Stewardship Director position is split-funded with the Solid Waste Management Facility (80%). This decrease is offset by increased costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0% 5% based on a 3% average.
2. One-time cost associated with Community Carbon Fund in the amount of \$10,000.

Leon County Fiscal Year 2016 Proposed Budget**Office of Resource Stewardship****Office of Sustainability - Line Item - Keep Tall. Beautiful (001-888-539)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Grants-in-Aid	21,375	-	-	-	-	-
Total Budgetary Costs	21,375	-	-	-	-	-
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	21,375	-	-	-	-	-
Total Revenues	21,375	-	-	-	-	-

Consistent with the County's efforts to streamline its sustainability efforts, funding for Keep Tallahassee/Leon County Beautiful was realigned to the Office of Sustainability operating budget.

Preliminary

Leon County Fiscal Year 2016 Proposed Budget

Office of Resource Stewardship

Solid Waste Summary

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	2,009,772	1,926,693	1,969,708	34,982	2,004,690	2,049,204
Operating	6,686,314	5,920,527	6,077,181	27,444	6,104,625	6,069,286
Transportation	384,111	502,132	417,963	-	417,963	417,963
Capital Outlay	3,206	4,000	7,200	7,200	14,400	-
Total Budgetary Costs	9,083,404	8,353,352	8,472,052	69,626	8,541,678	8,536,453
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Hazardous Waste (401-443-534)	513,082	604,095	619,406	-	619,406	626,335
Landfill Closure (401-435-534)	13,957	-	-	-	-	-
Recycling Services & Education (401-471-534)	76,155	160,251	220,332	-	220,332	223,808
Rural Waste Service Centers (401-437-534)	844,413	651,229	587,531	23,719	611,250	610,661
Solid Waste Management Facility (401-442-534)	1,907,513	1,747,468	1,647,611	(96,093)	1,551,518	1,515,847
Transfer Station Operations (401-441-534)	5,728,284	5,190,309	5,397,172	142,000	5,539,172	5,559,802
Total Budget	9,083,404	8,353,352	8,472,052	69,626	8,541,678	8,536,453
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
401 Solid Waste	9,083,404	8,353,352	8,472,052	69,626	8,541,678	8,536,453
Total Revenues	9,083,404	8,353,352	8,472,052	69,626	8,541,678	8,536,453
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Rural Waste Service Centers	9.15	9.15	7.40	-	7.40	7.40
Transfer Station Operations	10.18	10.18	12.45	-	12.45	12.45
Solid Waste Management Facility	10.97	10.97	8.60	-	8.60	8.60
Hazardous Waste	3.25	3.25	3.25	-	3.25	3.25
Recycling Services & Education	1.45	1.45	3.00	-	3.00	3.00
Total Full-Time Equivalents (FTE)	35.00	35.00	34.70	-	34.70	34.70
OPS Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Rural Waste Service Centers	1.00	1.00	1.00	-	1.00	1.00
Hazardous Waste	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

Leon County Fiscal Year 2016 Proposed Budget

Office of Resource Stewardship

Solid Waste - Rural Waste Service Centers (401-437-534)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	476,117	365,710	326,093	9,178	335,271	341,791
Operating	258,567	146,591	146,945	7,341	154,286	154,377
Transportation	106,523	134,928	114,493	-	114,493	114,493
Capital Outlay	3,206	4,000	-	7,200	7,200	-
Total Budgetary Costs	844,413	651,229	587,531	23,719	611,250	610,661
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
401 Solid Waste	844,413	651,229	587,531	23,719	611,250	610,661
Total Revenues	844,413	651,229	587,531	23,719	611,250	610,661
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Solid Waste Superintendent	0.10	0.10	-	-	-	-
Solid Waste Operator	2.80	2.80	2.00	-	2.00	2.00
In-Mate Supervisor	0.25	0.25	-	-	-	-
Rural Collection Center Supv.	1.00	1.00	1.00	-	1.00	1.00
Rural Waste Site Attendant	5.00	5.00	1.00	-	1.00	1.00
Rural Waste SVC Center Attenda	-	-	3.40	-	3.40	3.40
Total Full-Time Equivalents (FTE)	9.15	9.15	7.40	-	7.40	7.40
OPS Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Rural Waste Consolidated OPS	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

The major variances for the FY16 Solid Waste - Rural Waste Service Centers budget are as follows:

Decreases to Program Funding:

1. Personnel costs related to reduced hours of operation at the RWSCs. This decrease is offset by costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0% 5% based on a 3% average.
2. Transportation costs associated with fuel and oil offset by an increase in vehicle repair for a net decrease of \$20,435.

Increases to Program Funding:

1. The budget proposal increase includes funding associated with positions effected by the adoption of the market-based revisions to the Classification and Pay Plan.
2. Postages costs in the amount of \$1,275.
3. Repair and maintenance costs such as leachate tank pumping and HVAC in the amount of \$5,766.
4. Machinery and equipment such as a 20 cubic yard roll-off containers in the amount of \$7,200.

Leon County Fiscal Year 2016 Proposed Budget

Office of Resource Stewardship

Solid Waste - Transfer Station Operations (401-441-534)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	561,375	537,460	766,427	18,897	785,324	803,396
Operating	5,063,238	4,512,921	4,516,421	123,103	4,639,524	4,642,082
Transportation	103,671	139,928	114,324	-	114,324	114,324
Total Budgetary Costs	5,728,284	5,190,309	5,397,172	142,000	5,539,172	5,559,802
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
401 Solid Waste	5,728,284	5,190,309	5,397,172	142,000	5,539,172	5,559,802
Total Revenues	5,728,284	5,190,309	5,397,172	142,000	5,539,172	5,559,802
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Director Resource Stewardship	0.33	0.33	0.80	-	0.80	0.80
Solid Waste Superintendent	0.10	0.10	1.00	-	1.00	1.00
Solid Waste Supervisor	1.00	1.00	1.00	-	1.00	1.00
Solid Waste Financial Specialist	0.50	0.50	0.80	-	0.80	0.80
Solid Waste Operator	4.00	4.00	4.00	-	4.00	4.00
Sr. Solid Waste Operator	1.00	1.00	1.00	-	1.00	1.00
In-Mate Supervisor	0.25	0.25	0.25	-	0.25	0.25
Weighmaster	2.00	2.00	2.00	-	2.00	2.00
Administrative Associate V	-	-	0.60	-	0.60	0.60
Service Worker	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	10.18	10.18	12.45	-	12.45	12.45

The major variances for the FY16 Solid Waste - Transfer Station Operating budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0% 5% based on a 3% average.
2. The budget proposal increase includes funding associated with positions include in the adoption of the market-based revisions to the Classification and Pay Plan.
3. Overtime costs in the amount of \$18,000.
4. Fuel adjustment contingency costs in the amount of \$108,103.
5. Scale repair and maintenance costs in the amount of \$15,000.

Decreases to Program Funding:

1. Transportation costs associated with fuel and oil and vehicle repair for a net decrease of \$25,604.

Leon County Fiscal Year 2016 Proposed Budget

Office of Resource Stewardship

Solid Waste - Solid Waste Management Facility (401-442-534)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	680,536	697,290	457,562	6,907	464,469	474,798
Operating	1,069,445	833,781	1,010,219	(103,000)	907,219	861,219
Transportation	157,532	216,397	179,830	-	179,830	179,830
Total Budgetary Costs	1,907,513	1,747,468	1,647,611	(96,093)	1,551,518	1,515,847
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
401 Solid Waste	1,907,513	1,747,468	1,647,611	(96,093)	1,551,518	1,515,847
Total Revenues	1,907,513	1,747,468	1,647,611	(96,093)	1,551,518	1,515,847
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Director, Resource Stewardship	0.67	0.67	-	-	-	-
Solid Waste Superintendent	0.80	0.80	-	-	-	-
Solid Waste Supervisor	1.00	1.00	1.00	-	1.00	1.00
Crew Chief II	1.00	1.00	1.00	-	1.00	1.00
Solid Waste Financial Specialist	0.50	0.50	0.20	-	0.20	0.20
Contract Compliance Technician	1.00	1.00	1.00	-	1.00	1.00
Solid Waste Operator	3.00	3.00	3.00	-	3.00	3.00
Weighmaster	1.00	1.00	1.00	-	1.00	1.00
Administrative Associate V	1.00	1.00	0.40	-	0.40	0.40
Maintenance Technician	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	10.97	10.97	8.60	-	8.60	8.60

The major variances for the FY16 Solid Waste Management Facility budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0% 5% based on a 3% average. These costs are offset by the realignment of personnel costs to the Office of Sustainability (20%) and Solid Waste Management Facility associated with the consolidation of the functions for the Solid Waste Director and Resource Stewardship Director positions, as part of the FY15 reorganization.
2. Personnel cost realignments associated with the Board approved closure of the landfill on May 12, 2015.
3. The budget proposal increase includes funding associated with positions included in the market-based revisions to the Classification and Pay Plan.
4. Overtime costs in the amount of \$18,000.
5. Fuel adjustment surcharge costs in the amount of \$108,103.
6. Scale repair and maintenance costs in the amount of \$15,000.

Decreases to Program Funding:

1. Transportation costs associated with fuel and oil and vehicle repair for a net decrease of \$25,604.

Leon County Fiscal Year 2016 Proposed Budget

Office of Resource Stewardship

Solid Waste - Hazardous Waste (401-443-534)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	227,368	257,177	263,927	-	263,927	270,044
Operating	276,704	340,730	341,050	-	341,050	349,062
Transportation	9,009	6,188	7,229	-	7,229	7,229
Capital Outlay	-	-	7,200	-	7,200	-
Total Budgetary Costs	513,082	604,095	619,406	-	619,406	626,335
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
401 Solid Waste	513,082	604,095	619,406	-	619,406	626,335
Total Revenues	513,082	604,095	619,406	-	619,406	626,335
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Hazardous Waste Manager	1.00	1.00	1.00	-	1.00	1.00
Hazardous Materials Technician	2.00	2.00	2.00	-	2.00	2.00
In-Mate Supervisor	0.25	0.25	0.25	-	0.25	0.25
Total Full-Time Equivalents (FTE)	3.25	3.25	3.25	-	3.25	3.25
OPS Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Hazardous Waste Consolidated OPS	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

The major variances for the FY16 Solid Waste – Hazardous Waste budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0% 5% based on a 3% average.
2. Personnel costs realignment associated with the Board approved closure of the landfill on May 12, 2015.
3. Roll-off container for the e-scrap transport in the amount of \$7,200.
4. Transportation costs associated with vehicle coverage and vehicle repair in the amount of \$1,041.

Leon County Fiscal Year 2016 Proposed Budget

Office of Resource Stewardship

Solid Waste - Recycling Services & Education (401-471-534)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	64,377	69,056	155,699	-	155,699	159,175
Operating	4,403	86,504	62,546	-	62,546	62,546
Transportation	7,375	4,691	2,087	-	2,087	2,087
Total Budgetary Costs	76,155	160,251	220,332	-	220,332	223,808
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
401 Solid Waste	76,155	160,251	220,332	-	220,332	223,808
Total Revenues	76,155	160,251	220,332	-	220,332	223,808
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Community Education Coordinator	1.00	1.00	-	-	-	-
Solid Waste Operator	0.20	0.20	1.00	-	1.00	1.00
In-Mate Supervisor	0.25	0.25	0.50	-	0.50	0.50
Digital Communication Engagement Specialist	-	-	0.50	-	0.50	0.50
Communication and Outreach Coordinator	-	-	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	1.45	1.45	3.00	-	3.00	3.00

The major variances for the FY16 Solid Waste – Recycling Services & Education budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0% 5% based on a 3% average.
2. Digital Communication Engagement Specialist position approved by the Board at its February 10, 2015 meeting. This position is split funded with Community Media Relations, for which the Recycling Services & Education portion is offset by promotional activities (educational outreach) revenue received from the solid waste collection contractor in lieu of providing these services directly.
3. Personnel costs realignment associated with the Board approved closure of the landfill on May 12, 2015.

Leon County Fiscal Year 2016 Proposed Budget

Constitutional

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	50,273,189	51,843,035	53,972,662	909,859	54,882,521	56,448,884
Operating	14,522,591	17,768,729	18,043,482	110,000	18,153,482	17,644,900
Transportation	4,740	8,714	9,469	-	9,469	9,514
Capital Outlay	1,253,298	1,005,086	652,719	-	652,719	659,819
Grants-in-Aid	2,198,838	2,392,933	2,392,933	-	2,392,933	2,392,933
Interfund Transfers	1,441,791	-	-	-	-	-
Constitutional Payments	11,174,356	10,901,351	11,263,746	-	11,263,746	11,624,604
Budgeted Reserves	443,316	185,040	155,924	-	155,924	175,694
Sheriff Offset	(301,388)	(1,305,250)	(1,119,295)	-	(1,119,295)	(1,119,295)
Total Budgetary Costs	81,010,732	82,799,638	85,371,640	1,019,859	86,391,499	87,837,053
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Clerk of the Circuit Court	1,894,548	1,934,372	1,940,579	-	1,940,579	1,979,246
Property Appraiser	4,492,670	4,734,406	4,805,388	-	4,805,388	4,949,550
Sheriff	66,280,631	67,581,822	68,995,997	838,626	69,834,623	71,662,362
Supervisor of Elections	3,810,930	3,902,637	4,810,947	181,233	4,992,180	4,240,695
Tax Collector	4,531,952	4,646,401	4,818,729	-	4,818,729	5,005,200
Total Budget	81,010,732	82,799,638	85,371,640	1,019,859	86,391,499	87,837,053
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	10,230,759	10,622,950	10,861,040	-	10,861,040	11,216,007
060 Supervisor of Elections	3,810,930	3,902,637	4,810,947	181,233	4,992,180	4,240,695
110 Fine and Forfeiture	65,588,783	66,712,450	68,020,447	838,626	68,859,073	70,675,484
123 Stormwater Utility	66,927	65,920	65,920	-	65,920	65,920
125 Grants	-	-	121,155	-	121,155	121,155
130 9-1-1 Emergency Communications	1,106,375	1,283,200	1,276,500	-	1,276,500	1,296,270
135 Emergency Medical Services MSTU	133,797	136,000	138,816	-	138,816	144,369
145 Fire Services Fee	33,460	33,361	33,695	-	33,695	34,033
162 County Accepted Roadways and Drainage Systems	6,183	5,500	5,500	-	5,500	5,500
164 Special Assessment - Killbuck Lakes Units I and II	4,497	5,000	5,000	-	5,000	5,000
401 Solid Waste	29,021	32,620	32,620	-	32,620	32,620
Total Revenues	81,010,732	82,799,638	85,371,640	1,019,859	86,391,499	87,837,053
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Clerk of the Circuit Court	168.00	168.00	168.00	-	168.00	168.00
Property Appraiser	52.00	52.00	52.00	-	52.00	52.00
Sheriff	604.00	606.00	606.00	2.00	608.00	608.00
Supervisor of Elections	17.00	18.00	18.00	1.00	19.00	19.00
Tax Collector	86.00	86.00	86.00	-	86.00	86.00
Total Full-Time Equivalents (FTE)	927.00	930.00	930.00	3.00	933.00	933.00
OPS Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Supervisor of Elections	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

Leon County Fiscal Year 2016 Proposed Budget

Constitutional

Clerk of the Circuit Court Summary

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	414,527	413,828	422,105	-	422,105	430,547
Constitutional Payments	1,480,021	1,520,544	1,518,474	-	1,518,474	1,548,699
Total Budgetary Costs	1,894,548	1,934,372	1,940,579	-	1,940,579	1,979,246
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Clerk - Article V Expenses (110-537-614)	414,527	413,828	422,105	-	422,105	430,547
Clerk - Finance Administration (001-132-586)	1,480,021	1,520,544	1,518,474	-	1,518,474	1,548,699
Total Budget	1,894,548	1,934,372	1,940,579	-	1,940,579	1,979,246
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	1,480,021	1,520,544	1,518,474	-	1,518,474	1,548,699
110 Fine and Forfeiture	414,527	413,828	422,105	-	422,105	430,547
Total Revenues	1,894,548	1,934,372	1,940,579	-	1,940,579	1,979,246
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Clerk - Finance Administration	25.00	25.00	25.00	-	25.00	25.00
Clerk - Article V Expenses	143.00	143.00	143.00	-	143.00	143.00
Total Full-Time Equivalents (FTE)	168.00	168.00	168.00	-	168.00	168.00

Leon County Fiscal Year 2016 Proposed Budget**Constitutional****Clerk of the Circuit Court - Clerk - Finance Administration (001-132-586)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Constitutional Payments	1,480,021	1,520,544	1,518,474	-	1,518,474	1,548,699
Total Budgetary Costs	1,480,021	1,520,544	1,518,474	-	1,518,474	1,548,699
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	1,480,021	1,520,544	1,518,474	-	1,518,474	1,548,699
Total Revenues	1,480,021	1,520,544	1,518,474	-	1,518,474	1,548,699
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Clerk - Finance Division	25.00	25.00	25.00	-	25.00	25.00
Total Full-Time Equivalents (FTE)	25.00	25.00	25.00	-	25.00	25.00

The major variances for the FY 2016 Clerk Finance budget are as follows:

Increases to Program Funding:

- Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for a salary adjustment to be determined by the Clerk.

Leon County Fiscal Year 2016 Proposed Budget**Constitutional****Clerk of the Circuit Court - Clerk - Article V Expenses (110-537-614)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	414,527	413,828	422,105	-	422,105	430,547
Total Budgetary Costs	414,527	413,828	422,105	-	422,105	430,547
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
110 Fine and Forfeiture	414,527	413,828	422,105	-	422,105	430,547
Total Revenues	414,527	413,828	422,105	-	422,105	430,547
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Clerk - Courts	101.50	101.50	101.50	-	101.50	101.50
Clerk - Information Services	10.00	10.00	10.00	-	10.00	10.00
Clerk - Administration	31.50	31.50	31.50	-	31.50	31.50
Total Full-Time Equivalents (FTE)	143.00	143.00	143.00	-	143.00	143.00

Clerk's Article V FY 2016 budget reflects costs increases associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises for a salary adjustment to be determined by the Clerk.

Leon County Fiscal Year 2016 Proposed Budget**Constitutional****Property Appraiser (001-512-586)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Constitutional Payments	4,492,670	4,734,406	4,805,388	-	4,805,388	4,949,550
Total Budgetary Costs	4,492,670	4,734,406	4,805,388	-	4,805,388	4,949,550
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	4,492,670	4,734,406	4,805,388	-	4,805,388	4,949,550
Total Revenues	4,492,670	4,734,406	4,805,388	-	4,805,388	4,949,550
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Property Appraiser	1.00	1.00	1.00	-	1.00	1.00
Financial Officer	1.00	1.00	1.00	-	1.00	1.00
Administrative Supervisor/Secretary/Telephone Operator	1.00	1.00	1.00	-	1.00	1.00
Assistant Property Appraiser	1.00	1.00	1.00	-	1.00	1.00
Chief Deputy of Appraisals	1.00	1.00	1.00	-	1.00	1.00
Commercial Analyst	3.00	3.00	3.00	-	3.00	3.00
Exemption/Customer Service Supervisor	1.00	1.00	1.00	-	1.00	1.00
Data Entry Operator	2.00	2.00	2.00	-	2.00	2.00
Chief Information Officer	1.00	1.00	1.00	-	1.00	1.00
Director of Management Services	1.00	1.00	1.00	-	1.00	1.00
Director of Real Estate	1.00	1.00	1.00	-	1.00	1.00
Exempt/Customer Service Technicians	6.00	6.00	6.00	-	6.00	6.00
GIS Coordinator	1.00	1.00	1.00	-	1.00	1.00
GIS/IT Specialist	4.00	4.00	4.00	-	4.00	4.00
Land Appraisers/Sales	3.00	3.00	3.00	-	3.00	3.00
Land Supervisor	1.00	1.00	1.00	-	1.00	1.00
NAL Supervisor	1.00	1.00	1.00	-	1.00	1.00
TPP Supervisor	1.00	1.00	1.00	-	1.00	1.00
Network System Administrator	1.00	1.00	1.00	-	1.00	1.00
Residential Appraisal/Specialist	11.00	11.00	11.00	-	11.00	11.00
RE Title/NAL Technician	4.00	4.00	4.00	-	4.00	4.00
Supervisor/Administrator Field Operations	1.00	1.00	1.00	-	1.00	1.00
TPP Appraiser/Auditor	3.00	3.00	3.00	-	3.00	3.00
Tax Roll Administrator	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	52.00	52.00	52.00	-	52.00	52.00

The major variances for the FY 2016 Property Appraiser budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises for a salary to be determined by the Property Appraiser.

Leon County Fiscal Year 2016 Proposed Budget**Constitutional****Sheriff Summary**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	48,368,815	49,797,909	51,453,830	838,626	52,292,456	54,099,468
Operating	12,926,127	15,519,396	15,350,631	-	15,350,631	15,351,588
Capital Outlay	1,203,131	991,794	640,819	-	640,819	640,819
Grants-in-Aid	2,198,838	2,392,933	2,392,933	-	2,392,933	2,392,933
Interfund Transfers	1,441,791	-	-	-	-	-
Constitutional Payments	-	-	121,155	-	121,155	121,155
Budgeted Reserves	443,316	185,040	155,924	-	155,924	175,694
Sheriff Offset	(301,388)	(1,305,250)	(1,119,295)	-	-1,119,295	(1,119,295)
Total Budgetary Costs	66,280,631	67,581,822	68,995,997	838,626	69,834,623	71,662,362
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Corrections (110-511-586)	31,143,962	32,112,272	32,637,154	293,323	32,930,477	33,729,679
Emergency Management (125-864-525)	-	-	121,155	-	121,155	121,155
Enhanced 9-1-1 (130-180-586)	1,106,375	1,283,200	1,276,500	-	1,276,500	1,296,270
Law Enforcement (110-510-586)	34,030,294	34,186,350	34,961,188	545,303	35,506,491	36,515,258
Total Budget	66,280,631	67,581,822	68,995,997	838,626	69,834,623	71,662,362
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
110 Fine and Forfeiture	65,174,256	66,298,622	67,598,342	838,626	68,436,968	70,244,937
125 Grants	-	-	121,155	-	121,155	121,155
130 9-1-1 Emergency Communications	1,106,375	1,283,200	1,276,500	-	1,276,500	1,296,270
Total Revenues	66,280,631	67,581,822	68,995,997	838,626	69,834,623	71,662,362
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Law Enforcement	304.00	306.00	306.00	2.00	308.00	308.00
Corrections	293.00	293.00	293.00	-	293.00	293.00
Emergency Management	2.00	2.00	2.00	-	2.00	2.00
Enhanced 9-1-1	5.00	5.00	5.00	-	5.00	5.00
Total Full-Time Equivalents (FTE)	604.00	606.00	606.00	2.00	608.00	608.00

Leon County Fiscal Year 2016 Proposed Budget**Constitutional****Sheriff - Law Enforcement (110-510-586)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	27,731,413	27,666,191	28,710,376	545,303	29,255,679	30,263,489
Operating	3,605,179	4,536,496	4,725,355	-	4,725,355	4,726,312
Capital Outlay	796,252	670,980	351,819	-	351,819	351,819
Grants-in-Aid	2,198,838	2,392,933	2,392,933	-	2,392,933	2,392,933
Sheriff Offset	(301,388)	(1,080,250)	(1,219,295)	-	(1,219,295)	(1,219,295)
Total Budgetary Costs	34,030,294	34,186,350	34,961,188	545,303	35,506,491	36,515,258
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
110 Fine and Forfeiture	34,030,294	34,186,350	34,961,188	545,303	35,506,491	36,515,258
Total Revenues	34,030,294	34,186,350	34,961,188	545,303	35,506,491	36,515,258

Preliminary

Leon County Fiscal Year 2016 Proposed Budget

Constitutional

Sheriff - Law Enforcement (110-510-586)

Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Aircraft Mechanic	1.00	1.00	1.00	-	1.00	1.00
Bailiff Security Technician	1.00	1.00	1.00	-	1.00	1.00
Captain	8.00	8.00	8.00	-	8.00	8.00
Clerk Specialist	1.00	1.00	1.00	-	1.00	1.00
Communications Officer	-	1.00	1.00	-	1.00	1.00
Deputy	186.00	186.00	186.00	2.00	188.00	188.00
Evidence Custodian	2.00	2.00	2.00	-	2.00	2.00
Finance Operations Manager	1.00	1.00	1.00	-	1.00	1.00
Fiscal Accounts Payable	1.00	1.00	1.00	-	1.00	1.00
Fleet Maintenance Manager	1.00	1.00	1.00	-	1.00	1.00
Lieutenant	13.00	13.00	13.00	-	13.00	13.00
Sergeant Accreditation	1.00	1.00	1.00	-	1.00	1.00
Major	3.00	3.00	3.00	-	3.00	3.00
Process Server	7.00	7.00	7.00	-	7.00	7.00
Records Clerk	2.00	2.00	2.00	-	2.00	2.00
Records Manager	1.00	1.00	1.00	-	1.00	1.00
Secretary	3.00	2.00	2.00	-	2.00	2.00
Sergeant	28.00	29.00	29.00	-	29.00	29.00
Sheriff	1.00	1.00	1.00	-	1.00	1.00
Victim Advocate	1.00	1.00	1.00	-	1.00	1.00
IT Technician	3.00	3.00	3.00	-	3.00	3.00
Administrative Assistant	1.00	1.00	1.00	-	1.00	1.00
Civil Enforcement Supervisor	1.00	1.00	1.00	-	1.00	1.00
Crime Analyst	4.00	3.00	3.00	-	3.00	3.00
Fingerprint Clerk	1.00	1.00	1.00	-	1.00	1.00
Fiscal Operations Purch/Prop	2.00	2.00	2.00	-	2.00	2.00
Fleet Maintenance Mechanic	3.00	3.00	3.00	-	3.00	3.00
Human Resources Generalist	4.00	4.00	4.00	-	4.00	4.00
Payroll Specialist	1.00	1.00	1.00	-	1.00	1.00
Human Resources Manager	1.00	1.00	1.00	-	1.00	1.00
IT Manager	1.00	1.00	1.00	-	1.00	1.00
Publication Specialist	1.00	1.00	1.00	-	1.00	1.00
Records Custodian	1.00	1.00	1.00	-	1.00	1.00
Records Specialist	2.00	2.00	2.00	-	2.00	2.00
Latent Fingerprint Examiner	1.00	1.00	1.00	-	1.00	1.00
Paralegal	1.00	1.00	1.00	-	1.00	1.00
Public Information Officer	1.00	1.00	1.00	-	1.00	1.00
Fiscal Operations Coordinator	1.00	1.00	1.00	-	1.00	1.00
Warrants Clerk	2.00	2.00	2.00	-	2.00	2.00
Judicial Services Specialist	3.00	3.00	3.00	-	3.00	3.00
Chief Administrative Officer	1.00	1.00	1.00	-	1.00	1.00
Records Technician	4.00	4.00	4.00	-	4.00	4.00
IT Administrator	2.00	2.00	2.00	-	2.00	2.00
Fiscal Clerk II	-	1.00	1.00	-	1.00	1.00
Traffic Support Specialist	-	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	304.00	306.00	306.00	2.00	308.00	308.00

Leon County Fiscal Year 2016 Proposed Budget

Constitutional

Sheriff - Law Enforcement (110-510-586)

The major variances for the FY 2016 Sheriff Law Enforcement budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for a salary adjustment to be determined by the Sheriff.
2. On March 10, 2015, the Board approved a market analysis salary study for all sworn positions in Law Enforcement and Corrections for the Sheriff's office. The result is a 3-year implementation of a Salary Step Pay Plan with a total first year budget impact of \$673,496 of which \$380,173 is for Law Enforcement.
3. The budget proposal reflects costs associated with the addition of two new deputy positions for Law Enforcement, an Internet Crimes Against Children Detective and an additional School Resource Officer (SRO) for Woodville Elementary for a total of \$165,130. The School Board will fund 50% of the new SRO position.
4. \$12,322 for repair and maintenance of vehicles and software.
5. \$93,016 for operating supplies.
6. \$36,500 for training.
7. \$37,980 for travel and per diem.
8. \$10,000 for computer software.
9. \$30,706 for various insurance.

Increases in capital outlay funding:

1. \$57,200 for server replacement and detective laptop computers.
2. \$25,756 for various specialty teams equipment including cameras and thermal vision equipment.
3. \$2,068 for a podium/lectern.
4. \$91,795 for investigations equipment including cameras, a laser mapping system, and a credit card audio transmitter kit.
5. \$175,000 in fleet equipment including 4 patrol cars and 2 unmarked vehicles.

Leon County Fiscal Year 2016 Proposed Budget**Constitutional****Sheriff - Corrections (110-511-586)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	20,371,807	21,807,543	22,435,605	293,323	22,728,928	23,528,130
Operating	8,930,982	10,208,915	9,812,549	-	9,812,549	9,812,549
Capital Outlay	399,382	320,814	289,000	-	289,000	289,000
Interfund Transfers	1,441,791	-	-	-	-	-
Sheriff Offset	-	(225,000)	100,000	-	100,000	100,000
Total Budgetary Costs	31,143,962	32,112,272	32,637,154	293,323	32,930,477	33,729,679
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
110 Fine and Forfeiture	31,143,962	32,112,272	32,637,154	293,323	32,930,477	33,729,679
Total Revenues	31,143,962	32,112,272	32,637,154	293,323	32,930,477	33,729,679
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Major	1.00	1.00	1.00	-	1.00	1.00
Captain	2.00	3.00	3.00	-	3.00	3.00
Lieutenant	11.00	9.00	9.00	-	9.00	9.00
Sergeant	22.00	23.00	23.00	-	23.00	23.00
Correctional Officer	208.00	206.00	206.00	-	206.00	206.00
Correctional Technician	32.00	31.00	31.00	-	31.00	31.00
Administrative Assistant	1.00	2.00	2.00	-	2.00	2.00
Inmate Records Clerk	4.00	4.00	4.00	-	4.00	4.00
Facilities Maintenance Manager	1.00	1.00	1.00	-	1.00	1.00
IT Support Staff	1.00	1.00	1.00	-	1.00	1.00
Fiscal OPS Coordinator	1.00	1.00	1.00	-	1.00	1.00
Facilities Maintenance - Electrician	2.00	2.00	2.00	-	2.00	2.00
Facilities Maintenance - General	3.00	3.00	3.00	-	3.00	3.00
Facilities Maintenance - HVAC	1.00	1.00	1.00	-	1.00	1.00
Facilities Maintenance - Plumber	2.00	1.00	1.00	-	1.00	1.00
Inmate Records Specialist	1.00	2.00	2.00	-	2.00	2.00
Correctional Detective	-	1.00	1.00	-	1.00	1.00
IT Support Supervisor	-	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	293.00	293.00	293.00	-	293.00	293.00

Leon County Fiscal Year 2016 Proposed Budget

Constitutional

Sheriff - Corrections (110-511-586)

The major variances for the FY 2016 Sheriff Corrections budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for a salary adjustment to be determined by Sheriff.
2. On March 10, 2015, the Board approved a market analysis salary study for all sworn positions in Law Enforcement and Corrections for the Sheriff's office. The result is a 3-year implementation of a Salary Step Pay Plan with a total first year budget impact of \$673,496 of which \$293,323 is for Corrections.
3. Reclassifications that created two new position titles, a Correctional Detective and an IT Support Supervisor.
4. \$41,566 for repair and maintenance of software.
5. \$112,100 for operating supplies for the jail including clothing, bedding and kitchen utensils.

Increases in capital outlay funding including:

1. \$23,000 for server replacement.
2. \$240,000 for touch screen upgrade.
3. \$12,000 for 6 laptop computers.
4. \$14,000 for a convection oven.

Decreases to Program Funding:

1. \$118,030 in contractual services including \$71,129 in offsite medical.
2. \$16,256 in insurance.
3. \$209,490 in building repair and maintenance due to the additional capital funding in the Jail CIP.
4. \$7,200 in uniform cleaning.
5. \$73,800 in operating supplies.
6. \$10,000 in jail supplies
7. \$28,000 in data processing supplies.

Preliminary

Leon County Fiscal Year 2016 Proposed Budget**Constitutional****Sheriff - Emergency Management (125-864-525)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Constitutional Payments	-	-	121,155	-	121,155	121,155
Total Budgetary Costs	-	-	121,155	-	121,155	121,155
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
125 Grants	-	-	121,155	-	121,155	121,155
Total Revenues	-	-	121,155	-	121,155	121,155
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Emergency Management Coordinator	1.00	1.00	1.00	-	1.00	1.00
Emergency Management Director	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

Notes:

This program is recommended at the same funding level as the prior fiscal year. The Budget represents the County match for the program's Federal and State grant funding.

Leon County Fiscal Year 2016 Proposed Budget**Constitutional****Sheriff - Enhanced 9-1-1 (130-180-586)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	265,596	324,175	307,849	-	307,849	307,849
Operating	389,966	773,985	812,727	-	812,727	812,727
Capital Outlay	7,497	-	-	-	-	-
Budgeted Reserves	443,316	185,040	155,924	-	155,924	175,694
Total Budgetary Costs	1,106,375	1,283,200	1,276,500	-	1,276,500	1,296,270
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
130 9-1-1 Emergency Communications	1,106,375	1,283,200	1,276,500	-	1,276,500	1,296,270
Total Revenues	1,106,375	1,283,200	1,276,500	-	1,276,500	1,296,270
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Administrative Associate IV	1.00	1.00	1.00	-	1.00	1.00
Customer Services Specialist	1.00	1.00	1.00	-	1.00	1.00
GIS Mapping Specialist	2.00	2.00	2.00	-	2.00	2.00
9-1-1 Systems Manager	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	5.00	5.00	5.00	-	5.00	5.00

The major variances for the FY 2016 Sheriff Enhanced 9 1 1 budget are as follows:

Increases to Program Funding:

1. \$40,000 for repair and maintenance.

Decreases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for a salary adjustment to be determined by the Sheriff.

Leon County Fiscal Year 2016 Proposed Budget**Constitutional****Supervisor of Elections Summary**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	1,904,374	2,045,126	2,518,832	71,233	2,590,065	2,349,416
Operating	1,181,937	1,835,505	2,270,746	110,000	2,380,746	1,862,765
Transportation	4,740	8,714	9,469	-	9,469	9,514
Capital Outlay	50,167	13,292	11,900	-	11,900	19,000
Constitutional Payments	669,712	-	-	-	-	-
Total Budgetary Costs	3,810,930	3,902,637	4,810,947	181,233	4,992,180	4,240,695
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Elections (060-520-586)	166,019	-	-	-	-	-
Elections (060-521-513)	1,247,226	1,776,368	2,753,135	110,000	2,863,135	1,901,139
Elections (060-521-586)	503,693	-	-	-	-	-
SOE Grants (060-525-513)	36,727	-	-	-	-	-
Voter Registration (060-520-513)	1,857,265	2,126,269	2,057,812	71,233	2,129,045	2,339,556
Total Budget	3,810,930	3,902,637	4,810,947	181,233	4,992,180	4,240,695
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
060 Supervisor of Elections	3,810,930	3,902,637	4,810,947	181,233	4,992,180	4,240,695
Total Revenues	3,810,930	3,902,637	4,810,947	181,233	4,992,180	4,240,695
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Voter Registration	17.00	18.00	18.00	1.00	19.00	19.00
Total Full-Time Equivalents (FTE)	17.00	18.00	18.00	1.00	19.00	19.00
OPS Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Elections	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

Leon County Fiscal Year 2016 Proposed Budget

Constitutional

Supervisor of Elections - Voter Registration (060-520-513)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	1,651,160	1,755,082	1,753,422	71,233	1,824,655	1,947,112
Operating	181,367	360,762	294,165	-	294,165	372,519
Transportation	2,612	5,925	5,925	-	5,925	5,925
Capital Outlay	22,126	4,500	4,300	-	4,300	14,000
Total Budgetary Costs	1,857,265	2,126,269	2,057,812	71,233	2,129,045	2,339,556
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
060 Supervisor of Elections	1,857,265	2,126,269	2,057,812	71,233	2,129,045	2,339,556
Total Revenues	1,857,265	2,126,269	2,057,812	71,233	2,129,045	2,339,556
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Elections Systems Specialist	-	-	-	1.00	1.00	1.00
Supervisor of Elections	1.00	1.00	1.00	-	1.00	1.00
Assistant Supervisor of Elect	1.00	1.00	1.00	-	1.00	1.00
Administrative Services Mngr.	1.00	1.00	1.00	-	1.00	1.00
Election Systems Manager	1.00	1.00	1.00	-	1.00	1.00
Voting Systems Manager	1.00	1.00	1.00	-	1.00	1.00
Outreach Coordinator	1.00	1.00	1.00	-	1.00	1.00
Elections Coordinator	1.00	1.00	1.00	-	1.00	1.00
Election Records Manager	1.00	1.00	1.00	-	1.00	1.00
Voting Systems Technician	-	2.00	2.00	-	2.00	2.00
Demographics/GIS Manager	-	1.00	1.00	-	1.00	1.00
Elections Records Specialist	4.00	4.00	4.00	-	4.00	4.00
Election Records Specialist II	1.00	1.00	1.00	-	1.00	1.00
Voting Systems Technician II	2.00	1.00	1.00	-	1.00	1.00
Outreach Specialist	-	1.00	1.00	-	1.00	1.00
Demographics/GIS Manager	1.00	-	-	-	-	-
Voting Operations Technician II	1.00	-	-	-	-	-
Total Full-Time Equivalents (FTE)	17.00	18.00	18.00	1.00	19.00	19.00

The major variances for the FY 2016 Supervisor of Election Voter Registration budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for a salary adjustment to be determined by the Supervisor of Elections.
2. A budget proposal for the addition of an Elections Systems Specialist position at a total cost of \$71,233.
3. \$22,749 for repairs and maintenance.
4. \$2,000 in communications costs.
5. \$18,780 in other current charges and obligations.

Decreases to Program Funding:

1. \$4,750 in professional services.
2. \$15,300 in printing and binding
3. \$7,300 in training.
4. \$74,320 in printing and binding offset by an increase in Elections budget of \$78,862

Leon County Fiscal Year 2016 Proposed Budget**Constitutional****Supervisor of Elections - Elections (060-520-586)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Constitutional Payments	166,019	-	-	-	-	-
Total Budgetary Costs	166,019	-	-	-	-	-
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
060 Supervisor of Elections	166,019	-	-	-	-	-
Total Revenues	166,019	-	-	-	-	-

Preliminary

Leon County Fiscal Year 2016 Proposed Budget

Constitutional

Supervisor of Elections - Elections (060-521-513)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	253,214	290,044	765,410	-	765,410	402,304
Operating	963,842	1,474,743	1,976,581	110,000	2,086,581	1,490,246
Transportation	2,128	2,789	3,544	-	3,544	3,589
Capital Outlay	28,041	8,792	7,600	-	7,600	5,000
Total Budgetary Costs	1,247,226	1,776,368	2,753,135	110,000	2,863,135	1,901,139
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
060 Supervisor of Elections	1,247,226	1,776,368	2,753,135	110,000	2,863,135	1,901,139
Total Revenues	1,247,226	1,776,368	2,753,135	110,000	2,863,135	1,901,139
OPS Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Elections Consolidated OPS	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

The major variances for the FY 2016 Supervisor of Election Elections budget are as follows:

Increases to Program Funding:

- Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for a salary adjustment to be determined by the Supervisor of Elections.
- An additional \$110,000 to cover rental space consolidation costs at the SOE's Voting Operations Center.
- OPS funding in the amount of \$295,808 for the upcoming presidential primary elections cycle.
- \$150,000 for health insurance coverage for additional OPS workers covered by the Affordable Health Care Act.
- Contract services in the amount of \$356,494 for poll workers, temp labor on Election Day and Early voting, and security and traffic control.
- Communications in the amount of \$12,720.
- Postage in the amount of \$9,759.
- Printing and binding in the amount of \$78,862 offset by a decrease in Elections budget of \$74,320.
- Other current charges in the amount of \$17,575.
- Professional services in the amount of \$5,385.
- Travel and per diem in the amount of \$7,000.

Leon County Fiscal Year 2016 Proposed Budget**Constitutional****Supervisor of Elections - Elections (060-521-586)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Constitutional Payments	503,693	-	-	-	-	-
Total Budgetary Costs	503,693	-	-	-	-	-
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
060 Supervisor of Elections	503,693	-	-	-	-	-
Total Revenues	503,693	-	-	-	-	-

Preliminary

Leon County Fiscal Year 2016 Proposed Budget**Constitutional****Supervisor of Elections - SOE Grants (060-525-513)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	36,727	-	-	-	-	-
Total Budgetary Costs	36,727	-	-	-	-	-
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
060 Supervisor of Elections	36,727	-	-	-	-	-
Total Revenues	36,727	-	-	-	-	-

Preliminary

Leon County Fiscal Year 2016 Proposed Budget

Constitutional

Tax Collector Summary

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Constitutional Payments	4,531,952	4,646,401	4,818,729	-	4,818,729	5,005,200
Total Budgetary Costs	4,531,952	4,646,401	4,818,729	-	4,818,729	5,005,200
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Tax Collector (001-513-586)	4,258,068	4,368,000	4,537,178	-	4,537,178	4,717,758
Tax Collector (123-513-586)	66,927	65,920	65,920	-	65,920	65,920
Tax Collector (135-513-586)	133,797	136,000	138,816	-	138,816	144,369
Tax Collector (145-513-586)	33,460	33,361	33,695	-	33,695	34,033
Tax Collector (162-513-586)	6,183	5,500	5,500	-	5,500	5,500
Tax Collector (164-513-586)	4,497	5,000	5,000	-	5,000	5,000
Tax Collector (401-513-586)	29,021	32,620	32,620	-	32,620	32,620
Total Budget	4,531,952	4,646,401	4,818,729	-	4,818,729	5,005,200
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	4,258,068	4,368,000	4,537,178	-	4,537,178	4,717,758
123 Stormwater Utility	66,927	65,920	65,920	-	65,920	65,920
135 Emergency Medical Services MSTU	133,797	136,000	138,816	-	138,816	144,369
145 Fire Services Fee	33,460	33,361	33,695	-	33,695	34,033
162 County Accepted Roadways and Drainage Systems	6,183	5,500	5,500	-	5,500	5,500
164 Special Assessment - Killlearn Lakes Units I and II Sewer	4,497	5,000	5,000	-	5,000	5,000
401 Solid Waste	29,021	32,620	32,620	-	32,620	32,620
Total Revenues	4,531,952	4,646,401	4,818,729	-	4,818,729	5,005,200
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Tax Collector	86.00	86.00	86.00	-	86.00	86.00
Total Full-Time Equivalents (FTE)	86.00	86.00	86.00	-	86.00	86.00

Leon County Fiscal Year 2016 Proposed Budget**Constitutional****Tax Collector - Tax Collector (001-513-586)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Constitutional Payments	4,258,068	4,368,000	4,537,178	-	4,537,178	4,717,758
Total Budgetary Costs	4,258,068	4,368,000	4,537,178	-	4,537,178	4,717,758
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	4,258,068	4,368,000	4,537,178	-	4,537,178	4,717,758
Total Revenues	4,258,068	4,368,000	4,537,178	-	4,537,178	4,717,758
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Tax Collector	86.00	86.00	86.00	-	86.00	86.00
Total Full-Time Equivalents (FTE)	86.00	86.00	86.00	-	86.00	86.00

Notes:

The Board budget allocation is not the entire Tax Collector's budget, but only the portion relative to statutorily charged commissions paid by the County.

The major variances for the FY 2016 Tax Collector budget are as follows:

This budget reflects estimated commission payments associated with the collection of ad valorem taxes. In addition to property taxes levied by the County, according to Florida Statutes, the County is also responsible for all commissions with regard to the School Board ad valorem taxes.

Increases to Program Funding:

1. Increase has to do with increased commission payments associated with increase collections due to the June 1, 2015 preliminary valuations increasing by 4.49% and leaving the millage rate constant. The methodology was used to estimate the portion of the payment increase to the School Board.

Leon County Fiscal Year 2016 Proposed Budget**Constitutional****Tax Collector - Tax Collector (123-513-586)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Constitutional Payments	66,927	65,920	65,920	-	65,920	65,920
Total Budgetary Costs	66,927	65,920	65,920	-	65,920	65,920
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
123 Stormwater Utility	66,927	65,920	65,920	-	65,920	65,920
Total Revenues	66,927	65,920	65,920	-	65,920	65,920

Notes:

The budget reflects estimated commission payments associated with the collection of the non-ad valorem stormwater assessment.

Preliminary

Leon County Fiscal Year 2016 Proposed Budget**Constitutional****Tax Collector - Tax Collector (135-513-586)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Constitutional Payments	133,797	136,000	138,816	-	138,816	144,369
Total Budgetary Costs	133,797	136,000	138,816	-	138,816	144,369
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
135 Emergency Medical Services MSTU	133,797	136,000	138,816	-	138,816	144,369
Total Revenues	133,797	136,000	138,816	-	138,816	144,369

Notes:

The budget reflects an increased estimated commission payment associated with the collection of Emergency Medical Services MSTU ad valorem taxes.

Preliminary

Leon County Fiscal Year 2016 Proposed Budget**Constitutional****Tax Collector - Tax Collector (145-513-586)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Constitutional Payments	33,460	33,361	33,695	-	33,695	34,033
Total Budgetary Costs	33,460	33,361	33,695	-	33,695	34,033
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
145 Fire Services Fee	33,460	33,361	33,695	-	33,695	34,033
Total Revenues	33,460	33,361	33,695	-	33,695	34,033

Notes:

The budget reflects an increased estimated commission payment associated with the collection of the non ad valorem fire service assessment.

Preliminary

Leon County Fiscal Year 2016 Proposed Budget**Constitutional****Tax Collector - Tax Collector (162-513-586)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Constitutional Payments	6,183	5,500	5,500	-	5,500	5,500
Total Budgetary Costs	6,183	5,500	5,500	-	5,500	5,500
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
162 County Accepted Roadways and Drainage Systems Program (CARDS) (162)	6,183	5,500	5,500	-	5,500	5,500
Total Revenues	6,183	5,500	5,500	-	5,500	5,500

Notes:

The budget reflects estimated commission payments associated with the collection of the special assessments on subdivision lots associated with County infrastructure improvements, primarily roadway and associated stormwater improvements.

Leon County Fiscal Year 2016 Proposed Budget**Constitutional****Tax Collector - Tax Collector (164-513-586)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Constitutional Payments	4,497	5,000	5,000	-	5,000	5,000
Total Budgetary Costs	4,497	5,000	5,000	-	5,000	5,000
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
164 Special Assessment - Killearn Lakes Units I and II Sewer	4,497	5,000	5,000	-	5,000	5,000
Total Revenues	4,497	5,000	5,000	-	5,000	5,000

Notes:

The budget reflects estimated commission payments associated with the collection of the special assessments on subdivision lots associated with County infrastructure improvements, primarily roadway and associated stormwater improvements.

Leon County Fiscal Year 2016 Proposed Budget**Constitutional****Tax Collector - Tax Collector (401-513-586)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Constitutional Payments	29,021	32,620	32,620	-	32,620	32,620
Total Budgetary Costs	29,021	32,620	32,620	-	32,620	32,620
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
401 Solid Waste	29,021	32,620	32,620	-	32,620	32,620
Total Revenues	29,021	32,620	32,620	-	32,620	32,620

Notes:

This budget reflects estimated commission payments associated with the collection of the unincorporated area solid waste disposal non ad valorem assessment.

Preliminary

Leon County Fiscal Year 2016 Proposed Budget

Judicial

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	504,832	495,794	500,714	(44,475)	456,239	466,677
Operating	220,587	264,012	276,195	-	276,195	276,195
Capital Outlay	510	51,623	53,580	6,000	59,580	59,865
Grants-in-Aid	176,500	185,704	188,090	100,000	288,090	188,779
Total Budgetary Costs	902,429	997,133	1,018,579	61,525	1,080,104	991,516
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Court Administration	238,897	240,420	211,707	-	211,707	216,052
State Attorney	99,767	108,255	117,685	-	117,685	117,685
Public Defender	130,306	131,245	148,950	-	148,950	148,950
Other Court-Related Programs	418,221	495,931	516,575	55,525	572,100	479,167
Guardian Ad Litem	15,239	21,282	23,662	6,000	29,662	29,662
Total Budget	902,429	997,133	1,018,579	61,525	1,080,104	991,516
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	254,136	261,702	235,369	6,000	241,369	245,714
110 Fine and Forfeiture	362,573	373,582	401,145	100,000	501,145	401,549
114 Family Law Legal Services	146,210	155,358	166,383	(44,475)	121,908	124,360
117 Judicial Programs	139,510	206,491	215,682	-	215,682	219,893
Total Revenues	902,429	997,133	1,018,579	61,525	1,080,104	991,516
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Court Administration	3.00	2.90	2.72	-	2.72	2.72
Other Court-Related Programs	5.50	5.61	5.78	(1.00)	4.78	4.78
Total Full-Time Equivalents (FTE)	8.50	8.50	8.50	(1.00)	7.50	7.50

Leon County Fiscal Year 2016 Proposed Budget

Judicial

Court Administration Summary

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	197,690	179,634	171,277	-	171,277	175,622
Operating	41,207	60,786	40,430	-	40,430	40,430
Total Budgetary Costs	238,897	240,420	211,707	-	211,707	216,052
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Court Administration (001-540-601)	188,885	231,420	200,647	-	200,647	204,992
Court Information Systems (001-540-713)	13,226	9,000	11,060	-	11,060	11,060
Court Operating (001-540-719)	36,785	-	-	-	-	-
Total Budget	238,897	240,420	211,707	-	211,707	216,052
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	238,897	240,420	211,707	-	211,707	216,052
Total Revenues	238,897	240,420	211,707	-	211,707	216,052
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Court Administration	3.00	2.90	2.72	-	2.72	2.72
Total Full-Time Equivalents (FTE)	3.00	2.90	2.72	-	2.72	2.72

Leon County Fiscal Year 2016 Proposed Budget**Judicial****Court Administration - Court Administration (001-540-601)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	197,690	179,634	171,277	-	171,277	175,622
Operating	(8,805)	51,786	29,370	-	29,370	29,370
Total Budgetary Costs	188,885	231,420	200,647	-	200,647	204,992
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	188,885	231,420	200,647	-	200,647	204,992
Total Revenues	188,885	231,420	200,647	-	200,647	204,992
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Court Mental Health Coord.	1.00	1.00	1.00	-	1.00	1.00
Clerical Assistant	1.00	1.00	1.00	-	1.00	1.00
Trial Court Marshal	1.00	0.72	0.72	-	0.72	0.72
Court Liaison Officer	-	0.18	-	-	-	-
Total Full-Time Equivalents (FTE)	3.00	2.90	2.72	-	2.72	2.72

The major variances for the FY 2016 Court Administration budget are as follows:

Increases to Program Funding:

1. Contractual services in the amount of \$684

Decreases to Program Funding:

1. Personnel Services costs associated with adjustments made to position splits of the Trial Court Marshall and Court Liaison Officer positions between Court Administration and Judicial Programs/Article V. These decreases are offset by costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises for a salary adjustment to be determined by Court Administration.
2. Rentals and leases in the amount of \$21,301 from a shift in copier leases costs to the Management Information Systems budget.
3. Operating supplies decreased by \$3,200

Leon County Fiscal Year 2016 Proposed Budget**Judicial****Court Administration - Court Information Systems (001-540-713)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	13,226	9,000	11,060	-	11,060	11,060
Total Budgetary Costs	13,226	9,000	11,060	-	11,060	11,060
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	13,226	9,000	11,060	-	11,060	11,060
Total Revenues	13,226	9,000	11,060	-	11,060	11,060

Notes:

In FY08 new reporting requirements for Article V entities were implemented. The FY14 actuals depict the total amount funded by the County for Article V other operating costs. These expenses are currently funded in the Court Administration operating budget and the actual expenses will be reported separately each year. In FY16, communications costs increased by \$2,060.

Leon County Fiscal Year 2016 Proposed Budget**Judicial****Court Administration - Court Operating (001-540-719)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	36,785	-	-	-	-	-
Total Budgetary Costs	36,785	-	-	-	-	-
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	36,785	-	-	-	-	-
Total Revenues	36,785	-	-	-	-	-

Preliminary

Leon County Fiscal Year 2016 Proposed Budget

Judicial

State Attorney Summary

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	37,000	37,000	37,000	-	37,000	37,000
Operating	62,767	71,255	80,685	-	80,685	80,685
Total Budgetary Costs	99,767	108,255	117,685	-	117,685	117,685
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
State Attorney (110-532-602)	28,088	98,600	98,600	-	98,600	98,600
State Attorney (110-532-713)	12,852	9,655	19,085	-	19,085	19,085
State Attorney (110-532-719)	58,827	-	-	-	-	-
Total Budget	99,767	108,255	117,685	-	117,685	117,685
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
110 Fine and Forfeiture	99,767	108,255	117,685	-	117,685	117,685
Total Revenues	99,767	108,255	117,685	-	117,685	117,685

Leon County Fiscal Year 2016 Proposed Budget**Judicial****State Attorney - State Attorney (110-532-602)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	37,000	37,000	37,000	-	37,000	37,000
Operating	(8,912)	61,600	61,600	-	61,600	61,600
Total Budgetary Costs	28,088	98,600	98,600	-	98,600	98,600
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
110 Fine and Forfeiture	28,088	98,600	98,600	-	98,600	98,600
Total Revenues	28,088	98,600	98,600	-	98,600	98,600

The State Attorney's budget is recommended at the same funding level as the previous fiscal year.

Leon County Fiscal Year 2016 Proposed Budget**Judicial****State Attorney - State Attorney (110-532-713)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	12,852	9,655	19,085	-	19,085	19,085
Total Budgetary Costs	12,852	9,655	19,085	-	19,085	19,085
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
110 Fine and Forfeiture	12,852	9,655	19,085	-	19,085	19,085
Total Revenues	12,852	9,655	19,085	-	19,085	19,085

Preliminary

Leon County Fiscal Year 2016 Proposed Budget**Judicial****State Attorney - State Attorney (110-532-719)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	58,827	-	-	-	-	-
Total Budgetary Costs	58,827	-	-	-	-	-
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
110 Fine and Forfeiture	58,827	-	-	-	-	-
Total Revenues	58,827	-	-	-	-	-

Preliminary

Leon County Fiscal Year 2016 Proposed Budget**Judicial****Public Defender Summary**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	37,000	37,000	37,000	-	37,000	37,000
Operating	93,306	94,245	111,950	-	111,950	111,950
Total Budgetary Costs	130,306	131,245	148,950	-	148,950	148,950
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Public Defender (110-533-603)	25,156	118,525	118,525	-	118,525	118,525
Public Defender (110-533-713)	21,657	12,720	30,425	-	30,425	30,425
Public Defender (110-533-719)	83,493	-	-	-	-	-
Total Budget	130,306	131,245	148,950	-	148,950	148,950
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
110 Fine and Forfeiture	130,306	131,245	148,950	-	148,950	148,950
Total Revenues	130,306	131,245	148,950	-	148,950	148,950

Leon County Fiscal Year 2016 Proposed Budget**Judicial****Public Defender - Public Defender (110-533-603)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	37,000	37,000	37,000	-	37,000	37,000
Operating	(11,844)	81,525	81,525	-	81,525	81,525
Total Budgetary Costs	25,156	118,525	118,525	-	118,525	118,525
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
110 Fine and Forfeiture	25,156	118,525	118,525	-	118,525	118,525
Total Revenues	25,156	118,525	118,525	-	118,525	118,525

Notes:

The FY16 Public Defender's budget is recommended at the same funding level as the previous fiscal year.

Leon County Fiscal Year 2016 Proposed Budget**Judicial****Public Defender - Public Defender (110-533-713)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	21,657	12,720	30,425	-	30,425	30,425
Total Budgetary Costs	21,657	12,720	30,425	-	30,425	30,425
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
110 Fine and Forfeiture	21,657	12,720	30,425	-	30,425	30,425
Total Revenues	21,657	12,720	30,425	-	30,425	30,425

Preliminary

Leon County Fiscal Year 2016 Proposed Budget**Judicial****Public Defender - Public Defender (110-533-719)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	83,493	-	-	-	-	-
Total Budgetary Costs	83,493	-	-	-	-	-
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
110 Fine and Forfeiture	83,493	-	-	-	-	-
Total Revenues	83,493	-	-	-	-	-

Preliminary

Leon County Fiscal Year 2016 Proposed Budget

Judicial

Other Court-Related Programs Summary

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	233,142	242,160	255,437	(44,475)	210,962	217,055
Operating	8,068	16,444	19,468	-	19,468	19,468
Capital Outlay	510	51,623	53,580	-	53,580	53,865
Grants-in-Aid	176,500	185,704	188,090	100,000	288,090	188,779
Total Budgetary Costs	418,221	495,931	516,575	55,525	572,100	479,167
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Alternative Juvenile Programs (117-509-569)	47,500	51,623	54,942	-	54,942	56,882
Court Administration - Teen Court (114-586-662)	146,210	155,358	166,383	(44,475)	121,908	124,360
Judicial Programs/Article V (117-548-662)	47,500	51,623	53,580	-	53,580	55,281
Law Library (117-546-714)	510	51,623	53,580	-	53,580	53,865
Legal Aid - Court (117-555-715)	44,000	51,622	53,580	-	53,580	53,865
Legal Aid (110-555-715)	132,500	134,082	134,510	100,000	234,510	134,914
Total Budget	418,221	495,931	516,575	55,525	572,100	479,167
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
110 Fine and Forfeiture	132,500	134,082	134,510	100,000	234,510	134,914
114 Family Law Legal Services	146,210	155,358	166,383	(44,475)	121,908	124,360
117 Judicial Programs	139,510	206,491	215,682	-	215,682	219,893
Total Revenues	418,221	495,931	516,575	55,525	572,100	479,167
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Court Administration - Teen Court	3.00	3.00	3.00	(1.00)	2.00	2.00
Alternative Juvenile Programs	1.00	1.00	1.00	-	1.00	1.00
Judicial Programs/Article V	1.50	1.61	1.78	-	1.78	1.78
Total Full-Time Equivalents (FTE)	5.50	5.61	5.78	(1.00)	4.78	4.78

Leon County Fiscal Year 2016 Proposed Budget**Judicial****Other Court-Related Programs - Legal Aid (110-555-715)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Grants-in-Aid	132,500	134,082	134,510	100,000	234,510	134,914
Total Budgetary Costs	132,500	134,082	134,510	100,000	234,510	134,914
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
110 Fine and Forfeiture	132,500	134,082	134,510	100,000	234,510	134,914
Total Revenues	132,500	134,082	134,510	100,000	234,510	134,914

The major variances for the FY 2016 Other Court Related Programs – Legal Aid budget is as follows:

Increases to Program Funding:

1. Contracts or other improvements to services delivered in the amount of \$428. This increase corresponds with the amount in funding from revenues collected from the \$65 criminal violation court costs used to fund other court programs in Fund 117.

The \$100,000 budget proposal reflects a portion of the \$200,000 increase requested by Legal Services of North Florida for FY2016 due to funding decreases from federal and state resources. At the March 10, 2015 Board meeting, the Board directed staff to bring back a budget discussion item regarding this request for the June 23, 2015 Budget Workshop.

Leon County Fiscal Year 2016 Proposed Budget**Judicial****Other Court-Related Programs - Court Administration - Teen Court (114-586-662)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	139,244	144,046	155,622	(44,475)	111,147	113,599
Operating	6,966	11,312	10,761	-	10,761	10,761
Total Budgetary Costs	146,210	155,358	166,383	(44,475)	121,908	124,360
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
114 Family Law Legal Services	146,210	155,358	166,383	(44,475)	121,908	124,360
Total Revenues	146,210	155,358	166,383	(44,475)	121,908	124,360
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Case Coordinator	1.00	1.00	1.00	-	1.00	1.00
Teen Court Dir./Volunteer Coor	1.00	1.00	1.00	-	1.00	1.00
Teen Court Education Coordinator	1.00	1.00	1.00	(1.00)	-	-
Total Full-Time Equivalents (FTE)	3.00	3.00	3.00	(1.00)	2.00	2.00

The major variances for the FY 2016 Teen Court budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises for a salary adjustment to be determined by Court Administration.

Decreases to Program Funding:

1. Operating supplies in the amount of \$551.

Due to a decline in traffic citations, the FY16 Teen Court fee revenue generated from the \$3.00 fee will not be sufficient to support the program. In a letter to the Board of County Commissioners, the Chief Judge of the 2nd Judicial Circuit has requested Board funding support to maintain the current level of service for this program as part of the local funding requirement. A budget discussion item recommends that the program remain at a level that is supported by the \$3.00 fee. The Educational Coordinator position of the program will be discontinued. The 2nd Judicial Circuit is the only circuit in the state that provides the educational component as part of the Teen Court Program.

Leon County Fiscal Year 2016 Proposed Budget**Judicial****Other Court-Related Programs - Alternative Juvenile Programs (117-509-569)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	47,500	51,623	54,942	-	54,942	56,882
Total Budgetary Costs	47,500	51,623	54,942	-	54,942	56,882
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
117 Judicial Programs	47,500	51,623	54,942	-	54,942	56,882
Total Revenues	47,500	51,623	54,942	-	54,942	56,882
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Juvenile Alt. Sanction Coord	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

On June 8, 2004 the Board of County Commissioners authorized the imposition of a \$65 criminal violation court costs. In accordance with Florida Statutes and the enabling County Ordinance, the proceeds from the \$65.00 fine are to be used as follows: 25% to supplement State funding requirements related to the implementation of a Statewide court system or to pay for local requirements; 25% to be used to fund legal aid programs; 25% to be used to fund law library personnel and materials; and 25% to be used to fund alternative juvenile programs. At the end of the fiscal year, any fund balance remaining shall be utilized in subsequent fiscal years for the funding of either State or local requirements. For FY16, the budget reflects a slight increase in anticipated revenue.

The major variances for the FY 2016 Alternative Juvenile Programs budget are as follows:

Increase to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0% 5% based on a 3% average. Budget increase reflects the budgeting of revenues/credits received from the five surrounding counties within the 2nd Judicial Circuit that assist in funding this program. This budgeting reflects the requirements of reporting Article V expenditures to the State.

Leon County Fiscal Year 2016 Proposed Budget**Judicial****Other Court-Related Programs - Law Library (117-546-714)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Capital Outlay	510	51,623	53,580	-	53,580	53,865
Total Budgetary Costs	510	51,623	53,580	-	53,580	53,865
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
117 Judicial Programs	510	51,623	53,580	-	53,580	53,865
Total Revenues	510	51,623	53,580	-	53,580	53,865

On June 8, 2004 the Board of County Commissioners authorized the imposition of a \$65 criminal violation court costs. In accordance with Florida Statutes and the enabling County Ordinance, the proceeds from the \$65.00 fine are to be used as follows: 25% to supplement State funding requirements related to the implementation of a Statewide court system or to pay for local requirements; 25% to be used to fund legal aid programs; 25% to be used to fund law library personnel and materials; and 25% to be used to fund alternative juvenile programs. At the end of the fiscal year, any fund balance remaining shall be utilized in subsequent fiscal years for the funding of either State or local requirements. For FY16, the budget reflects a slight increase in anticipated revenue.

Leon County Fiscal Year 2016 Proposed Budget**Judicial****Other Court-Related Programs - Judicial Programs/Article V (117-548-662)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	46,398	46,491	44,873	-	44,873	46,574
Operating	1,102	5,132	8,707	-	8,707	8,707
Total Budgetary Costs	47,500	51,623	53,580	-	53,580	55,281
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
117 Judicial Programs	47,500	51,623	53,580	-	53,580	55,281
Total Revenues	47,500	51,623	53,580	-	53,580	55,281
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Trial Court Marshal	-	0.28	0.28	-	0.28	0.28
Court Liaison Officer	0.50	0.33	0.50	-	0.50	0.50
Integrated Computer Sy Int Dev	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	1.50	1.61	1.78	-	1.78	1.78

On June 8, 2004 the Board of County Commissioners authorized the imposition of a \$65 criminal violation court costs. In accordance with Florida Statutes and the enabling County Ordinance, the proceeds from the \$65.00 fine are to be used as follows: 25% to supplement State funding requirements related to the implementation of a Statewide court system or to pay for local requirements; 25% to be used to fund legal aid programs; 25% to be used to fund law library personnel and materials; and 25% to be used to fund alternative juvenile programs. At the end of the fiscal year, any fund balance remaining shall be utilized in subsequent fiscal years for the funding of either State or local requirements. For FY16, the budget reflects a slight increase in anticipated revenue.

The major variances for the FY 2016 Judicial Programs/Article V budget are as follows:

Decreases to Program Funding:

1. Personnel Services costs associated with adjustments made to position splits of the Trial Court Marshal and Court Liaison Officer positions between Court Administration and Judicial Programs/Article V. Additional Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises in a range of 0% 5% based on a 3% average. Budget decrease also reflects the budgeting of revenues/credits received from the five surrounding counties within the 2nd Judicial Circuit that assist in funding this program. This budgeting reflects the requirements of reporting Article V expenditures to the State.

Leon County Fiscal Year 2016 Proposed Budget**Judicial****Other Court-Related Programs - Legal Aid - Court (117-555-715)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Grants-in-Aid	44,000	51,622	53,580	-	53,580	53,865
Total Budgetary Costs	44,000	51,622	53,580	-	53,580	53,865
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
117 Judicial Programs	44,000	51,622	53,580	-	53,580	53,865
Total Revenues	44,000	51,622	53,580	-	53,580	53,865

On June 8, 2004 the Board of County Commissioners authorized the imposition of a \$65 criminal violation court costs. In accordance with Florida Statutes and the enabling County Ordinance, the proceeds from the \$65.00 fine are to be used as follows: 25% to supplement State funding requirements related to the implementation of a Statewide court system or to pay for local requirements; 25% to be used to fund legal aid programs; 25% to be used to fund law library personnel and materials; and 25% to be used to fund alternative juvenile programs. At the end of the fiscal year, any fund balance remaining shall be utilized in subsequent fiscal years for the funding of either State or local requirements. For FY16, the budget increase reflects a slight increase in anticipated revenue.

Leon County Fiscal Year 2016 Proposed Budget**Judicial****Guardian Ad Litem Summary**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	15,239	21,282	23,662	-	23,662	23,662
Capital Outlay	-	-	-	6,000	6,000	6,000
Total Budgetary Costs	15,239	21,282	23,662	6,000	29,662	29,662
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
GAL Information Systems (001-547-713)	10,386	1,490	3,720	-	3,720	3,720
GAL Operating (001-547-719)	6,258	-	-	-	-	-
Guardian Ad Litem (001-547-685)	(1,406)	19,792	19,942	6,000	25,942	25,942
Total Budget	15,239	21,282	23,662	6,000	29,662	29,662
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	15,239	21,282	23,662	6,000	29,662	29,662
Total Revenues	15,239	21,282	23,662	6,000	29,662	29,662

Leon County Fiscal Year 2016 Proposed Budget**Judicial****Guardian Ad Litem - Guardian Ad Litem (001-547-685)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	(1,406)	19,792	19,942	-	19,942	19,942
Capital Outlay	-	-	-	6,000	6,000	6,000
Total Budgetary Costs	(1,406)	19,792	19,942	6,000	25,942	25,942
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	(1,406)	19,792	19,942	6,000	25,942	25,942
Total Revenues	(1,406)	19,792	19,942	6,000	25,942	25,942

The major variances for the FY 2016 Guardian Ad Litem budget are as follows:

Increases to Program Funding:

- Budget issue is related to the purchase of 4 laptop computers with wireless for the Guardian Ad Litem attorneys for a total cost of \$6,000.

Leon County Fiscal Year 2016 Proposed Budget**Judicial****Guardian Ad Litem - GAL Information Systems (001-547-713)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	10,386	1,490	3,720	-	3,720	3,720
Total Budgetary Costs	10,386	1,490	3,720	-	3,720	3,720
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	10,386	1,490	3,720	-	3,720	3,720
Total Revenues	10,386	1,490	3,720	-	3,720	3,720

Preliminary

Leon County Fiscal Year 2016 Proposed Budget**Judicial****Guardian Ad Litem - GAL Operating (001-547-719)**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	6,258	-	-	-	-	-
Total Budgetary Costs	6,258	-	-	-	-	-
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	6,258	-	-	-	-	-
Total Revenues	6,258	-	-	-	-	-

Preliminary

Leon County Fiscal Year 2016 Proposed Budget

Non-Operating

Non-operating funding is provided by the Leon County Board of County Commissioners for activities for which costs does not apply solely to any specific County department's function, but are either applicable to the operation of County government as a whole, or are provided for the public good. The County employees that are responsible for the administration of these programs are included in the specific County Administrator department budgets.

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	297,502	349,156	352,131	-	352,131	358,299
Operating	15,225,192	16,148,831	18,458,239	35,000	18,493,239	18,647,258
Transportation	160,023	196,833	277,325	-	277,325	277,325
Grants-in-Aid	1,540,615	1,488,500	1,386,160	25,000	1,411,160	1,406,818
Budgeted Reserves	-	677,002	444,649	-	444,649	440,156
Total Budgetary Costs	17,223,332	18,860,322	20,918,504	60,000	20,978,504	21,129,856
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Non-Departmental	3,240	-	-	-	-	-
Fire Control	6,889,465	6,795,249	7,946,149	-	7,946,149	7,945,211
Other Non-Operating	5,411,421	6,041,972	6,787,553	35,000	6,822,553	7,004,336
Risk Financing & Workers Comp	2,754,882	3,280,985	3,392,722	-	3,392,722	3,392,722
Line Item Funding	552,425	150,000	100,000	25,000	125,000	100,000
Communications	558,028	820,245	1,103,438	-	1,103,438	1,103,438
Cost Allocations	-	-	-	-	-	-
Budgeted Reserves	-	677,002	444,649	-	444,649	440,156
Risk Allocations	1,053,872	1,094,869	1,143,993	-	1,143,993	1,143,993
Total Budget	17,223,332	18,860,322	20,918,504	60,000	20,978,504	21,129,856
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	(2,189,236)	(2,081,511)	(2,052,169)	60,000	(1,992,169)	(2,137,071)
060 Supervisor of Elections	17,659	16,486	16,542	-	16,542	16,542
106 Transportation Trust	1,408,964	1,401,920	1,470,805	-	1,470,805	1,524,535
110 Fine and Forfeiture	983,149	1,470,187	1,408,698	-	1,408,698	1,429,356
111 Probation Services	513,558	466,589	548,898	-	548,898	564,198
114 Family Law Legal Services	9,739	9,714	9,634	-	9,634	9,874
116 Drug Abuse Trust	57,176	52,540	62,510	-	62,510	63,175
117 Judicial Programs	-	609	3,169	-	3,169	3,232
120 Building Inspection	172,412	228,233	241,099	-	241,099	248,089
121 Development Services & Environmental Management	463,756	608,761	685,107	-	685,107	704,967
123 Stormwater Utility	445,696	389,964	429,535	-	429,535	441,295
125 Grants	5,578	91,834	91,710	-	91,710	91,710
130 9-1-1 Emergency Communications	5,011	5,000	6,000	-	6,000	6,180
131 Radio Communication Systems	1,123,605	1,091,224	1,214,332	-	1,214,332	1,250,762
135 Emergency Medical Services MSTU	1,275,164	1,306,752	1,432,226	-	1,432,226	1,473,236
140 Municipal Service	1,818,827	1,890,263	1,936,965	-	1,936,965	2,008,674
145 Fire Services Fee	6,889,465	6,845,249	7,999,426	-	7,999,426	7,999,088
160 Tourism Development	131,384	210,790	254,580	-	254,580	260,250
164 Special Assessment - Killearn Lakes Units I and II Sewer	224,265	232,500	232,500	-	232,500	232,500
165 Bank of America Building Operations	54,887	134,037	60,524	-	60,524	61,184
166 Huntington Oaks Plaza	9,565	15,772	17,235	-	17,235	17,325
401 Solid Waste	664,623	505,384	564,236	-	564,236	579,926
501 Insurance Service	2,785,623	3,330,554	3,436,781	-	3,436,781	3,432,668
502 Communications Trust	341,928	595,782	837,708	-	837,708	837,708
505 Motor Pool	10,535	41,689	10,453	-	10,453	10,453
Total Revenues	17,223,332	18,860,322	20,918,504	60,000	20,978,504	21,129,856

Leon County Fiscal Year 2016 Proposed Budget

Other Non-Operating

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	297,502	349,156	352,131	-	352,131	358,299
Operating	4,105,730	4,329,316	5,149,262	35,000	5,184,262	5,339,219
Grants-in-Aid	1,008,190	1,363,500	1,286,160	-	1,286,160	1,306,818
Total Budgetary Costs	5,411,421	6,041,972	6,787,553	35,000	6,822,553	7,004,336
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
800 Mhz System Maintenance (131-529-519)	1,115,064	1,088,224	1,211,332	-	1,211,332	1,247,672
Capital Regional Transportation Planning Agency (001-402-515)	223,504	238,206	241,181	-	241,181	247,349
CRA-Payment (001-972-559)	1,311,879	1,681,225	2,136,763	-	2,136,763	2,200,866
Drug Abuse (116-800-562)	57,176	52,540	52,920	-	52,920	53,395
Grant Match Funds (125-991-595)	-	90,000	90,000	-	90,000	90,000
Juvenile Detention Payment - State (110-620-689)	712,053	1,100,000	1,022,660	-	1,022,660	1,043,318
Non-Operating General Fund (001-820-519)	829,610	806,959	898,270	35,000	933,270	933,270
Payment to City- Parks & Recreation (140-838-572)	1,169,944	1,171,893	1,271,502	-	1,271,502	1,325,541
Public Works Admin Chargebacks (106-978-541)	(301,081)	(500,000)	(450,000)	-	(450,000)	(450,000)
Sewer Services Killearn Lakes Units I and II (164-838-535)	224,265	232,500	232,500	-	232,500	232,500
Summer Youth Employment (001-278-551)	68,007	80,425	80,425	-	80,425	80,425
Youth Sports Teams (001-379-572)	1,000	-	-	-	-	-
Total Budget	5,411,421	6,041,972	6,787,553	35,000	6,822,553	7,004,336
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	2,434,000	2,806,815	3,356,639	35,000	3,391,639	3,461,910
106 Transportation Trust	(301,081)	(500,000)	(450,000)	-	(450,000)	(450,000)
110 Fine and Forfeiture	712,053	1,100,000	1,022,660	-	1,022,660	1,043,318
116 Drug Abuse Trust	57,176	52,540	52,920	-	52,920	53,395
125 Grants	-	90,000	90,000	-	90,000	90,000
131 Radio Communication Systems	1,115,064	1,088,224	1,211,332	-	1,211,332	1,247,672
140 Municipal Service	1,169,944	1,171,893	1,271,502	-	1,271,502	1,325,541
164 Special Assessment - Killearn Lakes Units I and II Sewer	224,265	232,500	232,500	-	232,500	232,500
Total Revenues	5,411,421	6,041,972	6,787,553	35,000	6,822,553	7,004,336
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Capital Regional Transportation Planning Agency	2.00	2.00	2.00	-	2.00	2.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

Leon County Fiscal Year 2016 Proposed Budget

Non-Operating

Communications Summary

The Communications Trust Fund accounts for the resources and expenditures associated with the County's centralized telecommunications network, which includes the telephone and internet systems. The individual departments and agencies are assessed based on the number of internet connections, data lines, and telephone usage within their individual areas. The increase in funding is due to the expansion of the phone system to other Leon County government offices, offset by a slight decline in the provider's rates.

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	558,028	820,245	1,103,438	-	1,103,438	1,103,438
Total Budgetary Costs	558,028	820,245	1,103,438	-	1,103,438	1,103,438

Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Communications Trust (502-900-590)	341,928	595,782	837,708	-	837,708	837,708
MIS Automation - Animal Control (140-470-562)	660	710	710	-	710	710
MIS Automation - Building Inspection (120-470-524)	720	1,800	1,900	-	1,900	1,900
MIS Automation - EMS Fund (135-470-526)	3,650	8,595	8,920	-	8,920	8,920
MIS Automation - General Fund (001-470-519)	138,120	136,675	160,540	-	160,540	160,540
MIS Automation - Growth Management (121-470-537)	6,530	6,300	7,150	-	7,150	7,150
MIS Automation - Motor Pool Fund (505-470-519)	420	415	570	-	570	570
MIS Automation - Parks and Recreation (140-470-572)	540	335	2,940	-	2,940	2,940
MIS Automation - Probation Services (111-470-523)	3,330	3,860	6,590	-	6,590	6,590
MIS Automation - Public Defender (110-470-603)	16,320	16,393	21,520	-	21,520	21,520
MIS Automation - Solid Waste Fund (401-470-534)	13,480	18,485	19,400	-	19,400	19,400
MIS Automation - State Attorney (110-470-602)	11,920	12,480	14,140	-	14,140	14,140
MIS Automation - Stormwater (123-470-538)	500	-	-	-	-	-
MIS Automation - Tourism Development (160-470-552)	8,560	8,815	8,820	-	8,820	8,820
MIS Automation - Transportation Trust (106-470-541)	11,350	9,600	12,530	-	12,530	12,530
Total Budget	558,028	820,245	1,103,438	-	1,103,438	1,103,438

Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	138,120	136,675	160,540	-	160,540	160,540
106 Transportation Trust	11,350	9,600	12,530	-	12,530	12,530
110 Fine and Forfeiture	28,240	28,873	35,660	-	35,660	35,660
111 Probation Services	3,330	3,860	6,590	-	6,590	6,590
120 Building Inspection	720	1,800	1,900	-	1,900	1,900
121 Development Services & Environmental Management Fund	6,530	6,300	7,150	-	7,150	7,150
123 Stormwater Utility	500	-	-	-	-	-
135 Emergency Medical Services MSTU	3,650	8,595	8,920	-	8,920	8,920
140 Municipal Service	1,200	1,045	3,650	-	3,650	3,650
160 Tourism Development	8,560	8,815	8,820	-	8,820	8,820
401 Solid Waste	13,480	18,485	19,400	-	19,400	19,400
502 Communications Trust	341,928	595,782	837,708	-	837,708	837,708
505 Motor Pool	420	415	570	-	570	570
Total Revenues	558,028	820,245	1,103,438	-	1,103,438	1,103,438

Leon County Fiscal Year 2016 Proposed Budget

Non-Operating

Cost Allocations Summary

Cost allocations are a method for the County to distribute general and administrative costs throughout the organization. On an annual basis, the County engages a cost plan consultant to determine the appropriate distribution of costs. These are costs incurred by the General Fund on behalf of the entire organization. Costs include such items as Purchasing, Facilities Management, Human Resources, Office of Management & Budget, the County Attorney's Office, Management Information Systems and other non-departmental costs.

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	-	-	-	-	-	-
Total Budgetary Costs	-	-	-	-	-	-
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Indirect Costs - Bank of America (165-499-519)	17,064	22,000	22,000	-	22,000	22,660
Indirect Costs - Building Inspections (120-499-524)	165,000	219,000	233,000	-	233,000	239,990
Indirect Costs - Emergency 911 (130-499-525)	5,011	5,000	6,000	-	6,000	6,180
Indirect Costs - EMS (135-499-526)	1,219,432	1,114,000	1,367,000	-	1,367,000	1,408,010
Indirect Costs - Fire Services (145-499-522)	-	50,000	20,000	-	20,000	20,600
Indirect Costs - General Fund (001-499-519)	(5,760,392)	(5,791,000)	(6,339,100)	-	(6,339,100)	(6,529,273)
Indirect Costs - Growth Management (121-499-537)	440,000	585,000	662,000	-	662,000	681,860
Indirect Costs - Huntington Oaks Plaza (166-499-519)	1,781	2,000	3,000	-	3,000	3,090
Indirect Costs - Insurance Service (501-499-596)	30,741	20,000	19,000	-	19,000	19,570
Indirect Costs - Judicial Programs (117-499-601)	-	-	2,100	-	2,100	2,163
Indirect Costs - Municipal Services (Animal Control) (140-499-562)	116,983	90,000	92,000	-	92,000	94,760
Indirect Costs - Municipal Services (Parks) (140-499-572)	464,947	520,000	497,000	-	497,000	511,910
Indirect Costs - Probation Services (111-499-523)	489,606	416,000	510,000	-	510,000	525,300
Indirect Costs - Radio Communications (131-499-519)	8,541	3,000	3,000	-	3,000	3,090
Indirect Costs - Solid Waste (401-499-534)	626,575	460,000	523,000	-	523,000	538,690
Indirect Costs - Stormwater Utility (123-499-538)	425,552	353,000	392,000	-	392,000	403,760
Indirect Costs - Teen Court (114-499-662)	8,251	8,000	8,000	-	8,000	8,240
Indirect Costs - Tourism Development (160-499-552)	115,908	154,000	189,000	-	189,000	194,670
Indirect Costs - Transportation Trust (106-499-541)	1,625,000	1,770,000	1,791,000	-	1,791,000	1,844,730
Total Budget	-	-	-	-	-	-

Leon County Fiscal Year 2016 Proposed Budget

Non-Operating

Risk Allocations Summary

The County maintains an internal services fund for risk management. The fund derives its revenue from workers' compensation contributions and allocations from various funds based on liability allocations (i.e. property insurance).

The amounts reflected below are the allocations for property and liability. Workers' Compensation is charged directly to each department's Personnel Services budget.

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	1,053,872	1,094,869	1,143,993	-	1,143,993	1,143,993
Total Budgetary Costs	1,053,872	1,094,869	1,143,993	-	1,143,993	1,143,993
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Bank of America - Risk (165-495-519)	37,823	38,213	38,524	-	38,524	38,524
Building Inspection (120-495-524)	6,692	6,121	6,199	-	6,199	6,199
EMS - Risk (135-495-526)	52,082	59,157	56,306	-	56,306	56,306
Fine & Forfeiture - Risk (110-495-689)	242,856	291,314	300,378	-	300,378	300,378
Fleet Maintenance - Risk (505-495-591)	10,115	9,965	9,883	-	9,883	9,883
General Fund - Risk (001-495-519)	446,611	415,999	469,752	-	469,752	469,752
Grants - Risk (125-495-595)	2,338	1,834	1,710	-	1,710	1,710
Growth Management - Risk (121-495-537)	17,226	17,461	15,957	-	15,957	15,957
Huntington Oaks - Risk (166-495-519)	7,784	13,772	14,235	-	14,235	14,235
Judicial Programs - Risk (117-495-569)	-	609	1,069	-	1,069	1,069
Municipal Services - Risk (140-495-572)	65,753	67,325	32,813	-	32,813	32,813
Probation Services - Risk (111-495-523)	20,622	31,729	32,308	-	32,308	32,308
Solid Waste - Risk (401-495-534)	24,568	26,899	21,836	-	21,836	21,836
Stormwater Utility - Risk (123-495-538)	19,644	16,964	17,535	-	17,535	17,535
Supervisor of Elections - Risk (060-495-513)	17,659	16,486	16,542	-	16,542	16,542
Teen Court - Risk (114-495-662)	1,488	1,714	1,634	-	1,634	1,634
Tourism Development - Risk (160-495-552)	6,916	6,987	6,760	-	6,760	6,760
Transportation Trust - Risk (106-495-541)	73,695	72,320	67,275	-	67,275	67,275
VFD Fire Services - Risk (145-495-552)	-	-	33,277	-	33,277	33,277
Total Budget	1,053,872	1,094,869	1,143,993	-	1,143,993	1,143,993

Leon County Fiscal Year 2016 Proposed Budget

Non-Operating

Budgeted Reserves Summary

Each year the County sets aside, budgeted reserves and contingency funds. This is an integral part of the budgeting process allowing the Board to allocate funds for unforeseeable events or market conditions such as rising fuel and energy costs. Any budgeted reserve utilized during the year must be approved by the Board of County Commissioners.

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Budgeted Reserves	-	677,002	444,649	-	444,649	440,156
Total Budgetary Costs	-	677,002	444,649	-	444,649	440,156
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Budgeted Reserves - BOA Building (Operating) (165-990-599)	-	73,824	-	-	-	-
Budgeted Reserves - Building Inspection (120-990-599)	-	1,312	-	-	-	-
Budgeted Reserves - Drug Court (116-990-599)	-	-	9,590	-	9,590	9,780
Budgeted Reserves - EMS Fund (135-990-599)	-	125,000	-	-	-	-
Budgeted Reserves - Fine and Forfeiture (110-990-599)	-	50,000	50,000	-	50,000	50,000
Budgeted Reserves - General Fund (001-990-599)	-	200,000	200,000	-	200,000	200,000
Budgeted Reserves - Insurance Service (501-990-599)	-	29,569	25,059	-	25,059	20,376
Budgeted Reserves - Motor Pool Fund (505-990-599)	-	31,309	-	-	-	-
Budgeted Reserves - Municipal Service (140-990-599)	-	40,000	40,000	-	40,000	40,000
Budgeted Reserves - Probation Services (111-990-599)	-	15,000	-	-	-	-
Budgeted Reserves - Stormwater Utility (123-990-599)	-	20,000	20,000	-	20,000	20,000
Budgeted Reserves - Tourism Development (160-990-599)	-	40,988	50,000	-	50,000	50,000
Budgeted Reserves - Transport. Trust (106-990-599)	-	50,000	50,000	-	50,000	50,000
Total Budget	-	677,002	444,649	-	444,649	440,156
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	-	200,000	200,000	-	200,000	200,000
106 Transportation Trust	-	50,000	50,000	-	50,000	50,000
110 Fine and Forfeiture	-	50,000	50,000	-	50,000	50,000
111 Probation Services	-	15,000	-	-	-	-
116 Drug Abuse Trust	-	-	9,590	-	9,590	9,780
120 Building Inspection	-	1,312	-	-	-	-
123 Stormwater Utility	-	20,000	20,000	-	20,000	20,000
135 Emergency Medical Services MSTU	-	125,000	-	-	-	-
140 Municipal Service	-	40,000	40,000	-	40,000	40,000
160 Tourism Development	-	40,988	50,000	-	50,000	50,000
165 Bank of America Building Operations	-	73,824	-	-	-	-
501 Insurance Service	-	29,569	25,059	-	25,059	20,376
505 Motor Pool	-	31,309	-	-	-	-
Total Revenues	-	677,002	444,649	-	444,649	440,156

Leon County Fiscal Year 2016 Proposed Budget

Non-Operating

Other Non-Operating - Non-Operating General Fund (001-820-519)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	7,287	50,000	50,000	-	50,000	50,000
Operating	751,450	725,959	817,270	35,000	852,270	852,270
Grants-in-Aid	70,872	31,000	31,000	-	31,000	31,000
Total Budgetary Costs	829,610	806,959	898,270	35,000	933,270	933,270
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	829,610	806,959	898,270	35,000	933,270	933,270
Total Revenues	829,610	806,959	898,270	35,000	933,270	933,270

Notes:

The major variances for the FY16 Non-Operating General Fund are as follows:

Increases in Program Funding:

1. A budget proposal for anticipated increase in bank service charges in the total amount of \$35,000.

Leon County Fiscal Year 2016 Proposed Budget

Non-Operating

Other Non-Operating - CRA-Payment (001-972-559)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	1,311,879	1,681,225	2,136,763	-	2,136,763	2,200,866
Total Budgetary Costs	1,311,879	1,681,225	2,136,763	-	2,136,763	2,200,866
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	1,311,879	1,681,225	2,136,763	-	2,136,763	2,200,866
Total Revenues	1,311,879	1,681,225	2,136,763	-	2,136,763	2,200,866

Notes:

The major variances for the FY16 Non-Operating CRA Payment are as follows:

Increases in Program Funding:

1. Due to increase in property values particularly in the Frenchtown CRA, the total CRA payment increased by \$455,538.

Leon County Fiscal Year 2016 Proposed Budget

Non-Operating

Line Item Funding - Line Item - Human Service Agencies (001-888-569)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Operating	20,000	-	-	-	-	-
Grants-in-Aid	305,925	125,000	100,000	25,000	125,000	100,000
Total Budgetary Costs	325,925	125,000	100,000	25,000	125,000	100,000
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	325,925	125,000	100,000	25,000	125,000	100,000
Total Revenues	325,925	125,000	100,000	25,000	125,000	100,000

The major variances for the FY 2016 Line Item-Human Service Agencies are as follows:

Increases in Program Funding:

Grants-in-Aid:

At the March 10, 2015 Board Meeting, the Board voted to consider an additional \$25,000 for the Domestic Violence Coordinating Council.

Leon County Fiscal Year 2016 Proposed Budget

Non-Operating

Other Non-Operating - Capital Regional Transportation Planning Agency (001-402-515)

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Personnel Services	223,504	223,206	226,181	-	226,181	232,349
Operating	-	15,000	15,000	-	15,000	15,000
Total Budgetary Costs	223,504	238,206	241,181	-	241,181	247,349
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
001 General Fund	223,504	238,206	241,181	-	241,181	247,349
Total Revenues	223,504	238,206	241,181	-	241,181	247,349
Staffing Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
CRTPA Executive Director	1.00	1.00	1.00	-	1.00	1.00
Sr Transportation Planner	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

Capital Regional Transportation Planning Agency personnel expenses are reimbursed and will have a zero net budget impact.

The major variances for the FY16 Capital Regional Transportation Planning Agency budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 8%, and funding for performance raises for a 3% average adjustment will be determined by the Capital Regional Transportation Planning Agency.

Leon County Fiscal Year 2016 Proposed Budget**Debt Service****Debt Service Summary**

Budgetary Costs	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
Debt Service	8,946,385	8,871,724	8,868,419	(300,000)	8,568,419	8,870,744
Total Budgetary Costs	8,946,385	8,871,724	8,868,419	(300,000)	8,568,419	8,870,744
Appropriations	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
2014 Debt Series (222-976-582)	-	558,780	-	-	-	-
2014 Debt Series (222-979-582)	277,411	-	560,672	-	560,672	561,282
Bond Series 2005 (220-958-582)	7,605,110	7,247,350	7,241,750	(300,000)	6,941,750	7,244,150
Bond Series 2012A (Tax Exempt) (211-975-582)	136,406	136,706	136,706	-	136,706	136,706
Bond Series 2012B (Taxable) (211-976-582)	442,945	444,374	444,777	-	444,777	444,092
ESCO Lease (221-977-582)	484,514	484,514	484,514	-	484,514	484,514
Total Budget	8,946,385	8,871,724	8,868,419	(300,000)	8,568,419	8,870,744
Funding Sources	FY 2014 Actual	FY 2015 Adopted	FY 2016 Continuation	FY 2016 Issues	FY 2016 Budget	FY 2017 Budget
211 Bond Series 2012A & 2012B	579,350	581,080	581,483	-	581,483	580,798
220 Bond Series 2005	7,605,110	7,247,350	7,241,750	(300,000)	6,941,750	7,244,150
221 ESCO Lease	484,514	484,514	484,514	-	484,514	484,514
222 Debt Series 2014	277,411	558,780	560,672	-	560,672	561,282
Total Revenues	8,946,385	8,871,724	8,868,419	(300,000)	8,568,419	8,870,744

Notes:

Reflects net anticipated savings of \$300,000 from the refinancing of the remaining portion of the 2005 Bond Issue.

Leon County
Board of County Commissioners
Budget Discussion Item #3

June 23, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator



Title: Approval to Allocate \$30,000 to support the Leon Works Exposition

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 of the Office of Management and Budget
Lead Staff/ Project Team:	Cristina Paredes, Director of Economic Vitality Mathieu Cavell, Public Information & Communications Manager Andy Johnson, Special Projects Coordinator Joshua Pascua, Management Analyst

Fiscal Impact:

This item has a fiscal impact of \$30,000 to support the Leon Works Exposition which has been contemplated in the development of the FY 2016 Economic Vitality Department preliminary budget. The 2015 Leon Works Exposition will be held on October 23, 2015 at Lively Technical Center to raise awareness of skilled career and training opportunities available in the community.

Staff Recommendation:

Option #1: Approve the one-time allocation of \$30,000 to support the 2015 Leon Works Exposition to be held on October 23, 2015 at Lively Technical Center.

Report and Discussion

Background:

At the December 8, 2014 Annual Retreat, the Board adopted initiatives to collaborate with community partners in order to promote middle-skill (skilled) job and training opportunities, specifically to high school students (Attachment #1). Skilled careers are those that require more education and training than a high-school diploma, but less than a four-year college degree.

Following the adoption of the 'Leon Works' strategic initiatives on skilled jobs, staff organized two stakeholder outreach events to initiate the skilled jobs conversation with community partners: the Leon Works Workgroup (Workgroup) luncheon on January 28, 2015 and the February 18, 2015 Leon Works Roundtable Meeting with the Tallahassee/Leon County Economic Development Council (EDC). The Workgroup included representatives from the EDC, Leon County Schools (LCS), CareerSource Capital Region (CSCR), Tallahassee Community College, Keiser University, the Florida Department of Education, World Class Schools of Leon County, and the City of Tallahassee. The Roundtable included skilled employers, members of the Workgroup, and Leon County high school principals. Staff had three goals for these outreach efforts: (1) develop a shared definition of skilled workforce to ensure that all stakeholders understood and addressed the same topic; (2) identify shortages of skilled labor in our community and challenges in filling those jobs and; (3) identify the challenges associated with promoting both training and career opportunities in our community to high school students.

Through this outreach and working with the EDC and CSCR, staff identified that the Leon-Gadsden-Wakulla Counties area would have over 10,000 skilled positions open in a variety of industries in the coming years (Attachment #1). Approximately 57% of these skilled jobs will be in the Business or Health industries with an average salary between \$34,416 and \$45,476. Staff is working with the EDC and CSCR to continue the dialogue with the business community to further evaluate and identify the projected unmet local market for skilled job opportunities. These dialogues will discuss the challenges in raising awareness on promoting training and career opportunities in our community, specifically among high school students who are preparing to enter the workforce and may choose not to pursue a four-year college degree.

On March 10, 2015, the Board directed staff to collaborate with community partners and the skilled business community to host the Leon Works Exposition (Expo), specifically to educate high school students (15-18 years old), on the skilled jobs anticipated locally and raise awareness regarding a wide range of career and training opportunities available (Attachment #2). This budget discussion item seeks the Board's consideration for a one-time allocation of \$30,000 to host the 2015 Leon Works Exposition.

The Leon Works Exposition is essential to the following Strategic Initiatives that the Board approved at the January 27, 2015 meeting:

- *Evaluate and identify the projected unmet local market for middle-skill job opportunities (2015).*
- *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).*

These particular Strategic Initiatives aligns with the Board’s Strategic Priorities:

- *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).*
- *Ensure the provision of the most basic services to our citizens most in need so that we have a “ready workforce” (2012).*

Analysis:

Leon Works Status Update

Following the March 10, 2015 Board meeting, the Workgroup has continued to meet monthly to plan the Expo which will be held at Lively Technical Center on October 23, 2015. Each Workgroup meeting is hosted by a different Workgroup member to highlight the different skilled workforce training resources in the community.

Since receiving direction from the Board to proceed with planning the Expo, the Workgroup has determined that the Expo will feature four main components: interactions with skilled-employers, hands-on-demonstrations, breakout sessions, and success stories. Throughout the Expo area, businesses will have informational booths set up where participants can learn more about the business and what kinds of skills they would need to work for such a businesses. Participants will also have the opportunity to see skilled workers in action, such as an interactive demonstration from Leon County paramedics. During the Expo, participants will rotate through breakout sessions where participants will participate in mock-interviews or learn soft skills such as workplace professionalism. Finally, participants will hear from local success stories; successful members of the community with a skilled career background.

After determining these components, members of the Workgroup divided into three subcommittees focused on Programing, Marketing, and Outreach. The Programming subcommittee is focused on how participants will be engaged during the Expo. One of the ways participants will be engaged at the Expo is through breakout sessions where participants will learn skills to be successful in the workplace. The Programming subcommittee has identified several breakout session topics including resume writing, financial literacy, using social media responsibly, and pathways to success (opportunities for training and career advancement). Currently, the subcommittee is developing outlines and identifying resources for each breakout session topic. In addition to these breakout sessions, the Expo will have mock interview sessions available to help participants better prepare for securing their future skilled career.

The Marketing subcommittee has been exploring opportunities to attract members of the public to attend the Expo. After the high school students leave the Expo, the event will be open to everyone in the community, especially those who may be seeking a career change, new opportunities, or have yet to find the career that best fits them. The Marketing subcommittee has begun brainstorming high-level promotional ideas, reviewing content for a Leon Works website, and developing a marketing plan. The website is anticipated to go live and be accessible by the public by early July. Besides providing information on the Expo, the website is anticipated to be a resource after people attend the Expo, directing visitors to information about what skilled careers are in demand locally and where to get training for skilled careers. Additionally, once the success stories component of the Expo has been determined, the Marketing subcommittee will work to include the success stories in the Leon Works marketing campaign.

The Outreach subcommittee is focused on engaging businesses to participate in the Expo, especially employers who need skilled, talented labor to fill their future workforce needs. Businesses will have a critical role in all the programming aspects of the Expo. Currently, the Outreach subcommittee has been working on the success stories and hands-on-demonstration components of the Expo. The subcommittee has identified a number of community role models with compelling stories that demonstrates that a skilled career can be a pathway to success. The Workgroup will review the success stories and determine which community role models should be invited to speak at the Expo. The Outreach subcommittee has additionally been working to identify resources to provide hands-on-demonstrations at the Expo. Examples of hands-on-demonstrations might include an interactive presentation from Leon County paramedics or Tallahassee utility workers, flying a drone, participating in a cooking class, or using a welding simulator. The Outreach subcommittee will also work with the Programming subcommittee to find people to facilitate the breakout sessions and with the Marketing subcommittee to promote Leon Works to skilled businesses and their networks.

Outside of the Workgroup, staff has been coordinating logistics in preparation for the Expo. Staff has worked with LCS to administer a survey that identifies career fields students are interested in and which business industries should be targeted to be involved in the Expo. Staff has also been actively reaching out to the business community to inform them about Leon Works. For example, staff participated in the EDC's Manufacturing Roundtable and ITT's annual Program Advisory Committee meeting as a means to interact with skilled employers and gather contact info of businesses that might be interested in being involved at the Expo. Leon Works will be featured as a breakout session at the Greater Tallahassee Chamber of Commerce Conference in August. Vendor registration through the website is anticipated to open near this time to take advantage of the great exposure Leon Works will receive at the Chamber Conference.

Expo Overview

The Expo is a unique opportunity to bring high-school students together with skilled employers, educators, and providers of vocational training under one roof to highlight the skilled careers available in our community. Further, the Expo complements LCS' efforts to identify and provide training for future skilled workforce needs and provides a forum for the business community and other educational partners to promote skilled career and training opportunities.

In the morning, the Expo will be open to students. Approximately 300 students from all six Leon County Schools High Schools (Chiles, Godby, Leon, Lincoln, Rickards, and SAIL) will attend the Expo from 9:30 a.m. to 12:30 p.m. At 1 p.m., the Expo will open to the public to promote skilled career opportunities to those in the community who are un/under-employed and those who may be seeking a career change, new opportunities, or have yet to find the career that best fits them.

The requested budget to implement a successful Expo is \$30,000. Expo expenses would include promoting and advertising for the Expo, food for the daylong event, audio-visual equipment rental, and vendor accommodations (such as tables and chairs). Other major event expenses have been avoided due to collaboration with community partners. For example, Leon County Schools will provide the venue and cover any transportation and supervision costs associated with students attending the Expo. Additionally, other community partners have pledged materials for hands-on-demonstrations and staff resources for breakout sessions.

Staff will further mitigate Expo expenses by charging small fees to vendors. For \$35, vendors would receive a spot in the information fair area where they will be able to interact with students and public participants to market their respective career or training opportunities. This vendor fee is similar to vendor fees charged at other County-organized events, such as the annual Well-Being Fair. Additional opportunities to mitigate the Expo could possibly come from sponsorships and in-kind donations.

Staff recommends that the Board approve the one-time allocation of \$30,000 to host the Leon Works Exposition to be held on October 23, 2015 at Lively Technical Center, which will raise awareness of skilled career and training opportunities. These funds are contemplated in the development of the FY 2016 Economic Vitality Department preliminary budget.

Options:

1. Approve the one-time allocation of \$30,000 to support the 2015 Leon Works Exposition to be held on October 23, 2015 at Lively Technical Center.
2. Do not approve the one-time allocation of \$30,000 to support the 2015 Leon Works Exposition.
3. Board direction.

Recommendation:

Option #1.

Attachments:

1. Projected Skilled-Job Openings for the Leon-Gadsden-Wakulla Counties Area
2. March 10, 2015 Agenda Item on Acceptance of Leon Works Status Update and Approval to Host the Leon Works Exposition

Occupations Gaining the Most New Jobs for Leon, Gadsden, and Wakulla Counties, by Industry

Industry	Occupation	Employment		2014 - 2022		Average Hourly Wage**	Education Level
		2014	2022	Total Job Openings*	Percent Growth		
Business	Customer Service Representatives	2,749	2,974	844	8.18	\$ 14.00	Postsecondary Vocational
Business	Secretaries, Except Legal, Medical, and Executive	4,132	4,246	556	2.76	\$ 14.34	Postsecondary Vocational
Business	First-Line Superv. of Office and Admin. Support Workers	1,425	1,556	432	9.19	\$ 22.85	Associate Degree
Business	Bookkeeping, Accounting, and Auditing Clerks	1,938	2,117	349	9.24	\$ 16.18	Associate Degree
Business	Insurance Sales Agents	868	1,030	320	18.66	\$ 37.46	Postsecondary Vocational
Business	Tellers	665	736	295	10.68	\$ 12.80	Postsecondary Vocational
Business	Paralegals and Legal Assistants	512	605	149	18.16	\$ 22.17	Postsecondary Vocational
Business	Loan Officers	286	330	102	15.38	\$ 34.44	Associate Degree
Business	Insurance Claims and Policy Processing Clerks	261	297	98	13.79	\$ 16.34	High School Diploma
Business	Cost Estimators	182	223	68	22.53	\$ 29.21	Associate Degree
Business	Meeting and Convention Planners	179	212	60	18.44	\$ 20.71	Associate Degree
Education	Child Care Workers	1,118	1,299	464	16.19	\$ 9.59	Postsecondary Vocational
Education	Teacher Assistants	1,400	1,545	394	10.36	\$ 15.19	Postsecondary Vocational
Education	Preschool Teachers, Except Special Education	238	289	100	21.43	\$ 13.34	Associate Degree
Health	Registered Nurses	3,068	3,557	915	15.94	\$ 27.91	Associate Degree
Health	Nursing Assistants	1,212	1,435	344	18.40	\$ 11.02	Postsecondary Vocational
Health	Home Health Aides	777	1,036	337	33.33	\$ 9.89	Postsecondary Vocational
Health	Licensed Practical and Licensed Vocational Nurses	765	876	273	14.51	\$ 19.52	Postsecondary Vocational
Health	Medical Assistants	627	746	194	18.98	\$ 14.14	Postsecondary Vocational
Health	Emergency Medical Technicians and Paramedics	476	546	144	14.71	\$ 14.28	Associate Degree
Health	Pharmacy Technicians	384	465	132	21.09	\$ 13.38	Postsecondary Vocational
Health	Personal and Home Care Aides	345	453	129	31.30	\$ 9.73	Postsecondary Vocational
Health	Fitness Trainers and Aerobics Instructors	274	327	88	19.34	\$ 17.65	High School Diploma
Health	Veterinary Technologists and Technicians	204	263	86	28.92	\$ 12.66	Associate Degree
Health	Medical Secretaries	222	282	84	27.03	\$ 12.76	Postsecondary Vocational
Health	Dental Assistants	228	272	81	19.30	\$ 17.69	Postsecondary Vocational
Health	Radiologic Technologists	207	259	77	25.12	\$ 23.87	Postsecondary Vocational
Health	Dental Hygienists	194	239	75	23.20	\$ 27.15	Associate Degree
IT	Computer Network Architects	1,313	1,390	227	5.86	\$ 30.01	Postsecondary Vocational
IT	Computer Systems Analysts	807	909	220	12.64	\$ 40.75	Associate Degree
IT	Network and Computer Systems Architects and Admins.	620	701	163	13.06	\$ 31.84	Associate Degree
IT	Software Developers, Applications	619	727	157	17.45	\$ 34.74	Associate Degree
IT	Database Administrators	261	300	73	14.94	\$ 30.83	Associate Degree

This table includes occupations with a minimum of 125 jobs in 2014.

* Includes openings due to growth and replacement needs

** Hourly wages for teaching occupations were calculated using a 40-hour work week for 9½ months per year.

Occupations Gaining the Most New Jobs for Leon, Gadsden, and Wakulla Counties, by Industry

Industry	Occupation	Employment		2014 - 2022		Average Hourly Wage**	Education Level
		2014	2022	Total Job Openings*	Percent Growth		
Artisan	Maintenance and Repair Workers, General	1,588	1,738	378	9.45	\$ 15.29	Postsecondary Vocational
Artisan	Cooks, Restaurant	1,217	1,347	340	10.68	\$ 10.71	Postsecondary Vocational
Artisan	First-Line Superv. of Food Preparation & Serving Workers	1,174	1,293	318	10.14	\$ 15.52	Postsecondary Vocational
Artisan	Heating, A.C., and Refrigeration Mechanics and Installers	590	774	265	31.19	\$ 19.45	Postsecondary Vocational
Artisan	Truck Drivers, Heavy and Tractor-Trailer	1,059	1,158	265	9.35	\$ 15.49	Postsecondary Vocational
Artisan	Compliance Officers, Exc. Safety, Agri, Constr & Transp.	1,509	1,589	214	5.30	\$ 18.27	Postsecondary Vocational
Artisan	Hairdressers, Hairstylists, and Cosmetologists	838	914	202	9.07	\$ 12.37	Postsecondary Vocational
Artisan	Painters, Construction and Maintenance	605	697	196	15.21	\$ 15.35	Postsecondary Vocational
Artisan	Electricians	474	561	188	18.35	\$ 17.73	Postsecondary Vocational
Artisan	Operating Engineers/Construction Equipment Operators	272	320	97	17.65	\$ 16.00	Postsecondary Vocational
Artisan	Plumbers, Pipefitters, and Steamfitters	210	239	77	13.81	\$ 17.14	Postsecondary Vocational
Artisan	Brickmasons and Blockmasons	162	210	75	29.63	\$ 15.76	Postsecondary Vocational
Artisan	Cooks, Institution and Cafeteria	233	265	72	13.73	\$ 11.32	High School Diploma
Artisan	Welders, Cutters, Solderers, and Brazers	136	163	56	19.85	\$ 16.06	Postsecondary Vocational
Artisan	Cement Masons and Concrete Finishers	130	155	41	19.23	\$ 14.33	Postsecondary Vocational

This table includes occupations with a minimum of 125 jobs in 2014.

* Includes openings due to growth and replacement needs

** Hourly wages for teaching occupations were calculated using a 40-hour work week for 9½ months per year.

Industry	Job Openings in 2022*	% Total 2022 Job Openings	Average Wage**
Business	3,273	30%	\$ 21.86
Health	2,959	27%	\$ 16.55
Trade	2,784	26%	\$ 15.39
Education	958	9%	\$ 12.71
IT	840	8%	\$ 33.63
Total	10,814	100%	\$ 20.03

Leon County Board of County Commissioners

Cover Sheet for Agenda #13

March 10, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Acceptance of Leon Works Status Update and Approval to Host the Leon Works Exposition

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator Cristina Paredes, Director of Economic Vitality
Lead Staff/ Project Team:	Mathieu Cavell, Public Information & Communications Manager Andy Johnson, Special Projects Coordinator Joshua Pascua, Management Analyst

Fiscal Impact:

This item has a fiscal impact if the Board approves moving forward with hosting the Leon Works Exposition. It is anticipated that the funding to host the Leon Works Exposition will be included as part of the development of FY 2016 Budget.

Staff Recommendation:

- Option #1: Accept the Leon Works Status Update.
- Option #2: Collaborate with community partners and the middle-skill business community to host the “Leon Works” exposition to educate high school students (15-18 years old) on the diverse and exciting middle-skill jobs anticipated locally, while raising awareness regarding a wide range of career and training opportunities.

Report and Discussion

Background:

At the December 8, 2014 Annual Retreat, the Board adopted initiatives to collaborate with community partners in order to promote middle-skill job and training opportunities, specifically to high school students (Attachment #1). The Board subsequently ratified these strategic initiatives at their January 27, 2015 meeting.

Approval of the Leon Works status update and hosting the Leon Works Exposition event is essential to the following revised FY 2012 – FY 2016 Strategic Initiatives that the Board approved at the January 27, 2015 meeting:

- Evaluate and identify the projected unmet local market for middle-skill job opportunities.
- 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.

These particular Strategic Initiatives align with the Board’s Strategic Priority - Economy:

- 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 (EC2).
- Ensure the provision of the most basic services for our citizens most in need to that we have a ‘ready workforce’ (EC6).

Analysis:

Openings for middle-skilled jobs are growing in demand across the country; for example, more than half of Florida job openings from now to 2021 will be for skilled crafts and trades according to the National Skills Coalition (Attachment #2). Middle-skilled (skilled) careers are those that require more education and training than a high-school diploma, but less than a four-year college degree. These careers represent the backbone of America’s workforce are the types of careers that keep our local economy going, build marketable skills for our workforce and fill gaps for services that are needed in our community. By promoting skilled careers, communities retain workforce talent and support sustainable business expansions. In addition to being careers in demand, skilled careers offer great pay and create high value for businesses.

Raising awareness of skilled job opportunities is a nationwide issue. According to USA Today, high schools have dropped vocational and technical education programs over the past 30 years, eliminating a key way young people are introduced to these careers (Attachment #3). The article suggests that the educational and cultural emphasis on students going to college and lack of exposure to other career options limits growth in the nation’s skilled workforce, playing a role in the high demand for skilled jobs across the nation. This decrease in vocational and technical programs was also addressed during the stakeholder outreach meetings and can be attributed to the shift in educational policy which now focuses on preparing every student get a four-year college degree after high school.

A report by the Harvard Business School surveyed more than 800 human resources executives in 2014 and discovered that 56% of respondents found skilled jobs hard to fill, with finance and insurance (68%) and healthcare (54%) companies experiencing the greatest challenges (Attachment #4). Over one-third of respondents believed that inadequate availability of skilled workers had undermined their productivity, with manufacturing (47%) and healthcare (35%) the hardest hit. Change will not happen unless students get better information about their career options. The Harvard report also identifies three key stakeholders in addressing the growing skilled jobs needs. The report suggests that employers must make investments in workforce training. At the same time, educational institutions should be attentive to developments in the jobs market and the evolving needs of employers. Finally, the report urges policymakers to work as facilitators, bringing educators and employers together and providing accurate and timely data to employers and job seekers. The report underscores the need for businesses, educators, and policy makers to collaborate together to address skilled workforce issues. This recommendation is precisely the goal of the Leon Works Expo.

To better evaluate and identify the projected unmet local market for skilled job opportunities, staff collected qualitative (stakeholder outreach) and quantitative (jobs data) information on skilled careers in our community. This information is further discussed below.

Stakeholder Outreach

In order to evaluate and identify challenges associated with promoting career and training opportunities in our community to high school students, staff organized two stakeholder outreach events to initiate the conversation with community partners: Leon Works Workgroup (Workgroup) luncheon and the Leon Works Roundtable Meeting with the Tallahassee/Leon County Economic Development Council (EDC). Staff had three goals for these outreach efforts: (1) develop a shared definition of skilled workforce to ensure that all stakeholders understood and addressed the same topic; (2) identify shortages of skilled labor in our community and challenges in filling those jobs and; (3) identify the challenges associated with promoting both training and career opportunities in our community to high school students.

On January 28, 2015, the Workgroup convened to discuss the County's desire to serve as a catalyst for promoting local skilled jobs, specifically to high-school students (Attachment #5). The Workgroup included representatives from the EDC, Leon County Schools, CareerSource Capital Region (CSCR), Tallahassee Community College, Keiser University, the Florida Department of Education, World Class Schools of Leon County (WCSLC), and the City. The Workgroup agreed that there was a need in the community to promote skilled careers to high school students and that there would be local skilled job opportunities in the near future for students pursuing such career paths. Workgroup members identified challenges employers face in recruiting skilled works and discussed the current resources being leveraged to promote skilled careers and training. When discussing next steps, it was suggested that the upcoming Leon Works Roundtable Meeting include both employers and high-school principals to foster better relations between businesses and the schools. The Workgroup also discussed the benefits that the proposed Leon Works Exhibition (Expo) could provide the community such as providing students an opportunity that might not otherwise have to learn about career options outside of the traditional the four-year college degree. The Workgroup also agreed that bringing students and employers together through the Expo would complement the efforts of the schools by engaging students in a one-day event that highlights not only careers in our region, but also training, certificate and apprenticeships opportunities.

Following the Workgroup's January meeting, Leon County partnered with the EDC, Leon County Schools, CSCR, and WCSLC to host a roundtable meeting with local businesses and employers on February 18, 2015 (Attachment #6). The principals of Leon County high schools and secondary schools, as well as participants of the Leon Works Workgroup, were also at the roundtable meeting. The roundtable participants discussed the challenges in filling the shortage of skilled labor in our market and the challenges associated with promoting the training and career opportunities available in our community to high school students preparing to graduate. The participants generally agreed that two major challenges to high school students joining the skilled workforce are perception and awareness of skilled careers. It was generally agreed that the primary perception challenge in growing the skilled workforce is a perceived community stigma that students can only be successful if they choose to attend a four-year college. Additionally, students have fewer opportunities to learn about skilled careers and vocational training since current educational policies are focused on preparing students for college. Conversation then turned to the need to educate students on available opportunities in the skilled workforce and the training, certificate and apprenticeships that help prepare them for those careers. The employers then identified several local skilled occupations that are in demand, which are also identified by the Department of Economic Opportunity as the fastest growing skilled occupations for the Leon-Gadsden-Wakulla Counties area. For a detailed list on the fastest growing occupations in the region, including information on growth, total job openings, average wage, and education level, please see Attachment #7.

Overall, stakeholders from the Workgroup and the Leon Works Roundtable provided valuable feedback on skilled labor, including obstacles to recruitment, availability of training resources, and the challenges of perception and awareness of local skilled career opportunities. The stakeholders generally agreed the challenges in recruiting a skilled workforce would not improve unless the community worked together to remedy the situation. The stakeholders also generally agreed that the proposed one-day The Leon Works Exhibition (Expo) would be an excellent complement to the ongoing efforts by Leon County Schools to promote skilled careers. Stakeholders from both the Workgroup and roundtable meeting expressed their interest in working together to make the Expo a reality. Going forward, the feedback from the roundtable participants could be used to help the Workgroup identify what industries should be invited to the potential Expo in the fall.

Fastest Growing Occupations for the Leon, Gadsden, and Wakulla Counties

Working with the EDC and CSCR, staff has identified that 35 of the 50 fastest growing occupations for Leon, Gadsden, and Wakulla Counties are skilled jobs, with some of the highest demand in the healthcare industry. As mentioned previously, the roundtable participants identified several of these skilled occupations that are in demand locally that range from positions in the healthcare industry to the construction industry. It is important to note that approximately 34% of the fastest growing skilled occupations for the region are in the healthcare industry and include jobs such as nurses, medical assistants, emergency medical technicians/paramedics, and radiologic technologists. Staff is working with the EDC and CSCR to continue the dialogue with the business community to further evaluate and identify the projected unmet local market for skilled job opportunities. These dialogues will discuss the challenges in raising awareness on promoting training and career opportunities in our community, specifically among high school students who are preparing to enter the workforce and may choose not to pursue a four-year college degree.

Leon Works Exhibition and Proposed Next Steps

Based upon the projected unmet local market demand for skilled jobs, staff is seeking Board approval to collaborate with community partners and the middle-skill business community to host the “Leon Works” exposition to educate high school students on local skilled career and training opportunities. The Expo represents a unique opportunity to bring students, skilled employers, educators, and providers of vocational training together under one roof to highlight the great skilled careers available in our community. Further, the Expo complements Leon County Schools’ efforts to identify and provide training for future skilled workforce needs and provides a forum for the business community and other educational partners to promote skilled career and training opportunities.

If the Expo is approved, staff would work closely with Leon County Schools to determine the date for this one-day event, which will more than likely be held in mid-October. The Expo will provide high school students with hands-on exposure to diverse and exciting skilled careers while raising awareness among parents, students, job seekers, and educators on local training and career opportunities. Staff has been exploring potential venues for hosting the Expo. The location for the Expo should be large enough to allow for hands-on demonstrations of skilled careers. The Expo would additionally need space to feature information booths where students could learn about opportunities for apprenticeships, certifications, and training and speak to potential employers.

Following Board approval to host the Expo, funding to host the Expo will be included as part of the development of the FY 2016 Budget. Additionally, staff will continue to meet with the Workgroup throughout the spring and summer to plan the Expo. During this time, staff will continue to reach out to employers, educators, and providers of vocational training to participate in the Expo. Additional roundtable meetings like the February 18, 2015 roundtable, and/or smaller meetings with skilled employers, are anticipated to be conducted over the summer to further engage employers on skilled career needs and opportunities. Following the October Expo, a stakeholder wrap-up meeting would be convened to evaluate the successes of the Expo and collaboration to prepare students and our community for the expected demand for skilled jobs.

Options:

1. Accept the Leon Works status update.
2. Collaborate with community partners and the middle-skill business community to host the “Leon Works” exposition to educate high school students (15-18 years old) on the diverse and exciting middle-skill jobs anticipated locally, while raising awareness regarding a wide range of career and training opportunities.
3. Do not accept the Leon Works status update.
4. Do not collaborate community partners and the middle-skill business community to host the “Leon Works” exposition to educate high school students (15-18 years old) on the diverse and exciting middle-skill jobs anticipated locally, while raising awareness regarding a wide range of career and training opportunities.
5. Board direction.

Recommendation:

Options #1 and #2.

Attachments:

1. December 8, 2014 Annual Retreat Material on Middle-Skill Jobs
2. National Skills Coalition Florida Statistics
3. Where the jobs are: The new blue collar
4. Bridge the Gap: Rebuilding America's Middle Skills
5. January 28, 2015 Leon Works Workgroup Meeting Minutes
6. February 18, 2015 Roundtable Minutes
7. Fastest-Growing Middle-Skill Occupation Projects for Leon, Gadsden, and Wakulla Counties

5.3 Partnering to Promote Skilled Workforce Opportunities

Background:

- During the 2014 National Association of Counties Annual Conference, a workshop was held on Innovations in Workforce Development. This workshop focused specifically on the Upper Peninsula of Michigan's efforts to promote job opportunities in the community for high-demand, high-wage careers in the construction and industrial trades.
 - The mission of the Upper Peninsula Construction and Industrial Trades Regional Skills Alliance (UP Construction RSA) is to recruit the best and brightest into the construction industry by raising awareness among parents, students, job seekers and educators.
 - *Industrial Trades Career Day* was created in 2005 due to an estimated 40% of the industries' workforce set to retire by 2010 and awareness of the high-demand, high-wage career opportunities in the construction and industrial trades industries.
 - The event was nominated for the National Association of Workforce Boards W.O. Lawton Business Leadership Award in 2014 (Attachment #1).
 - A planning committee includes: UP Construction RSA, Michigan Works!, The Job Force Board, local educators and union representatives.
 - Over 400 high school juniors and seniors from three counties typically participate in the Industrial Trades Career Day to experience hands-on activities and gain first-hand knowledge of career opportunities within the trades. The career day also focuses on the role math plays in the everyday life of a construction worker while on-the-job. Attachment #2 contains several news articles regarding the day.

Current Issues:

- Middle-skill jobs require education beyond high school, but not a four-year degree, and make-up the largest part of America's labor market.
 - Account for 55% of Florida's labor market, but only 46% of the state's workers are trained to the middle-skill level (National Skills Coalition).
- The National Skills Coalition estimates that, from 2013-2021, 51% of Florida's job openings will be middle-skill jobs (Attachment #3).
- A USA Today article on "Where the Jobs Are" estimates that more than 2.5 million good paying middle-skill jobs will be created in the next few years, and poses the question, "Will workers know how to get them?" (Attachment #4).
- Florida CHOICES (www.flchoices.org) is the state's career information delivery system where high school students can prepare for work or postsecondary education.
 - Includes assessments for interests, skills, and values as well as information on careers and postsecondary education.
 - Website users can explore career clusters, search for careers matching education and needs, see hot careers in Florida, explore job banks, create resume, prepare for interview, explore schools choices, as well as college planning timelines.
- Local institutions providing career day opportunities:
 - Lively Technical Center, Tallahassee Community College and Florida State University all currently hold career fairs geared toward adults.
 - Leon County Schools partners with Tallahassee Community College to host a College and Career Fair.

Near-Term Issues:

- Evaluate and identify specific middle-skill job opportunities anticipated locally.
- Consider collaboration with community and regional partners to host a new “*Leon Works*” exposition to educate high school students (15-18 years old) on middle-skill career and job possibilities, anticipated locally, that do not necessarily require a traditional four-year college degree.
 - Possible partners include: CareerSource Capital Region, Leon County Schools, Tallahassee Community College Lively Technical Center, Keiser University, Florida Choices, and the Economic Development Council.
 - If pursued, anticipate the “*Leon Works*” exposition would provide students in our region with hands-on exposure to the diverse and exciting middle-skill careers while raising awareness among parents, students, job seekers, and educators regarding a wide range of career opportunities anticipated locally.
 - This exposition could include interactive exhibits, trade industry displays and demonstration projects that may require student involvement.

Long-Term Issues:

- Goal to make this event self-sufficient through the engagement of community and regional partners.

Current Strategic Priorities:

- 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.
 - (EC2) – Support business expansion and job creation, including: the implementation of the Leon County 2012-2013 Job Creation Action Plan, to include evaluating the small business credit program. (2012)
 - (EC6) – Ensure the provision of the most basic services to our citizens most in need so that we have a “ready workforce.” (2012)

Current Strategic Initiatives:

- None currently

Potential New FY 2015 Strategic Initiative, for Board Consideration:

- Evaluate and identify the projected unmet local market for middle-skill job opportunities. (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. (EC2, EC6)

Attachments:

1. National Association of Workforce Boards W.O. Lawton Business Leadership 2014 Award Application
2. News articles regarding the *Industrial Trades Career Day*
3. National Skills Coalition State of Florida Statistics on Middle-Skill Jobs
4. USA Today Article on “Where are the Jobs?”

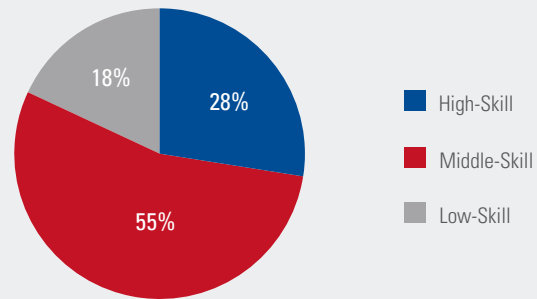
Florida's Forgotten Middle

Middle-skill jobs, which require education beyond high school but not a four-year degree, make up the largest part of America's and Florida's labor market. Key industries in Florida are unable to find enough sufficiently trained workers to fill these jobs.

Demand for Middle-Skill Jobs is Strong

Fifty-five percent of all jobs in 2012 were middle-skill.

Jobs by Skill Level, Florida, 2012

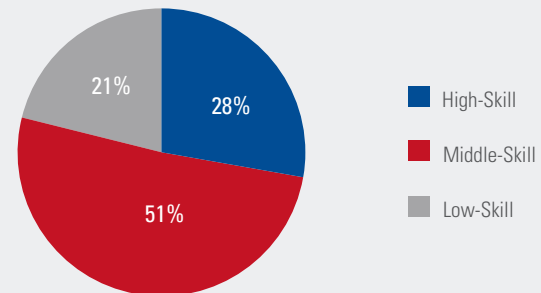


Source: NSC analysis of Bureau of Labor Statistics Occupational Employment Statistics by State, May 2012.

Demand for Middle-Skill Jobs Will Remain Strong

Between 2013-2021, 51 percent of job openings will be middle-skill.

Job Openings by Skill Level, Florida, 2013-21

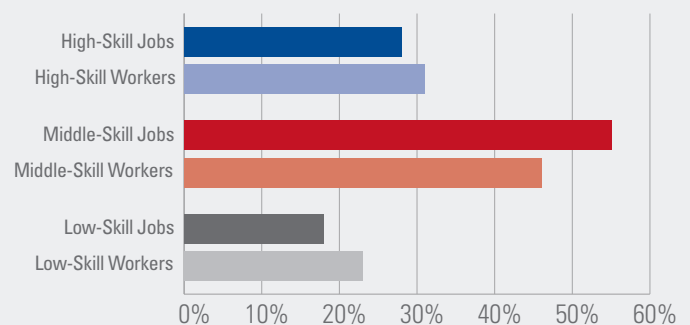


Source: NSC analysis of long-term occupational projections from state labor/employment agency.

A Middle-Skill Gap

Middle-skill jobs account for 55 percent of Florida's labor market, but only 46 percent of the state's workers are trained to the middle-skill level.

Jobs and Workers by Skill Level, Florida, 2012



Source: NSC analysis of Bureau of Labor Statistics Occupational Employment Statistics by State, May 2012 and American Community Survey data, 2012.



September 30, 2014

Where the jobs are: The new blue collar

*More than 2.5 million good-paying jobs will be created in the next few years.
Will workers know how to get them?*

By: MaryJo Webster, USA TODAY

Joseph Poole will make more than \$100,000 in wages and overtime by the end of the year.

The 21-year-old works in what looks like NASA's mission control, monitoring the manufacturing process at Chevron Phillips petrochemical plant in Houston. Poole didn't get the job with the engineering degree he originally considered. Instead, Poole landed it with a two-year course at a local community college.

"The potential to make just as much money as an engineer, but for half the cost of the education, was here," Poole says. "Just seeing firsthand how things are made is something I really enjoy doing."

By 2017, an estimated 2.5 million new, middle-skill jobs like Poole's are expected to be added to the workforce, accounting for nearly 40% of all job growth, according to a USA TODAY analysis of local data from Economic Modeling Specialists Intl. and CareerBuilder.

Not all pay as much as Poole's, but all pay at least \$13 an hour; many pay much more. These jobs require some training but far less school than a bachelor's degree. Technology has given many a makeover, leaving them worlds away from their assembly-line predecessors and challenging the notion that good blue-collar jobs are dead and that the only path to a good career is a four-year degree.

"There's a new middle. It's tougher, and takes more skill," says Anthony Carnevale, director of the Georgetown University Center on Education and the Workforce.

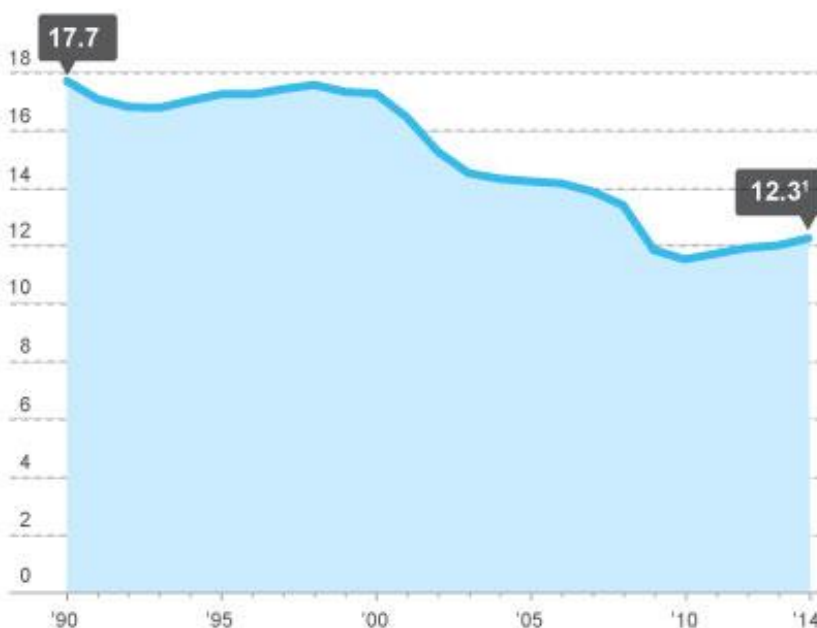
USA TODAY looked at jobs data in 125 of the nation's largest metros, finding that prospects look good.

- Houston is expected to add more than 100,000 middle-skill jobs by 2017, with 40% paying \$20 per hour or more. Several other Texas metros — Dallas, McAllen, Austin, Killeen and San Antonio — are among those expecting the fastest growth in middle-skill jobs.
- Atlanta needs construction workers, lighting experts and others to work in its fast-growing film industry. Skill is required, but not necessarily film experience for the 77,000 film workers (average pay \$84,000) and support personnel in 2012, who turned out movies such as *The Fast and the Furious* and *The Hunger Games* franchises, according to the Motion Picture Association of America.

- In Augusta, Ga., Salt Lake City, Knoxville, Tenn., and Vallejo, Calif., livable-wage, middle-skill jobs will be the primary driver for overall job growth, accounting for nearly half of all new jobs.
- In most metro areas, some of the best-paying middle-skill jobs include radiation therapists, elevator installers and repairers, and dental hygienists, all with a median wage of more than \$70,000.
- In such places as Texas and North Dakota where the gas and oil industries are booming, petroleum workers are needed. But so are the electricians, pipefitters, carpenters and others who build the infrastructure.

Manufacturers are hiring again

U.S. MANUFACTURING COMPANIES HAVE SHED THOUSANDS OF WORKERS SINCE JOBS PEAKED IN THE LATE '70S, BUT TOTAL EMPLOYMENT HAS PICKED UP AGAIN. TOTAL EMPLOYMENT BY YEAR (IN MILLIONS):

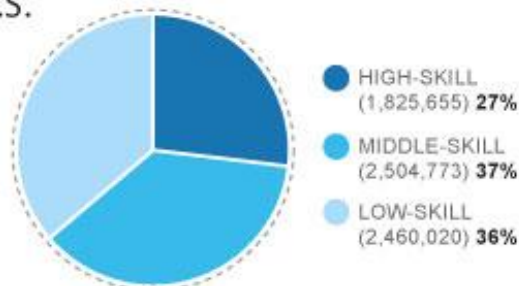


1 – Preliminary figure for August.
Source Bureau of Labor Statistics

New jobs in the U.S.

MIDDLE-SKILL JOBS, REQUIRING SOME POST-SECONDARY EDUCATION BUT LESS THAN A BACHELOR'S DEGREE, ARE EXPECTED TO MAKE UP THE LARGEST SHARE OF NEW JOBS.

**NEW JOBS CREATED
2013 TO 2017:**



Sources Economic Modeling Specialists Intl., CareerBuilder
FRANK POMPA, USA TODAY

"This country is facing a shortage of that kind of talent. So the demand is there, big time," says Peter Cella, CEO of Chevron Phillips Chemical. Chevron and competitor ExxonMobil Chemical are both building giant plants that will triple the output of plastics from Houston. "What we need to work on is the supply."

The loss of blue-collar jobs — accelerated by the recent recession — has resulted in the "hollowing out of the middle," which has left behind either low-paying jobs or higher-paying jobs that require significant skills say some economists. But some economists say the middle is not gone; rather, it's growing.

"We have not become a barbell economy," says Paul Osterman, an economist and professor at the MIT Sloan School. "There will be tremendous demand for these jobs [when the Baby Boom generation retires](#)." Currently, Boomers make up about 20% of the workforce.

Although manufacturing jobs have declined 35% since 1980, according to the U.S. Bureau of Labor Statistics, there's actually been a resurgence in recent years as American companies have found that moving jobs offshore was not a good approach for production that requires highly skilled labor.

"There's a lot of re-shoring," says Andrew Crapuchettes, CEO of Economic Modeling Specialists Intl. "They're coming back, but they are coming back different. More technician jobs, which pay more. There may be fewer jobs, but they are better jobs."

But that means more training, given that nearly 80% of the new blue-collar jobs require some, typically less than a year, according to [Carnevale's research](#). Some companies can provide it, but many require prospective workers to find their own classes.

Even in red-hot Houston, you'll need training.

"If you have no skills, you're not necessarily going to pop down here and find a job," says Cally Graves, senior industry liaison for the Gulf Coast Workforce Board in Houston. "You need to get some training or education ... otherwise, you'll end up in the same old situation you were in back home."

At E.J. Ajax, a precision manufacturing company near Minneapolis, training eats up 5% of the company's payroll, just to ensure a pipeline of workers is available to move up as employees retire.

"The global competition doesn't keep me up at night," says Erick Ajax, co-owner and grandson of the founder. "I know we can go toe-to-toe with any company in the world. But having people that have the right skill set ... that wakes me up at 3 o'clock in the morning."

Society's push to get all young people into four-year colleges — what William Symonds calls the "one road to heaven" approach — contributes to a shortage of skilled workers.

"People degrade or demean jobs that don't require a four-year degree. ... That's not what they want their kids to do," says Symonds, who is launching the Global Pathways Institute at Arizona State University to study this issue and urge policymakers to help students find the best "pathway" to success.

At the same time, high schools have dropped vocational and technical education programs over the past 30 years, eliminating a key way young people are introduced to these careers.

"Over the last 40 or 50 years, we've portrayed work differently and we reward some forms of education far more passionately than others," says Mike Rowe, host of *Somebody's Gotta Do It* and *Dirty Jobs*. After working blue-collar jobs across the country for his show, Rowe started a foundation, mikeroweWORKS, to address the image problem.

"Higher education is in one column and everything else is called alternative. And those kinds of pursuits are reserved for people who are somehow deficient or somehow not cut out for the desirable path."

"What's aspirational about 'middle skill'? It's going to take a generation to get people to really challenge the stereotypes. "

Rowe worries there are too many young people going to four-year colleges, racking up huge amounts of debt and ultimately ending up unemployed, when they could've taken a less-expensive path and ended up with a good-paying job.

MIKE ROWE, 'SOMEBODY'S GOTTA DO IT' AND 'DIRTY JOBS' HOST

Rowe also points out that language matters.

"What's aspirational about 'middle skill'?" says Rowe. "It's going to take a generation to get people to really challenge the stereotypes that come along with skilled-labor type jobs."

Change won't happen without students getting better information about career planning, says Andy Van Kleunen, executive director of the [National Skills Coalition](#).

"They need to know what the real employment prospects are going to be, including financial," Van Kleunen says. "What will school cost you? What will the pay be?"

Community and technical colleges are trying to fill the gap by enrolling young adults who either drop out of a four-year college or can't find a job after graduation.

Instructors at Lee College, near Houston, say they are seeing an increasing number of students apply for the school's petrochemical-related programs after initially pursuing a bachelor's degree in petroleum or chemical engineering.

"These are 'gold collar' jobs," says Charles Thomas, the head of the school's process technology division. "Technicians in our program start out with \$62,000 base salary plus overtime."

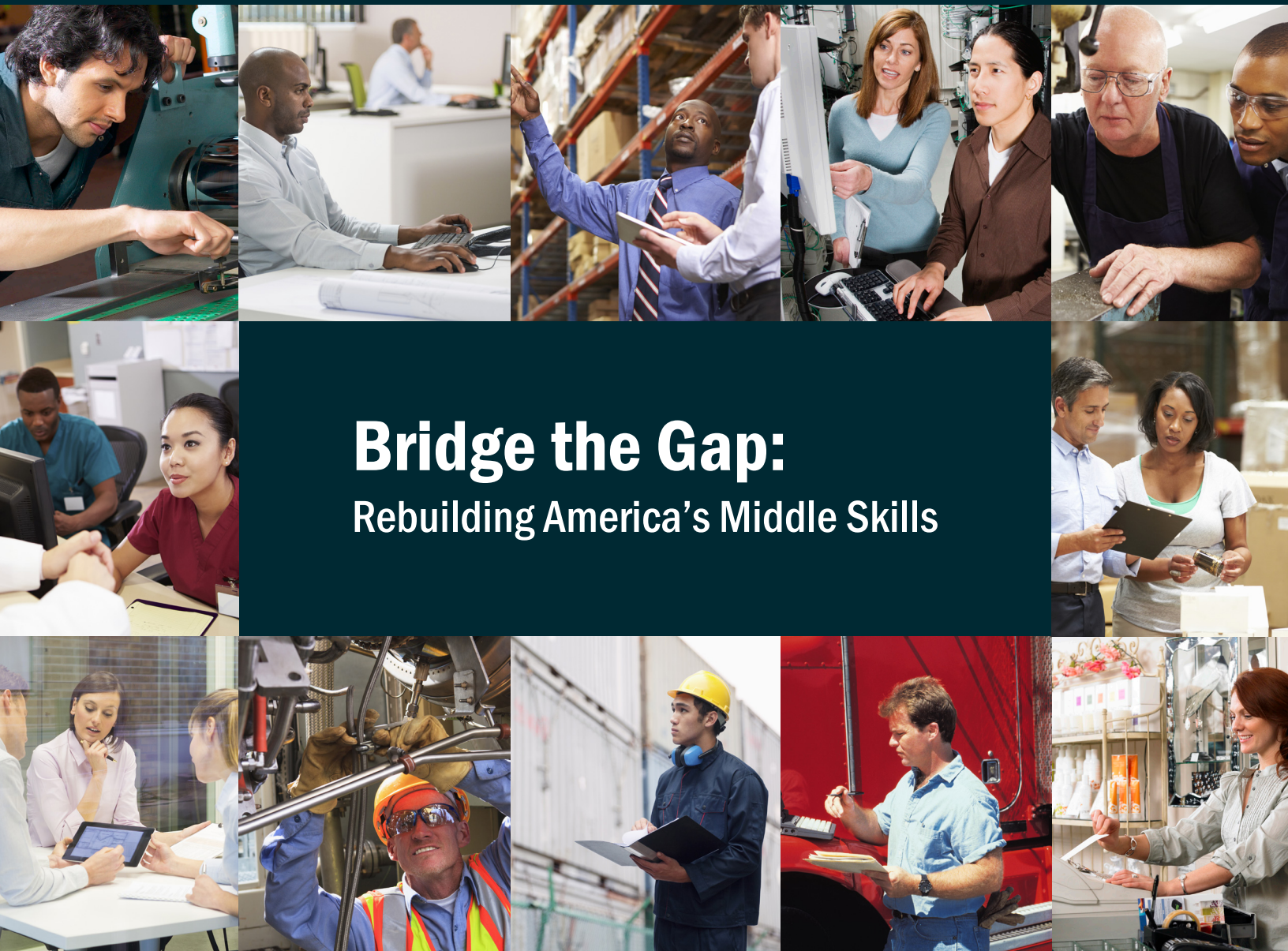
Laci Patty, 30, a physics teacher, was frustrated by the emphasis on standardized testing and other changes in education. When a Lee College instructor came to her class to recruit students for the program, they ended up recruiting her. She started night classes earlier this year.

"There's actually a chance for advancement and more money," says Patty, who will graduate next summer.



Laci Patty, a physics teacher in the Houston area, is taking night classes to change careers and work in the petrochemical industry.
(Photo: KHOU-TV, Houston for USA TODAY)

Source: <http://www.usatoday.com/story/news/nation/2014/09/30/job-economy-middle-skill-growth-wage-blue-collar/14797413/>



Bridge the Gap:

Rebuilding America's Middle Skills

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Conflict of interest disclosure

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EXECUTIVE SUMMARY

Business and civic leaders, educators, and policymakers of all stripes share concerns over the relentless erosion of America's middle class and growing polarization of incomes. Most decry the loss of middle-class jobs and fear the corrosive effects such trends might wreak on the nation if left unchecked. At the heart of the issue is an oft-discussed anomaly: while millions of aspiring workers remain unemployed and an unprecedented percentage of the workforce report being underemployed, employers across industries and regions find it hard to fill open positions. The market for middle-skills jobs—those that require more education and training than a high school diploma but less than a four-year college degree—is consistently failing to clear. That failure is inflicting a grievous cost on the competitiveness of American firms and on the standard of living of American workers.

This market failure must be addressed. It is time we stopped accepting the cliché that America's job engine is stalled. Today, business leaders have a promising opportunity to work with educators, policymakers, and labor leaders to spark a revival of middle-skills jobs. To accomplish that, they must radically rethink their businesses' roles in nurturing talent. This will also require employers to accept leadership over America's system for educating aspiring workers and bringing the unemployed back into the workforce.

Historically, for innumerable Americans, middle-skills jobs served as the springboard into the middle class. Machinists and registered nurses, technical salespeople and computer technicians, financial analysts and a host of other jobs constituted the backbone of America's workforce. Their productivity drove America's competitiveness. Over the past three decades, however, the United States steadily lost its capability to create and sustain enough jobs to support the realization of the American dream for millions of workers. Between 1979 and 2000, real hourly wages for middle-skills workers stagnated; since then, wages have fallen.

The powerful forces of globalization and technological innovation account for some of that decline. As those changes buffeted the economy, they also eroded the underpinnings of America's once-effective workforce development system. In the face of that turbulence, too many businesses began relying on the "spot market" to fill their middle-skills needs instead of investing in workforce development efforts. Relationships between employers and community colleges and other talent suppliers weakened. Educators burdened by budget cuts focused on enrollment levels and graduation rates. As once-important employers stopped hiring and newer disciplines emerged, educators found it harder to train students with relevant skills.

Information deficiencies further plagued a system unused to addressing such a turbulent job market. Employers had little incentive to develop or share projections of their needs with educators, to incur the costs of defining qualifications on an industry-wide basis, or to invest in apprenticeships and cooperative education programs. Students and other aspiring workers had virtually no access to relevant information on which courses of study to pursue, how to compare between entry-level jobs for their long-term career paths and wages, or which skills local businesses were seeking.

The cumulative effects of those trends are now fully apparent in the United States. Underemployment is rampant for both middle-skills workers and recent college graduates. Too few have highly marketable skills; too many have pursued courses of study for which there is little demand. Ballooning student debt threatens the future of graduates and looms over the federal budget. Employers find it hard to fill occupations ranging from healthcare technicians to technical sales and service. Companies cite fears about the availability of skilled labor as a major deterrent to their growth plans. The current system is failing to serve the interests of employers and aspiring workers alike.

Despite the persistence of problems, no consensus has emerged on how to interdict this destructive cycle. The major stakeholders—business, educators, and policymakers—have consistently called for other players in the system to improve their performance, while attempting to improve their own results in isolation. So far, few have collaborated to take collective action and restructure the broken system.

We believe that U.S. competitiveness, broadly defined, provides alignment among different stakeholders in the skills-development system. By applying the lens of competitiveness, we endeavor to show how the use of information can improve outcomes for employers and workers. The first, essential step is to differentiate among the vast array of middle-skills jobs and concentrate on those with three important attributes:

- They create high value for U.S. businesses;
- They provide not only decent wages initially, but also a pathway to increasing lifetime career value for many workers;
- They are persistently hard to fill.

The recent emergence of much more sophisticated jobs-market data allows businesses, educators, and students to overcome the impediments posed by the information deficiencies of the past. Vehicles now exist for employers to define, communicate, and update the competencies they are seeking to wide audiences. For example, an analysis of current middle-skills job postings reveals jobs such as technical sales and sales management are both more plentiful and more rewarding than those that receive significantly more attention in the national dialogue, such as advanced manufacturing occupations. As a result, students can relate the investment of time and tuition dollars required to obtain a certification or degree to the associated earnings potential. Similarly, educators can redirect resources to developing training programs for better-paying jobs and where demand is growing.

Our analysis underscores the need for leaders from the business, education, and political spheres to act in concert to restore growth in America's middle-skills ranks.

- Business leaders must champion an employer-led skills-development system, in which they bring the type of rigor and discipline to sourcing middle-skills talent that they historically applied to their materials supply chains.
- Educators must embrace their roles as partners of employers and help their students realize their ambitions by being attentive to developments in the jobs market and the evolving needs of employers.
- Policymakers must actively foster collaboration between employers and educators, invest in improving publicly available information on the jobs market, and revise metrics used by educators and workforce development programs such that success is defined by placing students and workers in meaningful employment.

All the stakeholders must also commit to contributing to a new conversation about work in America. Too often, our society's leaders convey that a four-year college education is the only path to a respectable and rewarding career. That is not true. America's competitiveness rests on the shoulders of its middle-skills workforce. Sustaining competitiveness will require a collective effort to restart America's middle-skills engine.

CAUGHT IN THE MIDDLE

America faces a pervasive and seemingly intractable skills challenge. Well before the Great Recession, in the 1980s and 1990s, fissures began appearing between the skills demanded by American employers and the skills offered by America's labor force. The slow, jobless recovery that followed the Great Recession reinforced how wide the chasm had grown over the last few decades.¹ More than 60 months after the recession officially ended in June 2009, the American economy remains mired in a disturbing skills trap. Month after month, the U.S. labor force suffers a high unemployment rate, even as employers complain that job openings remain hard to fill. In August 2014, for example, the number of unemployed persons in America stood at 9.6 million,² with 4.8 million open job postings.³

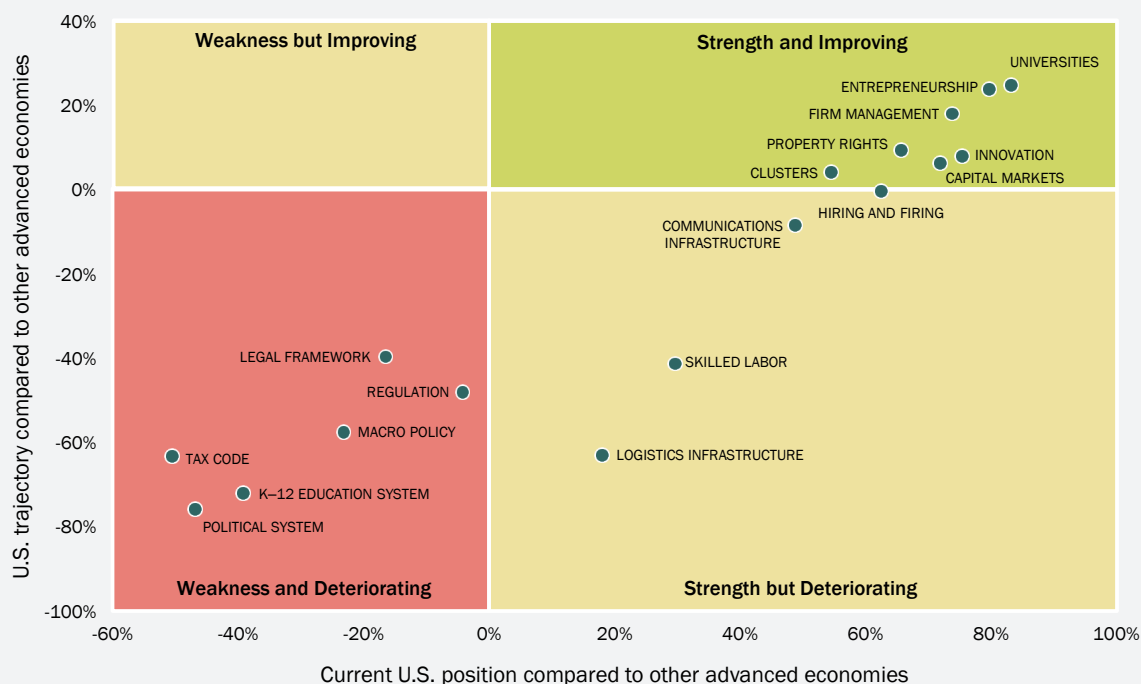
Economists, policymakers, labor unions, business leaders, and the media have all documented the mismatch in skills from their unique perspectives and offered solutions. Yet despite years of debate, America's skills gap—especially for solid, middle-skills jobs associated in the popular mind with the American dream—refuses to shrink. Why is this so? Why don't employers, educators, and potential employees take more decisive steps to end this misalignment? Who should take the lead in bridging the gap?

To probe these complex questions, the Harvard Business School launched a research initiative in 2013 in partnership with Accenture and Burning Glass Technologies. The three partners shared a common interest in trying to shed new light on the causes of the skills gap and, specifically, the role business could play in closing it.

For HBS, this research marked a natural progression in advancing our understanding of how to improve U.S. competitiveness. The School launched the U.S. Competitiveness Project in 2011 as a data-driven, non-partisan effort to diagnose the strengths and weaknesses of the U.S. economy—and to identify measures business leaders and policymakers could take to improve the nation's competitiveness. The research effort is guided by an overarching definition, developed by HBS faculty members, of what constitutes U.S. competitiveness: "The United States is a competitive location to the extent that companies operating in the U.S. are able to compete successfully in the global economy while supporting high and rising living standards for the average American."⁴

The first phase of HBS research in 2011, which covered 17 elements of competitiveness, confirmed that America's skills issue was a critical factor undermining the U.S. economy (see Figure 1). Annual surveys of HBS alumni worldwide

FIGURE 1: ASSESSMENT OF ELEMENTS OF THE U.S. BUSINESS ENVIRONMENT IN 2011



Note: Scored as percentage with positive views minus percentage with negative views.

Source: Michael E. Porter and Jan W. Rivkin, "Prosperity at Risk: Findings of Harvard Business School's Survey on U.S. Competitiveness," January 2012.

consistently suggested that the skills of the American workforce, once viewed as a source of competitiveness, were in decline relative to those of workers in other developed economies.⁵ The findings also implied that the perceived skills gap was influencing corporate decision making. For example, HBS alumni involved in firm location choices reported that access to skilled labor was more often a reason to move a business activity out of the United States than it was a reason to keep an activity in America.⁶

For Accenture, the initiative aligned with the company's long-standing commitment to skills and employment research; talent development for clients around the world; and its *Skills to Succeed* corporate citizenship initiative. Through *Skills to Succeed*, Accenture aims to equip, globally, 700,000 people by 2015 with the skills to get a job or build a business. Accenture's experience working with global organizations, researching talent and skills issues, and

equipping people with skills that enable them to contribute to the economy was vital in understanding how to close the middle-skills gap in the U.S.

The partnership was greatly enhanced by Burning Glass Technologies' agreement to join the effort. A Boston-based labor market analytics firm, Burning Glass collects U.S. job postings from over 38,000 sources. The company uses advanced proprietary text mining to read each job description posted online. It is widely regarded as the differentiated source of real-time information about the U.S. labor market. Burning Glass generously provided access to job-posting data from January 1 to December 31, 2013, allowing the entire team to analyze the middle-skills labor market in terms of trends in specific jobs, experience, qualifications, and skills sought by employers.

MAPPING THE MIDDLE-SKILLS LANDSCAPE

The authors of this report would like to start by gratefully acknowledging the deep analysis and thoughtful research undertaken by scholars and commentators on the middle-skills gap. Our effort sought to build upon that existing research. We hope to contribute a framework that allows leaders—most importantly business executives—to understand the competitive implications of the skills gap and to provide them with a set of specific and actionable recommendations for addressing it.

We began with a survey of the labor market. The basic demographics of employment are widely known. The recovery has proven a disappointment in terms of job creation when compared to previous rebounds. Broader measures of workforce demographics suggest widespread underemployment (see Figure 2 on Page 6).⁷

While the nominal unemployment rate has fallen, much of that apparent improvement has stemmed from workers taking part-time positions. Historically, during recessions it is usual for part-time employment to increase. However, this time, the persistence of high part-time employment even during the recovery is unusual. Longitudinal analysis shows that the recent recession registered a sharp spike in the number of part-time employed—peaking at 19.7% in 2010, but still short of the all-time high of 20.3% in 1983. But what is more surprising is how long high part-time employment has lingered well into the recovery.⁸ By August 2014, the rate had climbed up to 23%, well over the historic highs in the past.⁹

The long-term unemployed have found it particularly difficult to reenter the workforce. Thirty percent of workers who were unemployed long-term (27 weeks or more) between 2008 and 2012, in follow-up interviews after 15 months, admitted

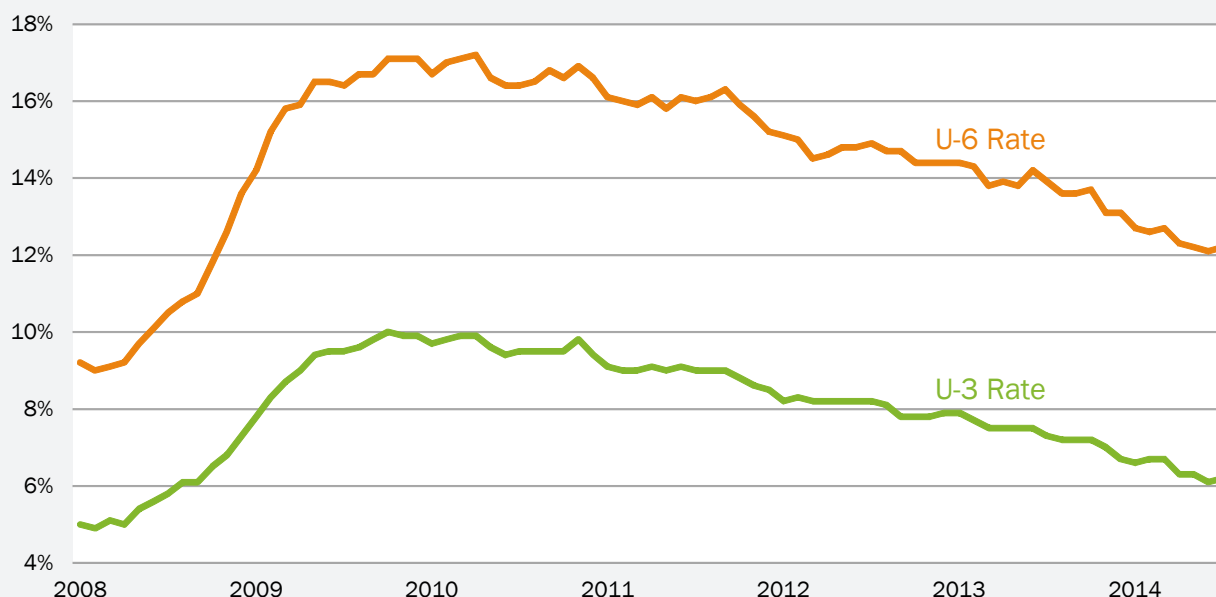
that they were still unemployed and looking for work. Another 34% had stopped looking for work altogether.¹⁰ With each passing month away from work, worker skills and experience erode and become more irrelevant.¹¹

The lethargy in the labor market applies to college graduates, too. Unemployment in recent college graduates between 20 and 29 years of age and with Bachelor's degrees was 11.5% in October 2013, compared to 9.0% in October 2007.¹² A study by the Federal Reserve Bank of New York also revealed the eroding quality of work secured by recent college graduates. More than 40% held jobs that do not traditionally require a college degree; of those underemployed graduates, almost 20% were working part-time and more than 20% were in low-wage jobs.¹³

Perhaps most alarming has been the decline in workforce participation to a level not seen since the late 1970s.¹⁴ Although a decline in participation has been forecast for some time as the inevitable consequence of changing demographics, recent research also suggests that it is being driven by the economics of employment.¹⁵ If potential workers cannot find employment that is more rewarding than relying on public assistance or family and social networks for support, they are less likely to continue to seek work.

The extent and persistence of high levels of unemployment and underemployment seem paradoxical in light of employers' complaints about their inability to fill open positions. We reviewed a range of studies that indicate that companies nationwide continue to find it difficult to attract talent with the requisite skills. They all tell a similar tale. For example, in a 2013 survey by Adecco, a workforce solutions provider in the United States and Canada, 92% of senior

FIGURE 2: LABOR UNDERUTILIZATION (2008-2014)



Source: Bureau of Labor Statistics, Current Population Survey.

executives expressed the opinion that troubling gaps in skills plague the workforce. Nearly 44% of the executives indicated that it was difficult to fill jobs because candidates lacked soft skills like communication and critical thinking.¹⁶ Similarly, 49% of the respondents to Manpower Group's Talent Shortage Survey in 2013 indicated that talent shortages were undermining their ability to serve customers.¹⁷ Employers cited the absence of technical skills (48%) and of workplace or soft skills (33%) as the most significant barriers to fulfilling their needs.¹⁸ Companies in the U.S. can expect to feel the pinch even more severely in the future as more than 76 million baby boomers age, and their current labor participation rate falls from 80% to below 40% by 2022, typical of older age groups.¹⁹

To deepen our understanding of the employer perspective, two partners of our team conducted new surveys, each targeting a unique audience. In a broad survey of 10,000 HBS alumni between December 2013 and January 2014, HBS faculty unearthed very similar results to those provided by sources like Manpower. Some 38% of respondents replied that it was either very difficult or somewhat difficult to fill middle-skills positions, while only 26% indicated that it was either very easy or somewhat easy to do so. HBS alumni from middle-sized companies²⁰ found the task particularly challenging, with 46% reporting that sourcing appropriately skilled talent was either very difficult or somewhat difficult.

Accenture conducted a companion survey in February 2014 of more than 800 human resources (HR) executives. It discovered that 56% of respondents found middle-skills jobs hard to fill, with finance and insurance (68%) and healthcare

(54%) companies experiencing the greatest challenges. Fully 69% of the overall sample and over 70% of the largest companies (those with revenues greater than \$2 billion) indicated that their inability to attract and retain middle-skills talent frequently affected their performance. Over one-third of respondents believed that inadequate availability of middle-skilled workers had undermined their productivity, with manufacturing (47%) and healthcare (35%) the hardest hit.

These data imply sobering consequences not only for companies, but also for new entrants to the workforce and the unemployed hoping to reenter the labor force. America's education and workforce development systems are just not producing a sufficient number of graduates with skills relevant to today's workplace and for jobs in high demand. Employers are finding that the available talent fails to meet their standards. The data suggest that aspiring workers cannot prudently assume that academic degrees or certifications related to some desired career will necessarily lead to employment. If left unaddressed, the challenge for workers to acquire and retain attractive middle-skills jobs will only worsen over time.

The long-term evolution of the U.S. workforce is therefore a source of concern in more than one way. Over time, America has witnessed a gradual polarization of skills in the labor market. The 1980s saw employment growth as well as wage growth for high-skill, high-wage jobs; the period from 1999 to 2007 saw an increase in low-education, low-skill jobs, while middle-skills jobs and wages declined or remained stagnant.²¹

Since 2000, “deskilling” has added further pressure on the labor market as highly-educated, high-skilled workers moved down the occupation ladder and took jobs historically held by lower-skilled workers.²² In recent years, “mal-employment,” in which workers are overeducated for their job, has been on the rise.²³

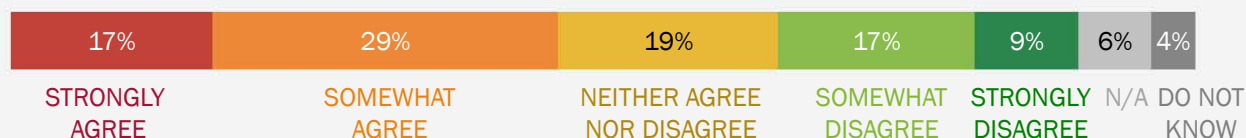
The growth in polarization transcends business cycles, but it has been demonstrated to accelerate dramatically during recessionary periods. One study suggests that it accelerates at nearly six times the rate in recessions when compared to periods of economic expansion.²⁴ The polarization has become more pronounced in the recent downturn. A report from the National Employment Law Project (NELP) found that low-wage sectors, such as food services and retail trade, accounted for only 22% of jobs lost during the Great Recession but 44% of jobs gained since the beginning of the recovery. Mid-wage jobs accounted for 37% of losses but only 26% of gains; higher-wage jobs, 41% of losses but only 30% of gains.²⁵ While a recent NELP survey suggests an uptick in hiring in higher-wage jobs, total employment in middle- and high-paying jobs is 1.2 million jobs lower than before the recession. If this remains largely a “barbell-shaped jobs recovery”—one with employment gains recorded at the top and bottom ends of the market—it will have important implications for aspiring workers. The evolution of the composition of the workforce does not provide any assurance that workers can rely on a rising tide to enjoy

higher living standards. Accenture’s analysis of the U.S. labor market warns that trends such as an aging workforce and lower workforce participation rates could result in a 9% decline in U.S. standards of living (per capita GDP in real dollars) by 2030.²⁶ To improve their lot, workers will therefore have to rely on developing marketable skills.

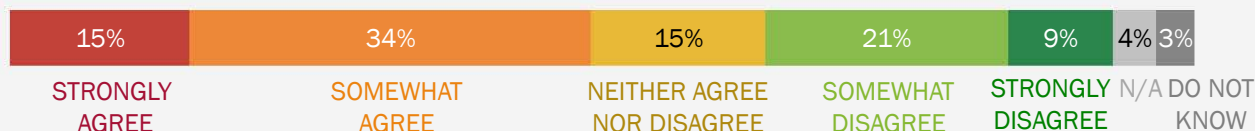
But that won’t be easy. The 2013–14 HBS alumni survey on U.S. competitiveness revealed another troubling insight: employers appear reluctant to hire full-time workers if an alternative presents itself. First, the survey showed, 46% of respondents agreed that their firms’ U.S. operations prefer to invest in technology to perform work rather than hire or retain employees, while only 25% disagreed.²⁷ Second, 49% said that their firms preferred to rely on vendors to perform work that can be outsourced, while only 29% reported that their firms would rather hire additional workers and keep work in-house. Third, when choosing to hire, companies also indicated a distinct preference for relying on part-timers. Companies that increased their reliance on part-time workers over the past three years outnumbered those that had reduced their proportion of part-timers by two to one (see Figure 3). This reluctance of employers to hire puts pressure on American workers in two ways. To attract potential employers, workers must develop skills that are integral to companies’ strategies, *and* they must demonstrate the capacity to master new competencies as their workplace evolves.

FIGURE 3: APPROACHES TO HIRING DECISIONS

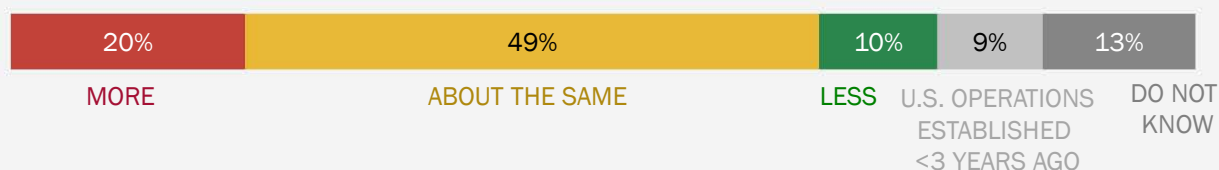
Your firm prefers to invest in new technology to perform work rather than hire or retain employees



Your firm prefers to rely on vendors that can be outsourced rather than hire additional employees



Compared to three years ago, your firm’s U.S. operations use part-time workers...



Note: Percentages do not sum to 100% because of rounding.
Source: Harvard Business School 2013–14 Survey on U.S. Competitiveness.

Where will U.S. workers get those skills? Ironically, not from many of the employers who bemoan the lack of skilled job applicants. Only a minority of respondents to both the HBS and Accenture surveys indicated that their firms invested in skill-building for *potential* employees. For example, in the HBS survey, only 45% of the respondents said their firms offered internships or apprenticeships for middle-skills jobs. In the Accenture survey, just 22% of companies said they would always consider bringing someone on who requires additional training when they're having trouble filling a role. Even fewer small companies (14%), those with annual revenues of less than \$250 million, said they were willing and able to do so.²⁸

This apparently widespread unwillingness of many employers to take a more active hand in filling a skills gap that many complain threatens their competitiveness struck our team as perplexing. During the course of this research, when we asked employers about it, we found many believed that their firms could avoid the negative consequences of the skills gap, despite knowing that their industry suffered from one. They believed they would continue to attract the talent, even while predicting an enduring shortage in the general marketplace. We hope this report helps more businesses become self-aware about the need to invest in middle-skills development—not just for their own immediate needs but for building a long-term pool of skills for the region, industry, and community.

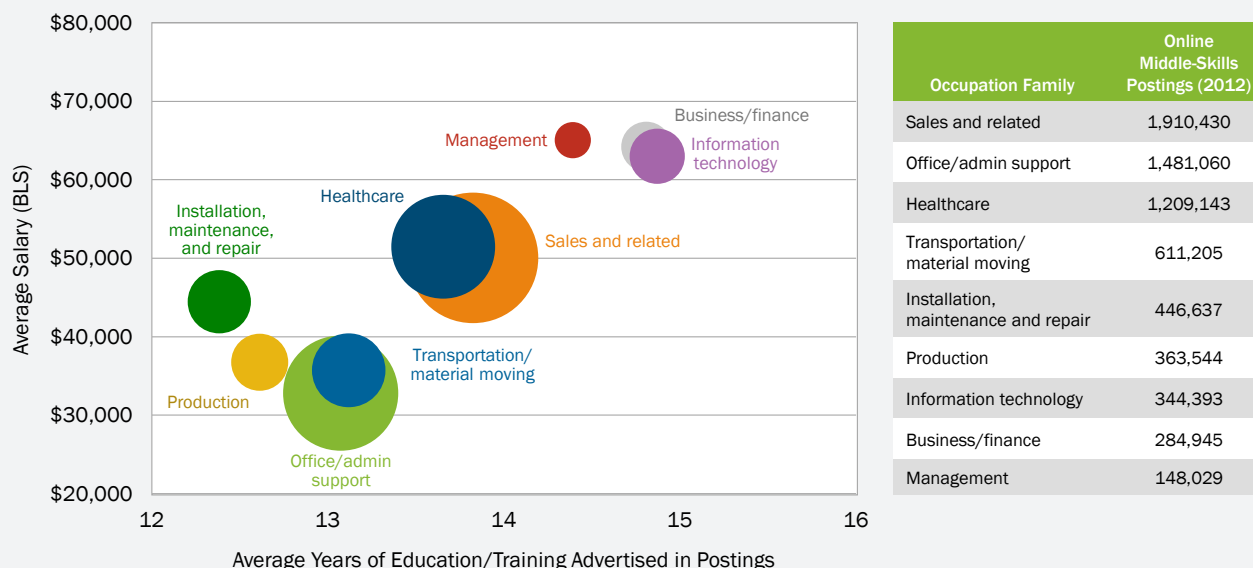
DEFINING A COMPETITIVENESS-BASED APPROACH

Despite the mass of impressive scholarly work on the middle-skills gap, the issue had not been viewed through the lens of *competitiveness*. We believe that using the expansive definition of competitiveness, employed in the broader HBS research on the U.S. economy, might reveal how business leaders, educators, and policymakers should go about addressing the skills gap—and where they ought to focus their attention.

To begin that analysis, we probed if the broad and elastic definition of “middle skills” in fact stood in the way of developing strategies to close the skills gap. The standard definition of a middle-skills job—one requiring more than

a high school diploma and less than a four-year college degree—encompasses a huge array of occupations. Burning Glass reported almost 7.3 million online postings²⁹ for middle-skills jobs in 2013, out of a total of 19.9 million online postings.³⁰ In a typical month, approximately 600,000 postings come online for middle-skills jobs. Those jobs range considerably in terms of average compensation and the time required to earn the credentials. As Figure 4 illustrates, middle-skills jobs are as diverse as those who hold them,³¹ differing widely in their average compensation, the education and training required beyond a high school degree, and the content of work itself.

FIGURE 4: THE SCOPE OF MIDDLE SKILLS: AVERAGE SALARY AND EXPECTED QUALIFICATIONS



Sources: Bureau of Labor Statistics, 2012 Occupational Employment Statistics dataset; Burning Glass Technologies' database of online job postings for 2012.

To understand the impact on U.S. competitiveness, we therefore needed to understand the attributes of middle-skills jobs at a more granular level. Specifically, we wanted to understand how the middle-skills gap affected the United States' ability to achieve the twin objectives of being a base from which firms can compete successfully in the global economy *while* supporting high and rising living standards for the average American. If the skills gap is a threat to America's ability to support globally competitive enterprises, it must be felt in specific jobs that are crucial to firms' performance. Which middle-skills jobs meet that standard, and are they, in fact, hard for employers to fill? If the gap is

a threat to the living standards of average Americans, we wanted to understand whether middle-skills positions still offer American workers the opportunity to enjoy high and rising living standards. Or has the polarization of America progressed so far that most workers with middle skills are condemned to stagnant or declining living standards?

By analyzing those questions, we hoped to develop some insight about what leaders of all stripes, but most importantly business leaders, can do to start reducing the skills gap.

SEGMENTING MIDDLE-SKILLS JOBS

Exploring the implications of the middle-skills gap for competitiveness required us to develop a tool for describing jobs in terms of two major variables: their importance to the strategic success of American companies and their capacity to support high and improving standards of living for someone holding that job. We developed the framework below, mapping those two variables along Y- and X-axes (see Figure 5). The "Value to U.S. Business" axis displays how important an occupation is to U.S. business by measuring how much the industry contributes to the U.S.

economy and how critical each occupation is to relevant industries. The "Career Lifetime Value" axis displays the value of an occupation to a worker by measuring the occupation's average salary and future earning potential. (For a detailed explanation of the methodology please turn to Appendix I on Page 29.) This matrix provides us with a tool to relate those two fundamental elements of the definition of competitiveness. Occupations that sustain U.S. competitiveness are those that offer enduring value to both businesses operating in the U.S. and American workers.

FIGURE 5: FRAMEWORK FOR OCCUPATIONAL IMPORTANCE TO U.S. COMPETITIVENESS

Which occupations are critical to U.S. competitiveness?

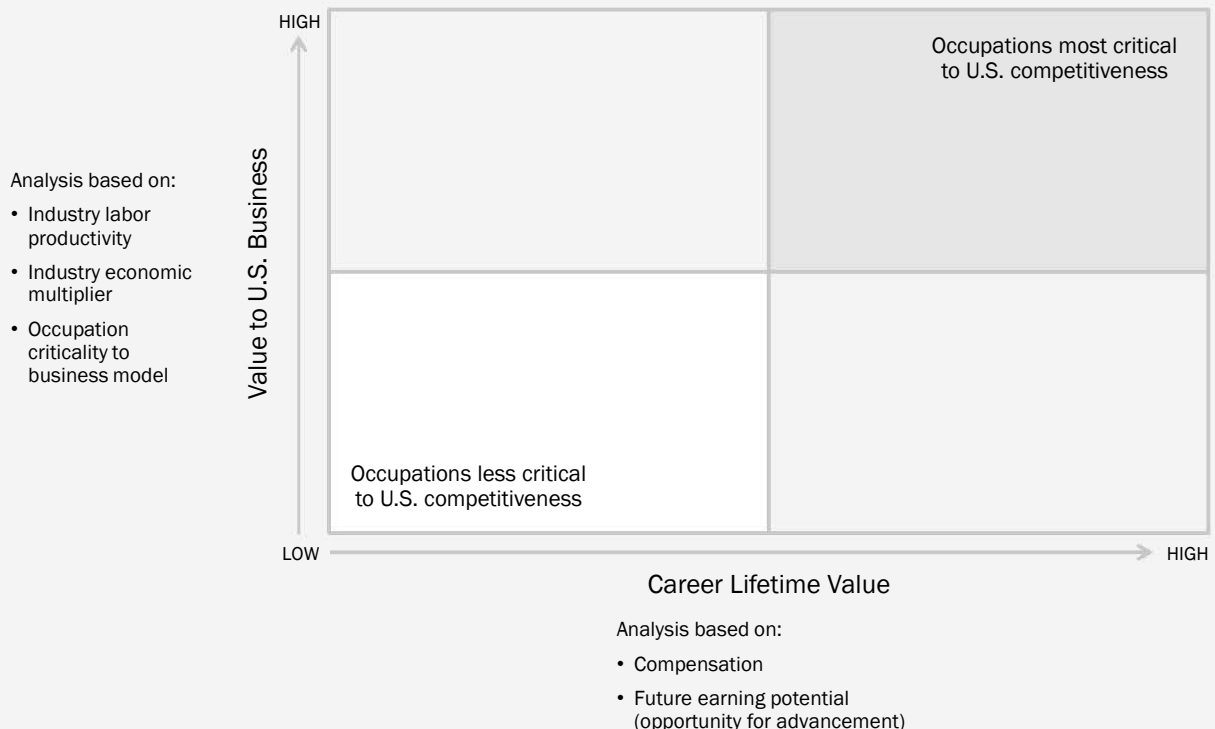
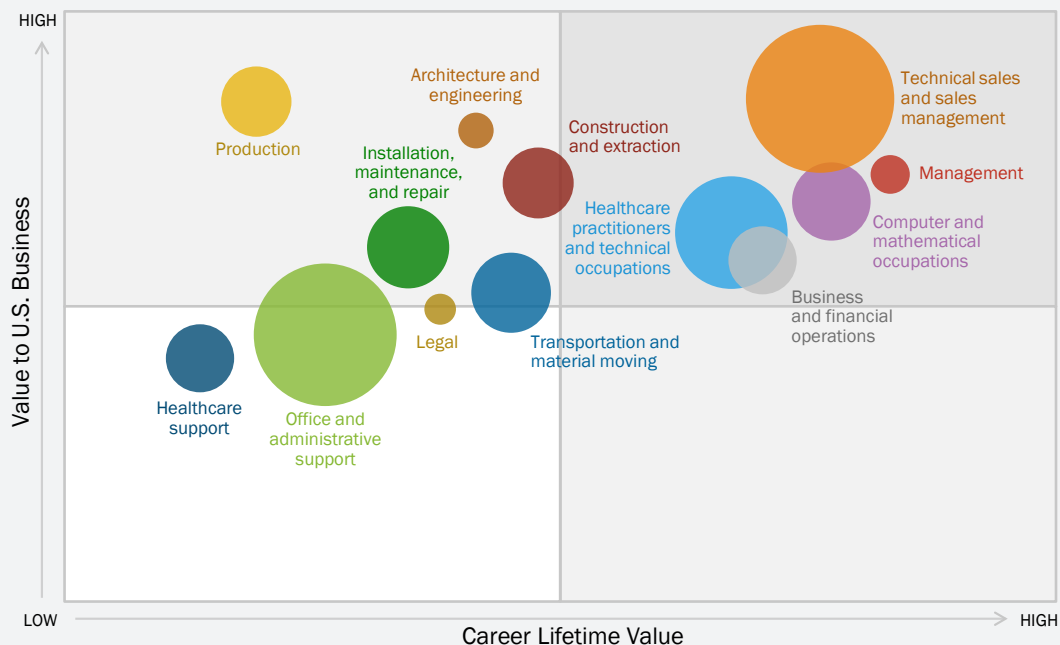


FIGURE 6: IMPORTANCE OF MIDDLE-SKILLS OCCUPATION GROUPS TO U.S. COMPETITIVENESS
(NATIONAL VIEW, 2013)



Note: Bubble size reflects relative number of job postings.³⁴

Sources: Bureau of Labor Statistics, 2013 Occupational Employment Statistics dataset; Bureau of Economic Analysis; Accenture Middle-Skills Survey 2014 and industry subject matter experts; Burning Glass Technologies' database of online job postings for 2013. For a detailed methodology, see Appendix I on Page 29. The number of construction and extraction jobs is an estimate.

Relying on data provided by Burning Glass, Accenture analysis, and a host of other supporting sources, the team first deployed the framework nationally, at the level of occupational groups.³² That analysis revealed some interesting insights that belie some of the conventional wisdom pertaining to middle-skills jobs.

For example, the analysis showed the importance of certain occupational categories, such as technical sales and sales management (see Figure 6), which receive precious little attention in the national dialogue about middle skills. In addition to being the single largest occupation group in terms of job postings in 2013 (23%), these jobs fare well on both dimensions of competitiveness. Unsurprisingly, so do occupations captured in the computer and mathematical grouping.

Despite much recent excitement about the potential for advanced manufacturing and the possible repatriation of manufacturing jobs, many such jobs do not offer a high career lifetime value for workers. Production jobs bifurcate into two categories with divergent career earning potential: lower-wage general production jobs and higher-wage skilled production jobs. Average wages in the general production category hover around \$16 an hour, while average wages for skilled production jobs jump to \$25 an hour.³³ Moreover, general production jobs are at the greatest risk of being re-offshored, depending on the vagaries of wages and trade

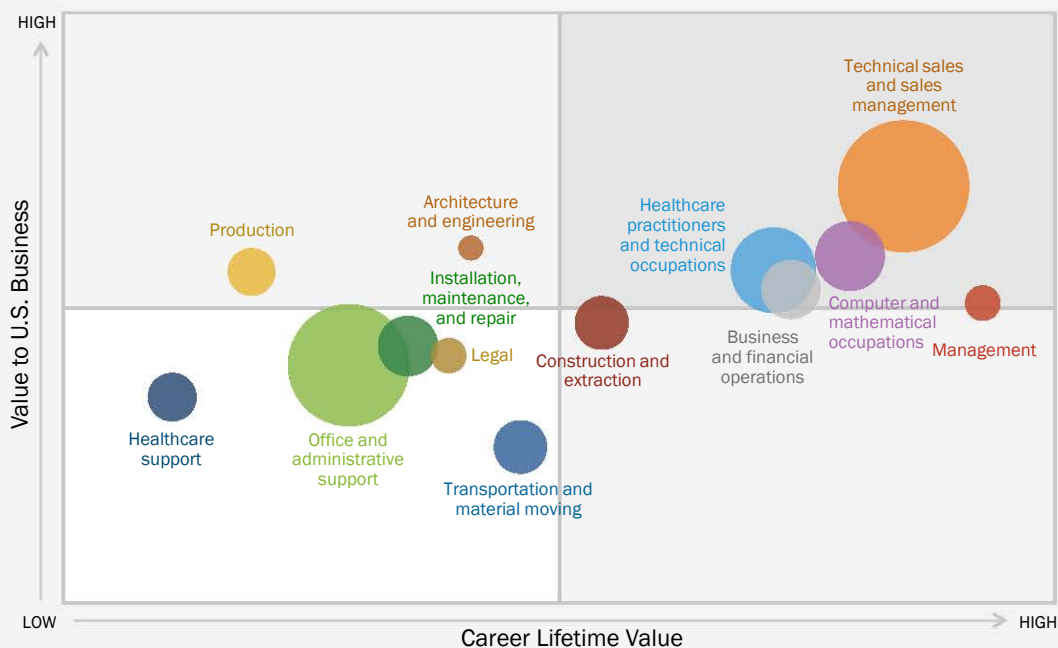
flows worldwide. They are also at risk of being replaced by new technologies.

The analysis also revealed how unevenly occupations are spread across the U.S., reflecting clusters of economic development. The importance of various industries varies by region, based on the degree to which they are located there. For example, a comparison of the states of New York (see Figure 7) and Illinois (see Figure 8) shows the greater services orientation of the former and the greater concentration of manufacturing and engineering-related businesses in the latter.

Such considerations are particularly important for policymakers and those involved in regional economic development. State and local governments can use such data both to understand the current requirements of businesses located within their jurisdictions and to anticipate future needs.³⁵

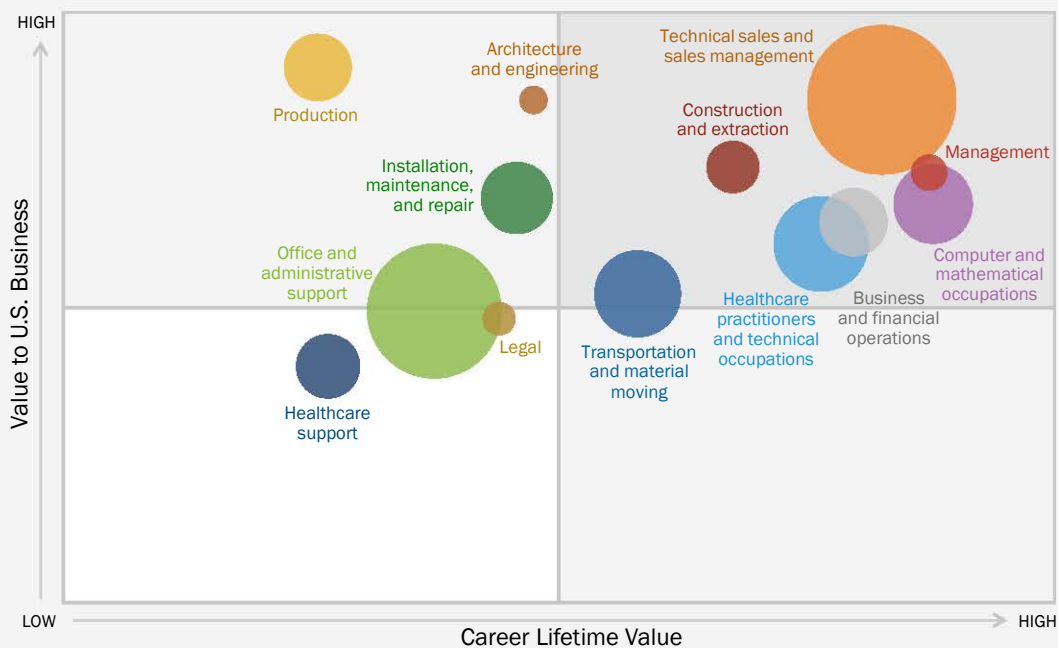
The significance of viewing middle-skills jobs through the lens of competitiveness becomes more apparent at the level of specific jobs within occupational categories. A detailed breakdown of jobs within the broad production category reveals much about the value of those positions, especially to aspiring workers. The jobs are universally evaluated as important to the competitiveness of American businesses that rely on them. Paradoxically, they are not associated

FIGURE 7: IMPORTANCE OF MIDDLE-SKILL OCCUPATION GROUPS TO U.S. COMPETITIVENESS
(NEW YORK STATE VIEW, 2013)



Sources: Bureau of Labor Statistics, 2013 Occupational Employment Statistics dataset; Bureau of Economic Analysis; Accenture Middle-Skills Survey 2014 and industry subject matter experts; Burning Glass Technologies' database of online job postings for 2013. For a detailed methodology, including an explanation of differences between this state view and the national view, see Appendix I on Page 29. The number of construction and extraction jobs is an estimate.

FIGURE 8: IMPORTANCE OF MIDDLE-SKILL OCCUPATION GROUPS TO U.S. COMPETITIVENESS
(ILLINOIS STATE VIEW, 2013)



Sources: Bureau of Labor Statistics, 2013 Occupational Employment Statistics dataset; Bureau of Economic Analysis; Accenture Middle-Skills Survey 2014 and industry subject matter experts; Burning Glass Technologies' database of online job postings for 2013. For a detailed methodology, including an explanation of differences between this state view and the national view, see Appendix I on Page 29. The number of construction and extraction jobs is an estimate.

with high career lifetime values for workers. That would seem illogical, since manufacturing companies regularly voice concerns about the unavailability of talent. Accenture reports that 75% of manufacturers are experiencing a moderate to severe shortage of talent;³⁶ other groups cite 600,000 manufacturing sector jobs remaining open consistently.³⁷

Why do production jobs fare poorly on the lifetime value variable? Many production jobs (see Figure 9)—such as a computer numerical control (CNC) machine operator, a tool-and-die maker—that require specific credentials or experience pay reasonably well by middle-skills standards. However, their career lifetime value is low as few production jobs have a clear pathway to other, higher-paying jobs. Better-paying jobs further up a manufacturing company's hierarchy are supervisory. They require extensive experience, and the ratio of supervisory personnel to core staff is such that rates of advancement are likely to be slow. In other words, machinists or tool-and-die makers are likely to remain machinists or tool-and-die makers, subject to whatever vagaries affect their specific occupations, their employer, or their employer's sector.

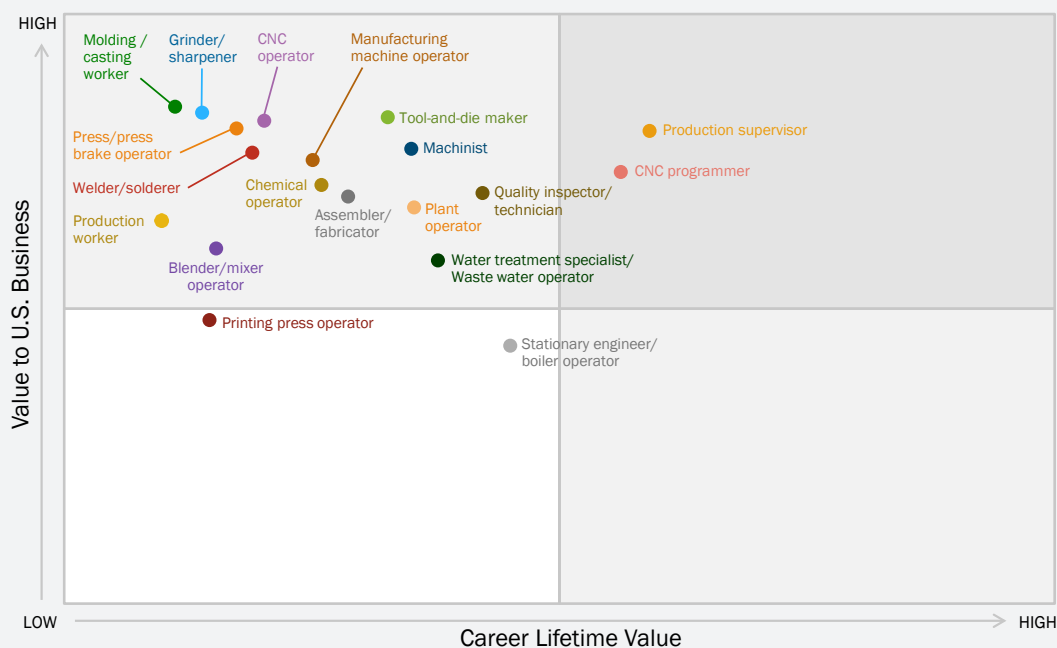
In contrast, other occupations provide more robust and diverse prospects for career advancement. They offer the possibility, if not the guarantee, of a higher career lifetime value. The estimated lifetime value of positions in the technical sales and sales management occupation groups is an example (see Figure 10). The category encompasses roles ranging from financial services sales

agents to insurance and real estate brokers. Although unsung relative to their importance to the competitiveness of companies operating in the U.S., the jobs within this occupation group have two attractive features: they are the most frequently posted, and they enjoy among the highest average compensation level. They have the added appeal of breadth of relevance. A far larger percentage of companies require skilled sales supervisors and agents than require arc welders or turret lathe operators.

Entry-level sales jobs also have clearer pathways for advancement than many other middle-skills occupations. Using Burning Glass' data, we were able to extrapolate which positions across all middle-skills occupations offer the best platforms for advancing to other, higher-paid jobs. Sales jobs fared particularly well along this important dimension (see Figure 11).

In sum, middle-skills jobs differ markedly in their capacity to offer a springboard for advancement. Some positions, like nursing assistant and sales assistant, are closely tied to ladders of progression. They provide the experience base and foundation credentials that enable an individual to advance up a professional hierarchy, enhancing the lifetime value he or she will enjoy. Such advancement is, of course, not guaranteed. But by making that initial career choice, individuals can provide themselves the prospect of moving up a career ladder should they have the capability and commitment to do so. Other jobs offer narrower and more attenuated career paths, despite requiring an equivalent initial investment in time and tuition expense.

FIGURE 9: MIDDLE-SKILLS OCCUPATIONAL IMPORTANCE TO U.S. COMPETITIVENESS: PRODUCTION (MANUFACTURING) OCCUPATIONS (NATIONAL VIEW, 2013)



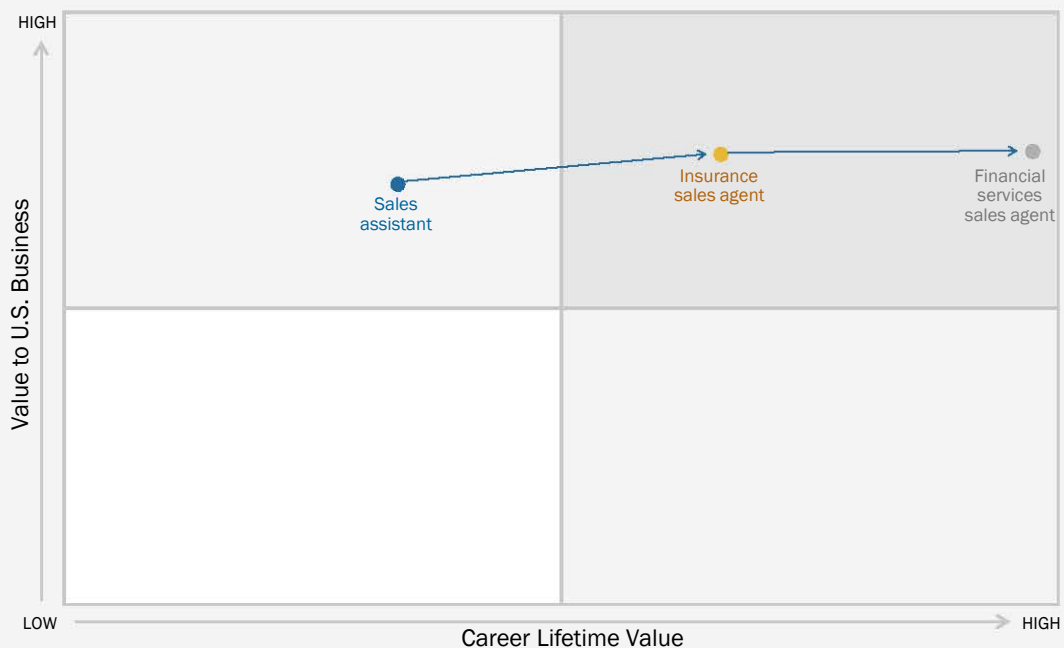
Sources: Bureau of Labor Statistics, 2013 Occupational Employment Statistics dataset; Bureau of Economic Analysis; Accenture Middle-Skills Survey 2014 and industry subject matter experts; Burning Glass Technologies' database of online job postings for 2013.

FIGURE 10: MIDDLE-SKILLS OCCUPATIONAL IMPORTANCE TO U.S. COMPETITIVENESS: TECHNICAL SALES & SALES MANAGEMENT OCCUPATIONS (NATIONAL VIEW, 2013)



Sources: Bureau of Labor Statistics, 2013 Occupational Employment Statistics dataset; Bureau of Economic Analysis; Accenture Middle-Skills Survey 2014 and industry subject matter experts; Burning Glass Technologies' database of online job postings for 2013.

FIGURE 11: MIDDLE-SKILLS OCCUPATIONAL IMPORTANCE TO U.S. COMPETITIVENESS: POTENTIAL PATHWAY FOR TECHNICAL SALES & SALES MANAGEMENT OCCUPATIONS (NATIONAL VIEW, 2013)



Sources: Bureau of Labor Statistics, 2013 Occupational Employment Statistics dataset; Bureau of Economic Analysis; Accenture Middle-Skills Survey 2014 and industry subject matter experts; Burning Glass Technologies' database of online job postings for 2013.

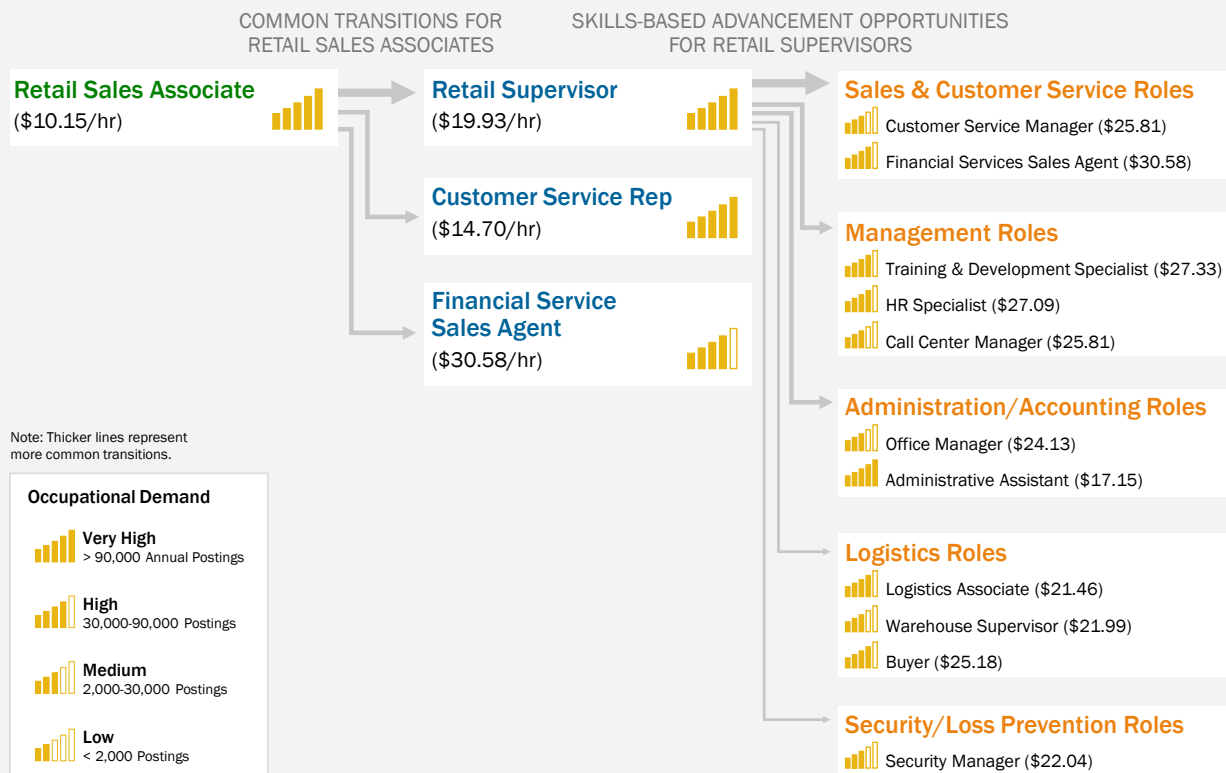
Differentiating Among Career Pathways

Some middle-skills jobs offer clear pathways to prosperity. People in those jobs have the prospect of progressing up a career ladder—at each level having the opportunity, if not the guarantee, of moving into a higher-paid role based on the experience and skills gained in their initial position. Burning Glass analytics show that help-desk/entry-level computer support jobs are excellent examples of that phenomenon. These entry-level jobs pay on average \$44,000 per annum, and about 54% of the postings do not require a Bachelor's degree. More importantly, they provide a springboard for accessing higher-level positions. Experience as a computer support technician is frequently cited as preferred for applicants for higher-level positions. Workers can access those opportunities by developing additional, discrete skills acquired through certifications. A worker with aptitude and ambition has a good chance to advance to positions such as help-desk manager or network support specialist. At this stage, salaries range from \$61,000 to \$78,000.

Other middle-skills jobs offer little more than dead ends. People in these jobs are on a step-stool: entry-level jobs may be available, but the prospects for advancement are dim. A prominent example is a pharmacy technician. According to Burning Glass analytics, the average starting salary is around \$29,000 per annum, but there is little upward mobility. Pharmacy technician is just not cited as a preferred background for applicants for other, seemingly-related, and better-paying jobs. To be sure, technicians can try to move forward with certifications, but those certifications rarely port to other clinical jobs.

Differentiating between pathway and dead-end jobs can help policymakers and business leaders prioritize the allocation of scarce resources on skills development. For example, production jobs often get a disproportionate share of attention compared to their total impact on the U.S. economy (as shown in Figure 6). In contrast, little attention is paid to retail jobs—in fact, they are often reviled as low-paying jobs.

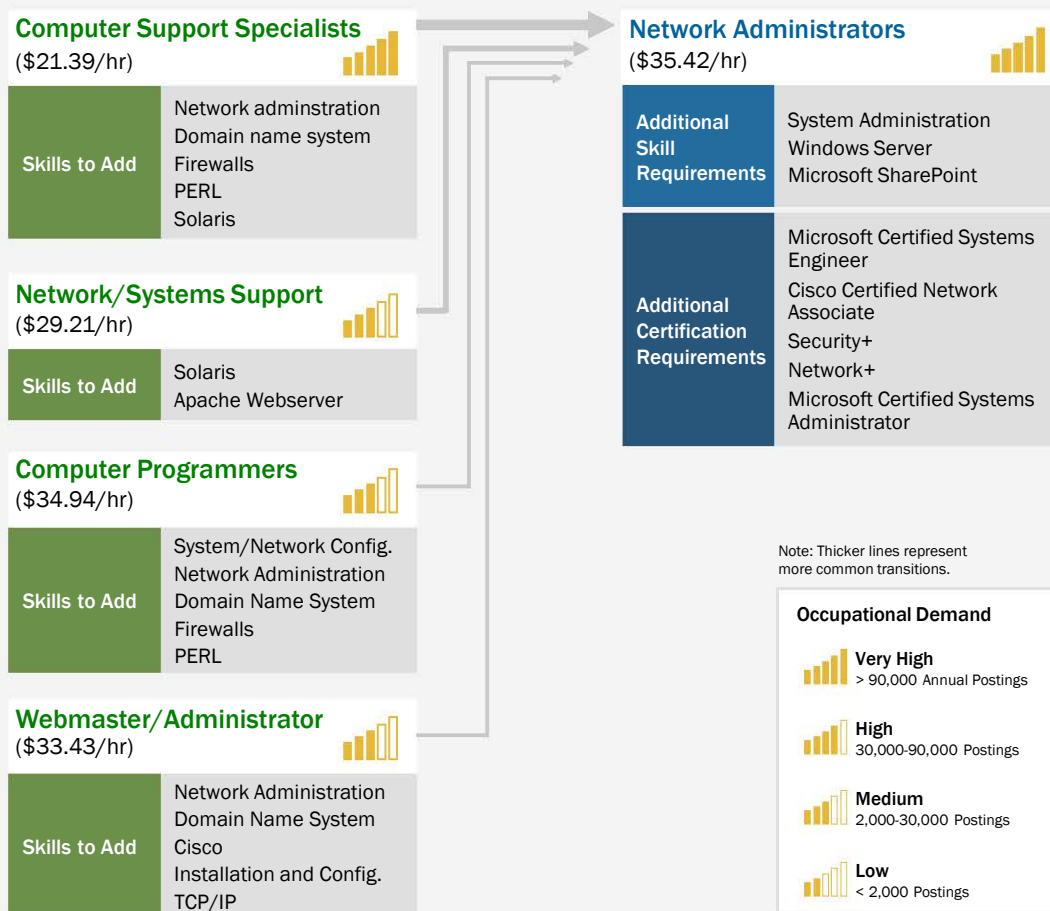
FIGURE 12: RETAIL CAREER PATHWAYS



Methodology: Transition pathways are based on the frequency of career transitions observed in millions of résumés and analysis of skill requirements in Burning Glass' proprietary database of more than 100 million online job postings. Wage data reflect the mean advertised hourly wage.

FIGURE 13: NETWORK ADMINISTRATOR CAREER PATHWAYS

COMMON PATHWAYS INTO NETWORK ADMINISTRATOR ROLES



Methodology: Transition pathways are based on the frequency of career transitions observed in millions of résumés and analysis of skill requirements in Burning Glass' proprietary database of more than 100 million online job postings. Wage data reflect the mean advertised hourly wage.

A pathways approach shows, however, that entry-level retail jobs are not necessarily dead ends and can lead to jobs with higher wages. Burning Glass analysis shows that a retail sales associate might start at an average wage of \$10.15 per hour. An experienced sales associate can aspire to become a retail supervisor (average wage: \$19.93 per hour) or move into adjacent roles, each with its own career pathways, such as customer service representative (\$14.70) or financial services sales agent (\$30.58). As Figure 12 shows, with the right kind of skills upgrading, a retail supervisor can move on to careers in sales, management, administration, or logistics. Not only are the wages higher in almost all these cases, the occupational demand is either high or very high, with tens of thousands of job postings.

A pathways-based approach can also help employers develop innovative solutions to fill vulnerable and hard-to-fill roles—and target strategic investments in training employees for those critical skills. Network administrators, a vital middle-skill role for both employers and workers, present a prime example. According

to Burning Glass' hard-to-fill analytics, network administrators are the most difficult-to-fill middle-skill IT role. In each industry Accenture surveyed, at least 24% of employers named network administrators as one of their hardest positions to fill.

By investing in understanding pathways, companies will find that there are many sources for creating a healthy pipeline of network administrators. As Figure 13 shows, employers can invest in adding a basket of skills to computer programmers, network support specialists, and webmasters to take them to the next level of network administrator. Companies can even groom computer support specialists, who typically don't have a Bachelor's degree, to advance to network administrators. In each instance, not only would the company strengthen its access to skills and ability to compete—it would also be offering the average worker a chance to earn higher wages and aspire to a higher standard of living.

THE SIGNIFICANCE OF HARD-TO-FILL JOBS

Most debate on closing the skills gap in the United States focuses either on issues around high skills (e.g., how can we increase the number of aeronautical engineers in America?) or low skills (e.g., what should be the minimum wage?). Now, increasingly, businesses are starting to feel the pinch of middle-skills gaps. When businesses come up against hard-to-fill middle-skills jobs, they face hidden costs such as lost output, increased overtime, inability to grow and compete, and higher turnover. The Accenture middle-skills survey showed that a lack of adequate middle-skills talent directly or significantly affected the productivity of 47% of manufacturing companies, 35% of healthcare and social assistance companies, and 21% of retail companies. (Percentages are of the companies surveyed.)

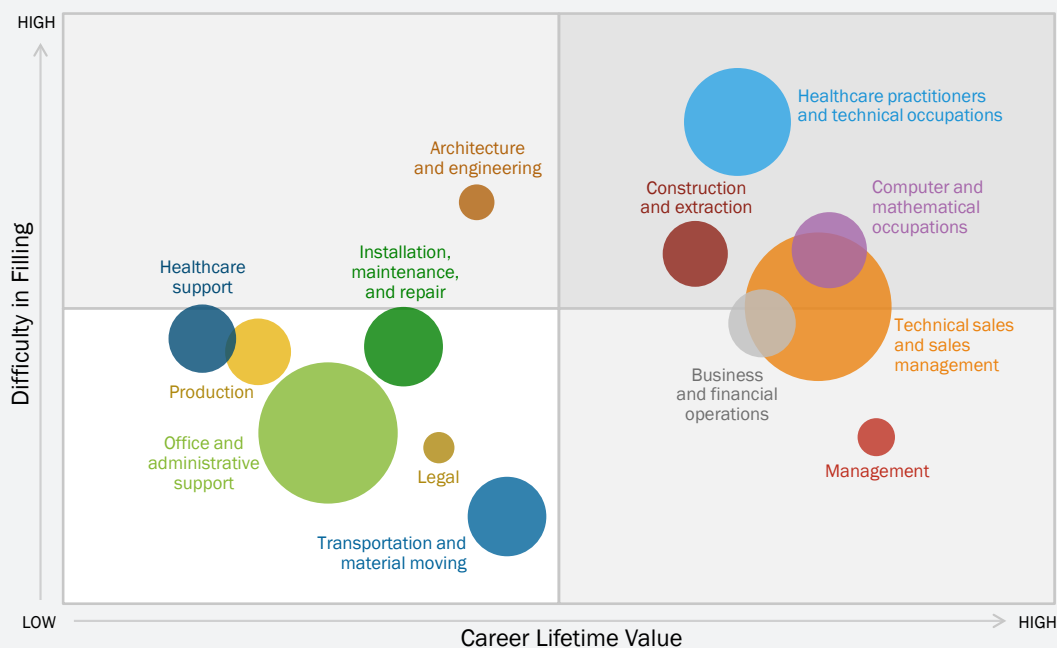
Using Burning Glass' data, we developed a framework to understand which jobs are consistently hard to fill and how that influences the associated career lifetime value. We augmented that analysis with primary research gathered through Accenture's survey and interviews.

For this analysis, the Y-axis displays how difficult it is to fill a specific occupation based on three attributes: posting duration, posting duplication rates, and resource

intensiveness. Posting duration³⁸ measures how long, on average, a job posting remains active. Duplication rates³⁹ track how frequently employers have to duplicate job postings. Resource intensiveness⁴⁰ measures how much money employers spend on recruiting sites and agents to fill positions. We weighted each factor equally in our analysis. The X-axis, career lifetime value, is based on the same analysis performed to reveal the "importance to U.S. competitiveness." (For the full methodology, see Appendix II on Page 30.)

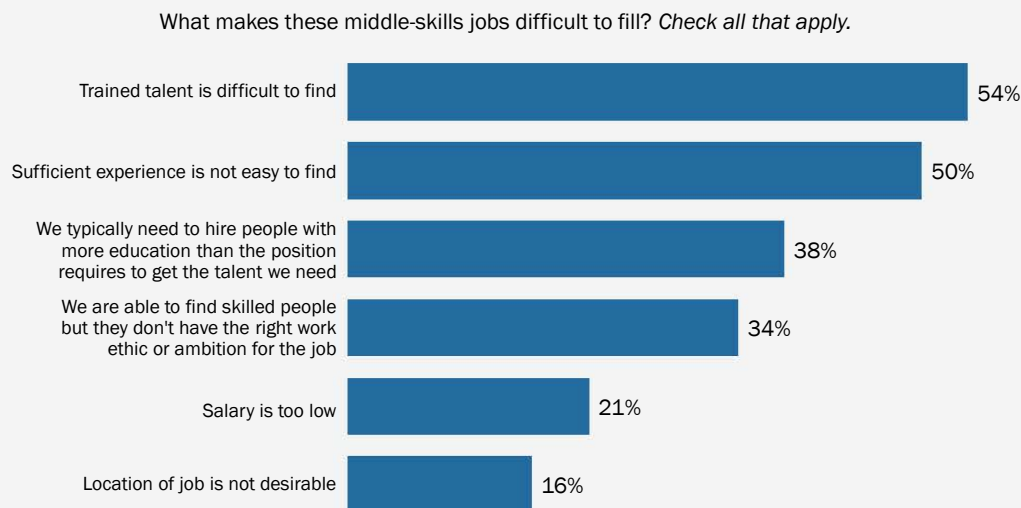
The data analysis at a national level (see Figure 14) confirmed an overlap in economic importance and job-candidate shortages in the U.S. for healthcare practitioners and technical workers, computer and mathematical positions, and technical sales and sales management callings. More easily-filled positions, such as office and administrative support and production jobs (specifically jobs requiring little experience and no significant credentials such as press operator, molding/casting worker, production worker, and blender/mixer operator), command a commensurately low lifetime value.

FIGURE 14: HARD-TO-FILL MIDDLE-SKILLS OCCUPATION GROUP ANALYSIS (NATIONAL VIEW, 2013)



Sources: Bureau of Labor Statistics, 2013 Occupational Employment Statistics dataset; Burning Glass Technologies' database of online job postings for 2013. For a detailed methodology, see Appendix II on Page 30. The number of construction and extraction jobs is an estimate.

FIGURE 15: ACCENTURE MIDDLE-SKILLS SURVEY 2014: WHAT MAKES MIDDLE-SKILLS JOBS HARD TO FILL?



Source: Accenture Middle-Skills Survey, February 2014. For a detailed methodology, see Appendix III on Page 30.

Accenture also explored why employers believe these positions are hard to fill. As expected, its survey indicated that the lack of candidates with the relevant training and experience was the major impediment to filling positions (see Figure 15). The two most critical and hardest-to-fill jobs are in the information technology field. Twenty-seven percent of companies across all industries said that the network/systems administrator post was the most difficult job for their company to fill. When asked what made it difficult, three-quarters of respondents said that network (or systems) administrators' and computer support specialists' posts were hard to fill due to a lack of applicants with technical skills. Said the operational excellence group leader at a large healthcare insurance company: "We do get people that meet many of the requirements in terms of experience or education. But they lack the technical skills, such as computer literacy, that would make them really effective." Another 21% of companies said the same of computer support specialists. Customer service representatives and sales supervisors were also called out as job postings difficult to fill across industries.

Harvard Business School Professor Willy Shih has documented the difficulties employers face trying to "reshore" manufacturing operations to the United States. He cites the challenges employers such as GE and Flextronics have experienced building and stabilizing an expanded workforce. GE experienced a 23% turnover rate amongst new, first-year employees at its legendary Appliance Park facility after expanding its payroll by over 700 workers. More startlingly, Flextronics hired 6,500 new workers at a facility

in Fort Worth, Texas, in order to ensure that the firm had the 2,500 workers it ultimately required. Workers' lack of a basic understanding of what was involved in working on a factory floor was a major source of turnover.⁴¹

Jobs can be hard to fill for other important reasons. One of those most frequently mentioned is soft skills or foundation skills, such as work ethic, communication, teaming, and leadership.⁴² Indeed, one-third of HR executives in Accenture's survey noted that while they could find skilled workers, many lacked the work ethic or ambition to be successful in the role. When asked to consider the first, second, and third most difficult middle-skills jobs to fill in their organization, respondents chose a lack of foundation skills as the second most important reason (after technical skills) for jobs that are hard to fill in all three cases.⁴³ This was particularly prevalent in the retail industry: 47% of retailers identified deficits in work ethic and ambition as the leading impediment to finding middle-skills talent.⁴⁴ Among businesses seeking customer service representatives, 63% of the companies surveyed said these jobs were hard to fill because of a lack of foundation skills.

For many employers, the solution to the shortage of soft skills among their middle-skills applicant pool is to "upskill" the position or to add credential requirements, such as a Bachelor's degree or more work experience. In other words, companies use credentials like advanced degrees as proxies for soft skills. In interviews, companies admitted to elevating qualification requirements to find employees with strong communication skills, leadership potential, and reliability,

especially for sales and customer-facing roles. Burning Glass' research uncovered a startling example involving computer support specialists, commonly known as help-desk staff. The job postings data showed that 43% of help-desk roles asked for a Bachelor's degree, but that the specific skills advertised for the help-desk roles were identical, whether the job posting came with or without a Bachelor's requirement.⁴⁵

Burning Glass data show that employers have increasingly come to rely on a Bachelor's degree as an employment screen, even if it may not be related to actual job duties.⁴⁶ This "short-cut" to ensuring soft skills in employees very often comes back to haunt employers. By using overly restrictive screening procedures, employers effectively choke off viable talent from applying to their organization—and lengthen the hiring process. Burning Glass finds that help-desk jobs calling for a Bachelor's degree take 40% longer to fill on average. These job postings remain open for an average of nearly 38 days versus 27 days for help-desk positions that do not specify a Bachelor's degree (see Figure 16).

Yet many employers believe that a Bachelor's degree ensures that the workers possess the capacity to grow in their jobs. A small internet security firm that Accenture interviewed confirmed that it hires employees with a Bachelor's degree for sales roles, even though the substance of the work does not require a degree. The firm believes the college experience gives candidates a different set of valuable skills.⁴⁷ Said an HR manager: "There's something that comes with being a college student, a lot of maturity and knowing how to work with different people. They know how to communicate and to express themselves." Some companies surveyed linked their sales

and revenue results directly to having polished and poised sales representatives. At Standard Motor Products, a mid-size manufacturing firm, the vice-president of HR said: "The skill set that's required to walk into a \$10 billion customer and be credible (requires) someone who is well-educated and knowledgeable in the marketplace."

Other employers use higher credentials as a proxy for the capacity to advance. For example, in follow-up interviews and in open-ended questions in the Accenture middle-skills survey, HR leaders said that candidates for IT positions who possess college degrees are likely to have the technical savvy, problem-solving capabilities, and ability to adapt to new systems and technologies necessary to stay productive and be promoted. Given the recurrent difficulty in filling IT positions, they want to hire workers who can grow with the organization.

The persistence of hard-to-fill jobs across industries reveals the risks in allowing the skills gap to remain unaddressed. Many such jobs are highly important to the intrinsic competitiveness of companies. If the talent to fill those positions is chronically unavailable, employers will be obliged to rely on alternatives. They may move operations elsewhere, turn to foreign vendors, or opt to invest in labor-replacing technology, despite their initial preference to find an American worker to fill the need. For example, while nursing shortages are nothing new, a large non-profit hospital network that Accenture interviewed confirmed that it still struggled to find enough registered nurses within the United States to meet its demand. To solve the problem, it began working with nursing schools in the Philippines, Canada, and England, and now sponsors qualified candidates to work for the network in the United States.⁴⁸

FIGURE 16: AVERAGE TIME TO FILL JOB POSTINGS

Occupational Title	Credentials Gap	Average # of Days to Fill Postings That Do Not Require a BA (Burning Glass)	Average # of Days to Fill Postings That Require a BA (Burning Glass)	% Change
Executive Secretaries and Executive Assistants	46%	24.85	27.96	13%
Transportation, Storage and Distribution Managers	42%	31.42	33.35	6%
First-Line Supervisors of Mechanics, Installers, and Repairers	34%	31.92	37.49	17%
Training and Development Specialists	25%	34.98	36.64	5%
Insurance Claims and Policy Processing Clerks	24%	24.08	27.93	16%
Human Resources Assistants (except payroll and timekeeping)	22%	21.65	24.02	11%
First-Line Supervisors of Construction Trades and Extraction Workers	21%	28.28	61.31	117%
Computer User Support Specialists (Helpdesk)	21%	27.14	37.88	40%
Production, Planning and Expediting Clerks	16%	25.83	31.08	20%

Source: Burning Glass Technologies. Burning Glass defines the credentials gap as the difference between the educational attainment of currently employed workers and the educational attainment employers are demanding for new hires.

RESTARTING AMERICA'S MIDDLE-SKILLS ENGINE

Examining the middle-skills gap by applying our expansive definition of competitiveness, we believe, offers fresh insights on how it should be overcome. By seeking to balance the interests of both businesses and workers through the use of a new diagnostic—value to U.S. business and career lifetime value—our team hopes to inspire some structural solutions for solving this seemingly intractable problem. Meaningful progress will hinge on actions that go beyond simply improving the efficiency of today's system. Rather, we must focus on developing a new middle-skills ecosystem that provides employers sufficient access to indigenous talent with the skills to fill competitively important jobs. That will help aspiring workers gain access to career ladders and hope for a decent and improving standard of living.

Balancing the two sides of the matrix will require recognizing and revisiting the roles played by all the major players in the skills ecosystem. At the center of that dialogue, however, must be the two principals in the transaction: businesses and workers. The needs of the first, to have a dependable and responsive source of talent, and the aspiration of workers, to earn a satisfactory living standard, are of paramount importance. In building this framework, we draw upon the notion of investing in the “commons,” the business environment in the communities where businesses operate.⁴⁹ Improving skills is a key area where business leaders can eschew narrow, self-focused approaches to solving just their own organization's skills gap and instead invest in their local communities to enhance the local labor force's skill sets. The pay-off is a more productive workforce that helps U.S. companies compete globally.

A U.S. firm that is taking the lead in investing in the commons is The Boeing Company.⁵⁰ Boeing has enhanced its workforce planning capabilities with innovative technology and processes to look at internal as well as external factors that could cause a skills gap, both in the near and long term. It's important to remember that when Boeing identifies a looming skills gap, it usually needs thousands of employees with that skill, within a specific geographic area. Given its scale and commitment, Boeing is able to partner with educational and community partners to shape curriculum and ensure that its critical skills needs are fulfilled. The company recognizes that its size can help develop education and skills-development partnerships. Currently, Boeing partners with government agencies, a variety of learning institutions (pre-kindergarten to high school), and universities that can work together to build the talent supply pipeline across the United States—and thus improve the education and skill sets of current and future generations of American workers. Boeing is also helping other businesses across the country learn how to form partnerships to close skills gaps.

Investing in the commons in this fashion is not intuitive to many U.S. companies. In the past few decades, companies have become more distant from the communities in which they are located due to factors such as globalization, the relentless pressure to generate ever-increasing returns, the shift of major facilities away from head-quarter locations, and corporate mergers. They feel less obligated to those historical locales than earlier generations of management. Companies are, however, increasingly realizing that there are many significant hidden costs to ignoring their local communities' needs.⁵¹

Restoring some balance will require the major participants—employers, educators, workforce intermediaries, and policymakers—to address four major inefficiencies that plague the current system. These are:

- *Fragmented coordination and communication:* This inhibits the deployment of resources in a way that would maximize the outcomes for employers and workers.
- *Lack of a common language and transparency:* This is a classic supply-and-demand mismatch. Employers who demand skills and educators and workforce intermediaries who supply skills seldom share a common language or work in collaboration looking at one set of data. As a result, both sides struggle to articulate and understand what employers need and how to improve the supply of ready applicants.
- *Unclear, unstructured career paths:* Aspiring workers are not fully aware of the implications of the choices they make when they invest time and money in seeking education beyond Grade 12 or pursuing a certification in a discipline.
- *Misaligned incentives:* Individual actors in the system are encouraged to optimize their own performance without sufficient reference to the impact on the broader system.

Based on our research, we believe that the key players in the marketplace for middle skills should consider the recommendations expressed in the next few sections to overcome those inefficiencies.

RECOMMENDATIONS

Employers: Invest in Talent Supply Chains

The time has come for companies of all sizes, and in all industries, in America to assume the leadership of any effort to rejuvenate America's system for educating, training, and employing middle-skilled workers. We believe this is a business imperative for companies and not just an act of civic-mindedness or an exercise in corporate social responsibility. The skills gap has not closed, despite companies sounding the alarm about a talent shortage and its implications, for years. By stepping up to lead the change, employers would act in enlightened self-interest as well as benefit the communities in which their companies are located. Both in terms of firm performance and the ability of Americans to earn a decent wage, business must now assume a leadership position in addressing what represents a clear and present danger to U.S. competitiveness.

Grainger, a North American distributor of industrial supplies, has contributed more than \$2 million since 2006 to support technical education in the form of scholarships, toolkits, technical education program support, and awareness. Its *Tools for Tomorrow* scholarship program offers scholarships and tools to students at over 100 community and technical colleges across the nation to support the goal of completion at these two-year institutions.

As the Grainger example shows, asserting leadership does not depend on company size. It also means far more than executives taking an interest in the subject and necessitates more than organizational champions. All the evidence in previous studies as well as our research suggests that the problems underlying America's middle-skills gap are structural. They took decades to develop and will take

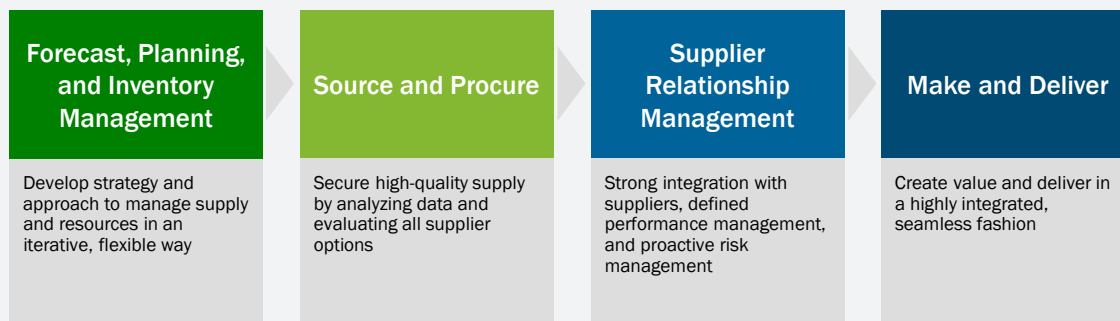
continuous effort to overcome. Companies hoping to avoid the competitive risks posed by the skills gap—or those seeking to build a competitive advantage by addressing it—will need to build a repeatable, documented process that is integral to their strategy and HR function.

Although some businesses are working to build their middle-skills talent pipeline, many employers do not put sufficient focus on influencing the full middle-skills talent supply chain—the overall process by which roles are sourced, developed, deployed, and retained.⁵² Many companies have sophisticated talent management processes but focus them on high-skilled, white-collar personnel only. They do not apply the same design principles to middle-skills staff. And, while many companies do employ some of the strategies we describe, few have processes that meet the standards of critical processes in the organization. Executives should beware of the facile reassurance from their organizations that “we’re already doing that.”

Moreover, companies do not apply the same discipline in sourcing talent as they employ in sourcing other inputs. Most high-performing businesses have established supply chains essential to delivering their products and services (see Figure 17). They ensure continual optimization of the supply chain by employing planning systems, disciplined processes, and metrics. Conversely, the development of talent and skills, especially for the middle-skills workforce, lacks this strategic direction and polished execution.

FIGURE 17: LEADING-CLASS SUPPLY CHAIN COMPETENCIES

High-Performance Supply Chain Capabilities



Most employers' systems for sourcing middle-skills talent could be strengthened in the following ways:

Forecast, Planning, and Inventory Management: Many employers use a reactive approach to filling middle-skills needs.⁵³ Too few engage in workforce planning; too many assume that workers will be available as needed. That leaves them exposed to the vagaries of the business cycle, when all competitors are presumably adding capacity. More importantly, by failing to anticipate which workforce capabilities are critical to their strategic health, companies risk requiring workers with skills in emerging areas for which there is limited or no supply. Employers need more rigorous middle-skills workforce planning in projecting their requirements and should share those needs with their staff as well as their existing sources of talent.

Their particular focus should be those jobs that are most important to their business strategies. Just as companies design different supply chains to reflect the characteristics of various streams of inputs, firms should discriminate between jobs of genuine strategic import and easily sourced, "commodity" roles. Strategic roles are likely to have several casts—perpetually hard-to-fill jobs, jobs for which there is a dearth of younger workers,⁵⁴ positions historically associated with upward mobility in key job categories, or operational bottlenecks that can inhibit growth.

To anticipate future skills gaps and plan for its workforce needs, The Boeing Company created a Strategic Workforce Planning (SWP) group five years ago. The SWP group tracks internal indicators like workforce demographics and business trends as well as external factors such as global conflicts, political changes, and competitor action. The plan not only looks at the short-term needs of Boeing's various business units, taking a five-year view, but also the long-term needs, with up to a 15-year outlook.⁵⁵

Why don't more companies plan for middle-skills talent? We believe that companies measure the costs of job openings too narrowly. Many rely on obvious and relevant metrics, such as the mean time to fill a position and estimates of lowered productivity. However, the all-in cost of the skills gap is seldom fully captured. Costs like increased overtime for existing workers, higher risk of voluntary turnover by overworked staff, downtime of affected capital equipment, and the cost of churn among recent hires who quit or are terminated are not usually captured. The failure to understand those systems economics contributes to the apparent belief of many businesses that the skills gap is not a pressing concern for their bottom line, at least in the short run.

Once companies do understand the hidden costs of constantly seeking middle-skills employees, they begin to find more efficient solutions to close the gap. Standard Motor Products, a manufacturing firm based in New York, found that hiring the wrong employee costs the firm two to three times the employee's annual salary. The data spurred

the company to reach out to local community colleges to develop a pool of potential employees as well as provide training to current employees. Standard Motor estimates it has been able to reduce the frequency of their "misses" on hiring from around 50% to close to 10%—saving the firm a significant amount of money.⁵⁶

Companies should also join with other employers—either in their region or from within their industry—to develop better forecasts of skills requirements. This is particularly true of industries that face a demographic transition in coming years, such as aerospace, oil exploration, and electrical utilities. Even the labor union at the Federal Aviation Administration (FAA), the organization responsible for the safety and regulation of U.S. civil aviation, is concerned about the looming skills gap. In a recent report, Edward Wytkind, president of the Transportation Trades Department at AFL-CIO, said: "One-third of the (FAA) workforce, including controllers, inspectors, (and) systems specialists, are eligible to retire (in a few years)."⁵⁷

While any individual company may prove to be a preferred employer consistently, no firm can avoid the repercussions of an inadequate talent supply. Such collaborations can serve to provide sources of talent with more complete data about future requirements, raising the likelihood that companies will invest in response. Moreover, providing a uniform specification defining the skills and capabilities required to fill jobs reduces onboarding costs and the likelihood of early turnovers. Some industry-led partnerships, such as The Manufacturing Institute, have taken on the task of standardizing skills and credentials⁵⁸ for occupations and career pathways. However, such industry-wide efforts are far less common in the United States than elsewhere in the developed world. Fewer than 25% of the respondents to the HBS 2013-14 survey indicated that their firms participated in such collaborations.

Source and Procure: The process for procuring middle-skills talent is seldom given the same attention as the process for procuring other inputs, such as components or capital equipment. Companies do not usually cultivate a diverse supply base for middle-skills talent. For example, according to the Accenture middle-skills survey, close to half of U.S. companies *do not* partner with any community or technical colleges, and less than half partner with any community-based organizations.⁵⁹ Only 27% of respondents to the HBS alumni survey indicated that their companies have any type of partnership with local community colleges to develop a supply of qualified candidates. Instead of assisting existing suppliers of talent to improve their training and education quality, employers perpetuate a vicious cycle: they upskill positions due to the lack of acceptable middle-skills candidates in the hope that a Bachelor's degree, for example, will get them the right skills. Developing a robust network of suppliers requires sharing the company's evaluation of an aspiring supplier of talent and working with the community or technical college to fix any deficiencies.

Further, many employers do not view their existing workforce as the preferred source of talent. Upskilled positions can put jobs beyond the reach of existing staff too, who bring less formal, but nonetheless potentially important credentials as candidates for promotion. First among these is the demonstrated capacity to work successfully in the employer's operations. Inadequate soft skills often prove the undoing of new hires. Incumbent employees with a track record at a company will have demonstrated their ability to work productively. However, employers locked in a "talent on demand" approach to filling positions forfeit the opportunity to make an investment in upgrading the skills of their existing middle-skill employees, moving them up within the organization—and from left to right in our matrix of Occupational Importance shown in Figure 6.

An HR manager at a large financial services firm interviewed by Accenture recognized the virtues of internal hiring to fill middle-skills roles. The firm developed an internal mobility program that looks for ways to develop and promote from within the firm. The company claims that in 2013, it was able to fill 90 open job postings, about a third of the total open positions, through current employees internally, greatly reducing the cost of finding and hiring outside talent.⁶⁰

Applying such supply chain management thinking to the sourcing of middle-skills talent is one way to bring new discipline to human resources functions in areas such as defining job descriptions, integrating information on the performance of both unsuccessful and successful job candidates, and working with educators to translate emerging requirements into pedagogy.

This is particularly true of those middle-skills jobs that are increasingly being upskilled. Consider office and administrative roles, which represent a large portion of middle-skills demand. According to Burning Glass estimates, such jobs account for 21% of all middle-skills job postings. The skills in many of these roles have changed over time, becoming increasingly technology-focused, for example (an understandable upgrading of skills), but employers are also using a Bachelor's degree as a screening mechanism for job readiness in many cases.

According to Burning Glass, among currently employed office and administrative workers—such as executive secretaries and insurance claims clerks—only about one in four holds a Bachelor's degree, compared with 45% of job postings requesting a Bachelor's degree for the same roles. A comparison of job postings shows no apparent difference between the skills demanded in Bachelor's degree and sub-Bachelor's degree administrative job postings. By upgrading to a Bachelor's degree requirement, employers are limiting their access to perfectly well-matched talent that is already available—and burdening themselves with the costs of keeping the position open.

Supplier Relationship Management: Employers generally do not treat community and technical colleges (the main source of middle-skills talent) as they treat other suppliers of critical inputs. Communication and collaboration are haphazard. Job requirements and staffing needs are described vaguely and conditionally. While some sectors, such as manufacturing and healthcare, demonstrate a greater willingness to form partnerships with local community colleges,⁶¹ most companies do little to clearly communicate their needs to suppliers of talent. While businesses define clear success metrics and goals for their traditional suppliers, they seldom provide such data to educational institutions. Educators frequently complain that they can get no clear explanation as to why their graduates are not getting placed despite having credentials for jobs for which there are numerous postings. It's another vicious cycle perpetuated by lack of communication between players.

A classic example of the breakdown in communications is in the demand for medical coders. Due to changes in America's healthcare system, demand for medical coders is skyrocketing. At first sight, the data indicate the market for medical coders should be in equilibrium. Burning Glass analytics reports that there are nearly as many medical coding graduates as there are online postings for medical coding positions—in 2013 there were 33,923 medical coding graduates and 45,185 medical coding postings for new graduates. Add the substantial subset of about 125,000 current coders who may be looking for a new job and we can assume that there is a robust supply of talent, or even an oversupply of medical coders.⁶²

However, medical coders consistently rank among the hardest-to-fill middle-skill jobs. In Accenture's middle-skills survey, 29% of healthcare employers named medical coders as one of their three hardest-to-fill roles, and Burning Glass analytics place medical coders in the top 20% hardest-to-fill middle-skill occupations. A closer look at the situation shows that the demand-supply mismatch is due to a shortage of *certified* coding talent. Although there were 33,923 medical coding graduates in 2013, only about 20,000 individuals took and passed the medical coding certifications necessary to secure a full-time coding position.⁶³ The adoption of expanded ICD-10 coding standards further exacerbates the hiring difficulties for medical coders by adding layers of complexity to these roles and forcing experienced coders to update their existing skills through additional training.

No supplier of middle-skills talent can be reasonably expected to provide consistently high-quality input under such conditions. Developing a robust supply chain of any type requires continuous investment in a relationship with partners in the system, especially in communications. The parties collaborate in establishing shared metrics, developing standards and communications protocols, and in the exchange of data about actual results. Committing to

building ongoing relationships will provide both parties insights about how to improve the efficiency of the system as a whole. Employers must commit to forging these types of relationships if they are to overcome the skills gap.

Examples of forward-thinking partnerships can be found, but they are the exception rather than the norm. Innovate+Educate, an industry-led nonprofit, for example, is working to implement “skills-based hiring” that encourages employers to look at other pathways beyond a Bachelor’s degree for workforce readiness. In the City of Albuquerque, Innovate+Educate is working with the New Mexico Department of Workforce Solutions and the state’s largest community college to bring together employers and potential employees on a common platform of hiring by scoring skills. The TalentABQ website helps assess potential employees’ job readiness by testing for skills such as “reading for information” or “workplace observation.” Based on the skill scores, TalentABQ then helps match applicants to employers who have posted jobs asking for those skills—and connects employers to candidates who might have been rejected in the traditional hiring process.⁶⁴

Make and Deliver: Many employers are not taking responsibility or investing in employee talent development; they expect the talent they need to be developed elsewhere. Most companies express little interest in on-the-job talent development. The Accenture survey revealed that fewer than one in four companies will *always* consider bringing someone on who requires additional training when they are having trouble filling a role.⁶⁵ Another disheartening trend in the U.S. is that despite success in other countries, there is a decided lack of internships for middle-skills jobs, and apprenticeship programs are rare. Only 41% of companies offer any type of internship or apprenticeship for middle-skills jobs, and that number falls to 29% for small companies.⁶⁶ Even when internships or apprenticeships exist, many companies are not using these programs as a way to source and groom talent. Finance and insurance companies especially fail to transition interns and apprentices to full-time middle-skills roles (27% offer jobs a majority of the time).⁶⁷ In contrast, 52% of manufacturing companies offer jobs a majority of the time.⁶⁸ Perhaps this is one of the factors that leads finance and insurance companies to have the hardest time filling middle-skills jobs.⁶⁹

If companies are to take the lead in eliminating the skills gap, they must develop integrated talent pipelines. Along with working closely with educators and workforce intermediaries, they must develop complementary internal programs, such as apprenticeships, to exert control over their sourcing of key resources. Most importantly, they must stay engaged with their suppliers of middle-skills talent. Improving the systems economics of the talent pipeline will require a long-term institutional commitment.

Companies should consider how to enlist governments at the local, state, and federal levels in their effort to reduce the middle-skills gap. Rather than lobby government leaders for temporary incentives, such as tax credits, their focus should be on steps to remove barriers that may inhibit more effective industry partnerships and deeper collaborations with educational institutions.

Summary of recommendations for employers:

- Apply supply chain management principles to sourcing of middle-skills talent and invest in a permanent process of continuous improvement.
- Engage in workforce planning to identify strategically relevant middle-skills capabilities and build roadmaps for closing potential gaps.
- Build comprehensive middle-skills job descriptions based on core capabilities, articulating competency requirements and avoiding unnecessary upskilling.
- Develop an accurate understanding of the all-in costs of job openings and employee turnover, particularly for competitively relevant positions.
- Commit to ongoing, preferred relationships with sources of middle-skills talent and invest in partnerships to develop and vet curriculum, share metrics, and hire qualified candidates.
- Provide educators and other resources with clear statements of skills profiles and anticipated staffing requirements.
- Cultivate talent pipelines to meet specific needs and spark interest in middle-skills careers through a blend of in-depth internship and apprenticeship programs, internal training programs, and community partnerships.
- Identify opportunities to work in conjunction with other regional and/or industry employers to standardize job descriptions and build the talent pool.

The Challenge for Small and Medium Enterprises

Implementing a supply chain management approach to address the middle-skills gap may seem beyond the means of small and medium enterprises. However, it is precisely because these firms lack the resources of larger companies that finding a systemic means for filling their middle-skills needs is imperative. Such companies will benefit meaningfully, albeit indirectly, if larger employers in their sectors adopt supply chain management principles. Moreover, as workforce providers become more adept at identifying and responding to the needs of employers, they will help small and medium enterprises

be more effective customers for talent. Increasingly, states are launching programs that recognize the importance of smaller employers in job creation. For example, South Carolina's Apprenticeship Carolina program provides support for any company providing a single job. Groups such as local Chambers of Commerce can work independently and with local workforce development boards to help provide smaller companies with "virtual" scale.

Educators: Build Effective Partnerships with Employers

Community and technical colleges—and even high school career and technical education programs—will play an indispensable role in any broad effort to restore America's advantage in skilled labor. To do so, they will need to become comfortable forging a new type of relationship with employers. That will require some fundamentally new thinking about the ways in which community and technical colleges develop, update, and evaluate their programs.

Some colleges are making great strides in preparing students for middle-skills jobs; however, there are a multitude of challenges these educational institutions face. Although these institutions see great value in partnering with local employers, most often there is a lack of institutionalized communication and information sharing. While employers must lead the way in forming effective partnerships with community and technical colleges, educators must also take steps to encourage and complement those efforts.

Becoming an Effective Partner in the Talent Supply Chain:

The notion of becoming a "supplier" may be alien or even objectionable to educators. This recommendation, however, in no way compromises the traditional mission of community and technical colleges. Rather, it provides a basis for better fulfilling one of those institutions' overarching missions: providing a basis for the students they serve to achieve success in life. When correctly applied, supply chain management creates better outcomes for all the players in the system. In middle-skills talent, it should benefit

employers through faster hiring cycles, more qualified workers, and lower turnover. For educators, it should lead to faster placements for graduates, higher enrollment, and improved performance relative to metrics applied by governments or other funders. Above all, for students, it should help create pathways into the workforce such that workers enjoy a lifetime of career security and are armed with the ability to earn a decent livelihood.

Becoming such an effective partner requires educators to respond to employers' overtures about their needs and help them understand how to align their recruiting process with the institution's curriculum and resources. It also requires gaining a deep understanding of employer requirements and making them central in designing and evaluating programs. In Charlotte, N.C., in 2008, when Siemens expressed a need for workers with advanced manufacturing skills, the Central Piedmont Community College did not just send résumés to Siemens. Four faculty members traveled to Germany to get certified on Siemens' advanced manufacturing processes, and the community college began offering an Associate Degree in Applied Science in Mechatronics Technology as per Siemens' specifications. Today, many more community colleges are keen to forge such partnerships. The American Association of Community Colleges now lists, by state and industry, the college-industry partnerships that are already flourishing.⁷⁰

Introduce Employers to Supply Chain Best Practices:

Educators should advance their own “enlightened self-interest” by helping employers who have yet to adopt a supply chain management approach to hiring. Developing competence in how to help employers be better “customers” will attract more recruiters to campus and hone a school’s skills in working with employers. This is a particular need of small and medium enterprises that lack the resources to develop an integrated approach to source middle-skills talent.

Focus on the Nature of Work, not Merely Technical

Requirements: The dynamism bred of technological change, globalization, and evolving customer needs makes it impossible to forecast the specific skill sets required for the future. However, workers who enjoy sustained success on a job show that they understand the work—the fundamentals of basic processes as well as the attributes of various products and technologies—and they have the capacity to learn new skills as change is introduced to the workplace. There is a profound difference between understanding skills related to a specific technology versus skills related to the nature of the job as a whole. In developing and revising curricula, educators should consider how to cultivate in students the heuristics to understand the nature of their roles and their place in the broader context of their employers’ industry.

Monitoring and Responding to Labor Market Trends: The market for middle-skills jobs has never been so dynamic. Aligning curricula with the needs of employers requires that educators monitor local labor markets to detect the appearance of new positions. Educators and workforce intermediaries also need to invest in understanding the likely evolution of workforce requirements in the future. A more effective dialogue with leading local employers and early identification of emerging jobs should help develop this understanding. It will also serve the needs of students. Accenture research shows that just 4% of jobseekers say that schools and universities are the best source of information on job opportunities.⁷¹

Programs should be regularly reviewed to ensure alignment with local employers’ marketplace requirements through a consistent study of available job postings data. The demands on faculty make it difficult to keep up with changes in technology and work practices. Partnering with employers will help reduce any gap between curricula and commercial leading practices. Institutions should direct resources at occupational categories, such as sales, for which there is consistent demand for workers but that are often underrepresented in curricula. This will require reviewing whether the institution’s deployment of resources reflects the current and projected composition of the regional economy, rather than legacy industries.

Take on the Soft-skills Challenge: Our survey of the literature on middle skills and our own research confirms the criticality of soft skills in securing employment. Soft-skills deficits are denying aspiring workers the opportunity to benefit from their work in earning credentials. One in four HR leaders called out soft skills, such as work ethics, communications, teamwork, and leadership, as a barrier to finding talent for the most difficult to fill jobs in their organization.⁷² Although not traditionally the province of academic institutions, they could develop curricula or other resources to complement students’ learning in technical areas with the skills and habits necessary to thrive in a workplace. Soft skills are an area where post-secondary educators must consider providing remedial support in order to maximize their students’ prospects. Employers can be important partners in such efforts. For example, the ‘Gap Inc. for Community Colleges’ program provides job shadowing and workshops on Time Management, Workplace Attire, and Conflict Resolution.⁷³ Similarly, LaGuardia Community College partnered with Accenture to provide the ‘Skills to Bookkeeping’ scholarship program to low-income, non-native English speakers with experience in bookkeeping. The curriculum focused on language skills, résumé writing, interview coaching, and other professional skill building.⁷⁴

Focus on Career Ladders, not Initial Placements: Not all entry-level middle-skills jobs are created equal. Some enjoy important advantages—links to ladders for advancement, less susceptibility to technological substitution or offshoring, higher levels of portability across industries—over others. While intrinsic interest in a career and motivation to pursue a course of study must be the primary reasons for guiding a student, educators and guidance counselors should provide students with insight about the long-term implications of career choices. That will help maximize the returns students receive from their investment of time and tuition dollars in education.

Summary of recommendations for community and technical colleges:

- Work with employers to forge supply chain partnerships.
- Spread effective best practices to other recruiters.
- Invest in information resources on the job market.
- Shift resources to reflect composition of current job market and emerging trends.
- Broaden curriculum to incorporate soft skills.
- Focus on career lifetime value and ladders of advancement.

Policymakers: Facilitate Communications and Data Sharing

Local, state, and national governments are all deeply involved in skills development. In a number of countries, comprehensive national solutions, such as an integrated virtual labor market, have significantly reduced the demand-supply gaps in skills. Although the systems in countries like Germany, Switzerland, Denmark, and Australia offer many valuable lessons, they reflect the unique economic and social development of those countries. Such systems, which rely on techniques like early tracking in the education system, are not a natural fit in the American context.

Historically, government entities at all levels have invested tremendous resources to enforce compliance with various laws and regulations. In the future, government leaders would be well served to redirect these resources to bring about better collaborations between employers and educators and workers and students. That would entail government at each level—national, state, and local—reviewing systematically the myriad of programs that support skills development. Given the tremendous changes in the economy over the last quarter-century, many established government skills programs are, unsurprisingly, no longer effective. Resources should be directed to those areas that make the market for middle-skills talent more efficient, such as:

Creating Better Real-time Data: The quality and timeliness of the information available to employers, educators, and job seekers are poor, especially when the U.S. is compared to other developed economies. The gold standard of course is Germany. Its federal employment agency launched the Virtual Labor-Market Platform (VLM) as an effort to improve the matching of employee skills with employer needs. The platform now brings together diverse players such as employers, job-seekers, training institutions, public organizations, and private recruiters on a common vision by giving them access to a consistent, centralized database. During the implementation period the VLM system accounted for 1.1 million job vacancies and 3.8 million applicant profiles. With those numbers, it is no surprise that VLM quickly won over users from both the supply and demand side. According to the European Union's database of labor market practices: "Every week, the online portal accounted for an average of 18,500 new registered jobseekers and 1,600 new registered companies."⁷⁵

In the United States, information about job placements, job openings, compensation levels, and prospects for advancement is highly fragmented. For example, 83% of small and medium employers (companies with fewer than 1,000 employees) say that they only have some or no access at all to information on where to find candidates with the right skills.⁷⁶ Job seekers find the assistance and information available from government insufficient as well.

A paltry 11% of job seekers turn to the public employment systems in search for a job. They report preferring online job boards (30%) or their personal network (15%) as means for searching for work.⁷⁷ Individual states have begun to adopt innovative practices. For example, Ohio has developed OhioMeansJobs. The online job-matching tool provides data on in-demand jobs by region and helps Ohio citizens plan better for available careers.⁷⁸ However, the absence of comprehensive data nationwide inhibits the workings of the market for middle-skills workers.

Policymakers can play a key role in facilitating the skills ecosystem by investing in systems that capture jobs data regionally, in such a way that the data ignore artificial administrative boundaries such as school districts, county, and even state lines. It goes without saying that such a system should capture data on job placements, as well as postings, in order to filter out redundant postings. Most importantly, government leaders should work with local employers to identify skills and competencies that are in chronic short supply, or in growing demand, and especially those that offer workers a higher lifetime value.

Encouraging Cooperation among Employers: The government rightfully applies restraints on competitors' communicating. However, encouraging companies to work through industry associations or other groups to create comprehensive, current job descriptions can contribute materially to closing the middle-skills gap. Developing such shared definitions is essential to providing workers with portable, stackable credentials.⁷⁹

Focusing on Small and Medium Enterprises: Small and medium enterprises account for a substantial portion of middle-skills jobs in America. Sourcing talent represents a greater challenge for them, since they lack the discretionary resources and scale to invest in relationships with educational institutions or to develop proprietary apprenticeship or training programs. According to Accenture's survey, 66% of medium-sized businesses (with revenues of \$251 million to \$2 billion) found it hard to fill middle-skills positions, compared to 52% of large companies (with revenues greater than \$2 billion). Providing effective support and incentives for smaller companies should be a particular focus for government.

Supporting and Replicating Successful Not-for-profit Models: Social entrepreneurs have innovated in numerous areas in which the barriers to progress seem insurmountable. Skills development is no exception. Governments at all levels should identify social entrepreneurs with proven track records and work either to attract them to their locale or to replicate the essential parts of their model. For example, Boston-based Year Up provides

young adults in urban markets with training, skills, and experiences that will prepare them for jobs with their business partners. In 2012, 84% percent of Year Up's alumni were working or had gone on to full-time education within four months of graduation. They earn an average starting wage of \$30,000 a year.⁸⁰ Similarly, Skills for Chicagoland's Future (SCF) is dedicated to understanding demand as the basis for enhancing workforce development in Cook County, Illinois. In 2013, SCF engaged with 25 local employers to obtain commitments to hire 600 unemployed job seekers, a majority of whom were long-term unemployed.⁸¹

Removing Barriers to Employers and Educational Institutions Adopting Innovative Initiatives: Our research indicates that various government policies inhibit innovations in skills development. For example, community colleges complain that states' departments of education are slow to approve the modification of existing accredited programs or to approve new ones. Employers find the legal risks of having high-school-aged apprentices and interns in their workplace intimidating. Policymakers should identify such impediments systematically and consider policy changes to remove them. Providing tax incentives, challenge grants, and other catalysts to reward experimentation should also be considered.

Integrating Performance Metrics around the Theme of Jobs: Many bureaucracies affect the middle-skills market. Departments of Education and Labor and state and regional economic development boards—these organizations and others all oversee government policies that influence the middle-skills market. All operate with different goals, track different metrics, and deploy their resources against their own strategies. Integrating the activities of these various departments as they relate to employment by using shared, visible metrics would help reduce the drag government policies inadvertently create on job creation.

The passage of the Workforce Innovation and Opportunity Act (WIOA) in July 2014 represents an important opportunity to advance the nation's skills agenda. The legislation standardizes several aspects of workforce training. For instance, states must submit a unified workforce development strategy that cascades from the state down to the local level. Critically, it stipulates the creation of a single set of performance measures. State and local governments will play a vital role in determining the success of this legislation when implementation begins in mid-2015. For example, states will need to establish metrics that capture the effectiveness of programs in the eyes of employers. Such data, captured over time, will help guide the efforts of talent suppliers and facilitate the dissemination of best practices within and across states. Moreover, if made public, it will direct aspiring workers to programs endorsed by employers. WIOA provides policymakers of every political stripe with a singular opportunity to reshape their workforce development systems with meaningful federal support.⁸²

Changing the Rhetoric about Higher Education:

Government leaders have consistently emphasized the need for students to obtain advanced credentials. However, the rallying cry most frequently invoked to support that noble purpose remains "college for all." That emphasis on obtaining four-year degrees, while aspirational, ignores the demographics of our workforce. Few young Americans will complete such a degree. In 2013, only 34% of Americans aged between 25 and 29 had attained a Bachelor's degree.⁸³ The "college for all" rhetoric risks devaluing the legitimacy of middle-skills work. Honoring the importance of such work requires reframing our rhetoric, employing strong cultural messages like "post-secondary education for all" and "lifelong education for lifelong employability."

Summary of recommendations for policymakers:

- Support small and medium-sized employers.
- Encourage companies to collaborate in creating opportunity.
- Identify and propagate proven third-party models or social entrepreneurs.
- Incentivize innovation in the relationship between employers and educators.
- Leverage state-of-the-art information systems to provide better transparency to the jobs market.
- Remove barriers to innovation by educators, workforce intermediaries, and employers.
- Align agencies around job creation.
- Embrace middle-skills jobs publicly.

CONCLUSION

America's system of middle-skills development needs a kick-start, and the conditions could not be better. Employers, educators, workforce intermediaries, and policymakers agree that the current system yields unacceptable results. For the first time, all the key players in America's middle-skills ecosystem are primed to reach across silos and work together for reform. Everyone understands the need to reverse the steady erosion of the skills base that is undermining America's competitiveness. The hard work to equip middle-skilled Americans must begin today, if America is to be prepared to do the important work of tomorrow.

The process starts with the principal actors in America's current middle-skills system accepting that they must embrace new roles and adopt new practices. For employers, this means recognizing a simple truth: they have to take ownership for fixing the skills gap in their firm, industry, community, and region. Skilled workers will not appear on demand and ready to be productive *deus ex machina*. Instead, businesses have to be willing to make the investments necessary to close the skills gap: establishing rigorous processes for working with talent suppliers, measuring the true costs of the shortage of skilled labor, investing in improving the skills of incumbent workers, and collaborating with other employers in their industry or region to define skills requirements.

Educators and other providers must embrace unfamiliar—and perhaps initially uncomfortable—relationships with employers. For example, the metrics that educational administrators and the policymakers who fund them use to evaluate the skills development system must be derived from those valued by employers, not independent of them. Educators may also redirect resources to programs that relate to the middle-skills jobs of today, in areas like technical sales, healthcare, and a variety of engineering disciplines. They should certainly make soft skills more integral to the general curriculum and embed them in specific courses that employers identify as critical to hiring decisions. Most importantly, educators must help students develop a sense of ownership over their own careers, earlier in life. Steering students on a pathway to success will include: providing better exposure to workplaces, developing means for probing students' interests, and inculcating an understanding of the varying prospects for advancement in different entry-level jobs.

Policymakers must set aside the notion that they are a third leg of the middle-skills stool. Rather they should embrace the role of enablers of a new system that focuses on aligning the resources of the educational and training systems with the needs of local employers. Removing regulatory and legal impediments to collaboration, providing funding for experimentation and for the scaling of successful models,

and vetting new legislation and regulations relative to their broad impact on job creation—these are the kind of interventions that will help catalyze the change American employers and workers want.

While business can and should invest in leading the transformation, it is clear that success will depend on adopting an approach that engages all the stakeholders, especially educators. In recent times, the rise of collective impact⁸⁴ organizations—independent “backbone” organizations that facilitate coordination among multiple stakeholders committed to a common shared vision on solving complex issues—offers hope. A collective action approach, in which partners such as educators, employers, and policymakers agree upon a shared agenda and governance model and hold themselves and each other accountable for achieving their objectives, is particularly well-suited to addressing the middle-skills gap. It allows different partners to play to their strengths, relying on a core, professionally managed organization to facilitate progress. Such efforts have already been formed across the country to solve issues ranging from economic development to education reform and healthcare access. Those ready to embrace the middle-skills challenge could adopt and adapt this model.

We hope this report encourages business leaders, educators, and policymakers to bring new energy and determination in addressing America's middle-skills gap. Many collective impact efforts relied on the vision of early champions, who seized the opportunity and engaged a set of like-minded but diverse leaders, intent on bringing about change. It's time now for a new cohort of leaders to step forward in order to put America back to work.

APPENDIX I: METHODOLOGY

A FRAMEWORK FOR UNDERSTANDING OCCUPATION IMPORTANCE TO U.S. COMPETITIVENESS

We developed a framework to map occupations according to their importance to the two fundamental elements of U.S. competitiveness: firms' success in the global economy *and* high and rising living standards for the average American.

Y-Axis: Value to U.S. Business

The "Value to U.S. Business" axis displays how important an occupation is to U.S. business by measuring how much the industry contributes to U.S. competitiveness and how critical each occupation is to the industries in which it is found.

Industry Contribution to U.S. Competitiveness (50%)

- Labor Productivity (25%):⁸⁵ How much does the industry produce relative to the compensation its workers receive? Productivity is calculated as a ratio of industry GDP to employee compensation. Bureau of Economic Analysis (BEA) sources for these two metrics, listed respectively:
 - Annual Industry Accounts: Gross Domestic Product (GDP) by Industry
 - Regional Economic Accounts (Regional Data): Compensation of Employees by BEA Region. The interactive table showing "Compensation of Employees (millions of current dollars)" is available on http://www.bea.gov/iTable/index_regional.cfm (from the "Compensation of Employees" link within the "Gross Domestic Product by State" group of tables).
- Economic Multiplier (25%): How much of an effect does the industry have on a local/regional economy? Source: BEA RIMS (Regional Industrial Multiplier System) II input-output multipliers (Type I), purchased from the BEA and used for each geography covered in our analysis. <https://www.bea.gov/regional/rims/rimsii/>

Occupation Criticality to Industry (50%): How important is the occupation to companies' business models? Sources: Accenture Middle-Skills Survey (details in Appendix III on Page 30) and Accenture industry subject-matter experts.⁸⁶ Respondents gave each occupation a score from 1 to 10 for each industry on the following scale:

- 1: not critical to business model
- 2-5: moderately critical to business model (e.g., back office, administrative support and corporate functions, facilities/office repair)
- 6-9: critical to business model (occupation focuses on maintaining company's day-to-day operations)

- 10: Extremely critical to business model (occupation and quality of worker drives company's ability to create revenue and margin)

Final scores for each occupation were calculated as weighted averages using Burning Glass data regarding the distribution of each occupation across industries. Occupations were not scored for industries where their distribution was less than 2%, as those scores may have been anomalous.

X-Axis: Career Lifetime Value

The "Career Lifetime Value" axis displays the value of an occupation to a worker by measuring the occupation's average salary and future earning potential.

- Average Salary (50%): How much does the occupation pay on average? Source: Bureau of Labor Statistics, National Occupational Employment and Wage Estimates.
- Future Earning Potential (50%): How much can workers in an occupation make in their most likely next jobs? Sources: Bureau of Labor Statistics, National Occupational Employment and Wage Estimates; Burning Glass résumé database (see below).

Burning Glass mined its database of seven million anonymized résumés collected from recruiting agencies, job boards, corporations, state workforce agencies, and other workforce intermediaries to identify likely career transitions among middle-skill roles. The résumé data were first parsed to identify subsequent occupations held by workers who started in a middle-skill role. Common next-step career transitions for each middle-skill role were identified, counted, and assigned a likelihood of occurrence based upon the percentage of actual workers who made each transition. Next, average OES salaries for the best-fit SOC occupation⁸⁷ assigned to each next-step role were used to calculate an average future salary for each transition. The average future salary for each middle-skill role was then calculated by weighting the average salary for transitions originating from that role by each transition's likelihood of occurrence. The average future salary scores were then normalized on a scale of one to ten to arrive at a final Future Earning Potential score.

Note: Data were obtained for the latest available time periods: RIMS economic multipliers, 2010; labor productivity, 2012; average salary, May 2013; occupation criticality, 2014. All Burning Glass data were for 2013.

APPENDIX II: METHODOLOGY

A FRAMEWORK FOR UNDERSTANDING HARD-TO-FILL JOBS

We used a framework similar to our “Importance to U.S. Competitiveness” framework to understand which jobs are hard for businesses to fill and also provide high career lifetime value to workers.

Y-Axis: Hard to Fill

The Hard-to-Fill axis shows how hard it is to fill an occupation based on three attributes of employers’ posting behavior: posting duration, posting duplication rates, and resource intensiveness.

- Posting Duration (33%): How long are job postings for the occupation active?
- Duplication Rates (33%): How frequently do employers duplicate postings?

- Resource Intensiveness (33%): How much money do employers spend to fill openings? For example, are they more likely to pay for recruiters or post on expensive job boards?

Source for all three attributes: Burning Glass’ database of over 100 million historical online job postings collected from job boards, government agencies, educational institutions, and employer websites.

X-Axis: Career Lifetime Value

This axis uses the same analysis described in Appendix I on Page 29.

APPENDIX III: METHODOLOGY FOR ACCENTURE’S MIDDLE-SKILLS SURVEY

The Accenture Middle-Skills Survey was conducted between January and February 2014 among 809 Human Resources (HR) executives in the U.S. across 18 industries and a range of company sizes and revenues. The online survey was designed by Accenture survey experts and fielded by a third-party firm. The survey aimed to identify and understand issues that HR leaders face in hiring workers, developing

skills, and ensuring a sufficient supply of talent to meet the middle-skills jobs required in their organizations. Two-thirds of respondents were HR directors; the remaining third were senior vice presidents of HR and senior managers. Half of the participating companies had revenue over \$1 billion, and one-quarter had over 10,000 employees. The margin of error for the survey was 3.4%.

APPENDIX IV: METHODOLOGY FOR HBS’ 2013–14 ALUMNI SURVEY

The 2013–14 HBS survey on U.S. competitiveness was designed and conducted by HBS faculty and researchers in conjunction with Abt SRBI, a leading survey research firm. A copy of the survey and a full report on methodology are available at: <http://www.hbs.edu/competitiveness/survey>.

The field period for the survey was December 12, 2013, to January 17, 2014. Alumni respondents included participants in Harvard Business School’s MBA, doctoral, and longer executive education programs. This survey solicited a representative sample of all alumni—15,099 individuals. Of these, 1,947 (12.9%) completed the survey.

Respondents weighed in from 46 U.S. states (66.7% of respondents with known locations) and 72 other countries (33.3%). They ranged in age from 26 to 98 years, and the 75.6% who currently work came from every sector of the economy, with heavy representation in the finance and insurance, manufacturing, professional, scientific, technical, and information sectors. Among the respondents who are currently working, just over 40% reported a title of chief executive, chair, president, founder, owner, managing director, managing partner, or a similar title at the very top of an organization.

APPENDIX V: INITIATIVES FOCUSED ON CLOSING THE MIDDLE-SKILLS GAP IN AMERICA*

Type of Initiative	Name of Initiative	Website/Link
Community/Technical College Initiatives	Air Washington	http://www.airwashington.org/
Community/Technical College Initiatives	Alpena Community College - Sustainable Solutions for NE Michigan: Green Jobs and Clean Energy	http://discover.alpenacc.edu/new_taaccct_grant.php
Community/Technical College Initiatives	American Association of Community Colleges - Virtual Career Network - Health Care	http://www.aacc.nche.edu/Resources/aaccprograms/health/cap/Pages/vcn_healthcare.aspx
Community/Technical College Initiatives	Arizona Sun Corridor - Get Into Energy Consortium	http://az.getintoenergy.com/
Community/Technical College Initiatives	Bismarck State College - Training for Regional Energy in North Dakota (TREND)	http://www.bismarckstate.edu/ceti/news/?NID=222
Community/Technical College Initiatives	Borough of Manhattan Community College (BMCC) - Health Information Pathways	http://www.bmcc.cuny.edu/news/news.jsp?id=10912
Community/Technical College Initiatives	Central California Community Colleges Committed to Change (C6) Consortium	http://c6.whccd.edu/Pages/index.aspx
Community/Technical College Initiatives	Central Community College - Innovations Moving People to Achieve Certified Training	http://www.cccneb.edu/component/content/article/37-201213collegepresidentsannualreport/1069-projectimpact
Community/Technical College Initiatives	Central Piedmont Community College (CPCC) - The Center for Energy Training	http://www.cpcc.edu/energy?searchterm=center+for+energy
Community/Technical College Initiatives	Chattanooga State Community College - Institute of Material Joining and Testing (IMJAT)	http://www.chattanooga.state.edu/engineering-technology/partnerships/imjat
Community/Technical College Initiatives	Chippewa Valley Technical College - Bridges2Healthcare	http://advancewisconsin.org/advance-wisconsin/national/bridges2healthcare/
Community/Technical College Initiatives	City Colleges of Chicago - Reinvention	http://www.ccc.edu/menu/Pages/Reinvention.aspx
Community/Technical College Initiatives	City University of New York (CUNY) - CareerPATH	http://www.cuny.edu/academics/conted/PATH/healthcare/HostosCCPBrochure.pdf
Community/Technical College Initiatives	Cleveland Community College - Mission Critical Operations	http://clevelandcc.wordpress.com/2013/09/18/ccc-receives-23-million-grant-from-the-u-s-department-of-labor-trade-adjustments-assistance-community-college-and-career-training/
Community/Technical College Initiatives	College of Central Florida - Information Technology Careers for Rural Areas	http://www.cf.edu/news/taaccctgrant091913.html
Community/Technical College Initiatives	Colorado Online Energy Training Consortium (COETC)	http://occrll.illinois.edu/projects/transformational_change/tci-consortia-members/coetc/
Community/Technical College Initiatives	Community College Consortium for Bioscience Credentials	http://occrll.illinois.edu/projects/transformational_change/tci-consortia-members/community-college-consortium-for-bioscience-credentials/
Community/Technical College Initiatives	Community College of Rhode Island - Pathways to Advance Career Education Program (PACE)	http://www.ccrl.edu/president/archive/2011/federal_grant.html
Community/Technical College Initiatives	Community College System Of New Hampshire (CCSNH) - Regional Advanced Manufacturing Partnership	http://www.ccsnh.edu/news/manufacturing-industry-nh-get-199-million-shot-arm
Community/Technical College Initiatives	Connecticut State Colleges & Universities - Health & Life Sciences Career Initiative	http://www.ct.edu/initiatives/hlsci
Community/Technical College Initiatives	Consortium for Healthcare Education Online (CHEO)	https://cheo.pbworks.com/w/page/59450915/Consortium%20for%20Healthcare%20Education%20Online%20%28CHEO%29
Community/Technical College Initiatives	Contra Costa Community College District - Design It - Build It - Ship It	http://designitbuilditshipit.com/about/

*This is not an exhaustive list, nor has the success of these initiatives been measured or vetted by our team.

Type of Initiative	Name of Initiative	Website/Link
Community/Technical College Initiatives	Delaware Technical & Community College (DTCC) - Maximizing Student Achievement for Employment Success	https://etagrantees.wfgps.cms.uat2.keymind.com/resources/2014/06/09/19/29/de-delaware-technical-and-community-college-maximizing-student-achievement-for-employment-success
Community/Technical College Initiatives	East Los Angeles College - Technology & Logistics Program	http://www.elaclogistics.com/downloads/Working_World_Ad.pdf
Community/Technical College Initiatives	Edmonds Community College - Progressive, Accelerated Certifications for Employment in Information Technology (PACE-IT)	http://www.edcc.edu/pace-it/
Community/Technical College Initiatives	Flathead Valley Community College - Amplifying Montana's Advanced Manufacturing and Innovation Industry	http://www.fvcc.edu/wp-content/uploads/2013/08/June-2013-AMAMII-Newsletter.pdf?61d1e1
Community/Technical College Initiatives	Florence-Darlington Technical College - Accessible Support Services and Instruction for Sustainable Transition to Work (ASSIST) Program	http://assist.fdtc.edu/Default.aspx
Community/Technical College Initiatives	Florida TRADE Consortium	http://www.fltrade.org/
Community/Technical College Initiatives	Fox Valley Technical College - Advanced Manufacturing Pathways PLUS Project (AMP+)	http://advancewisconsin.org/advance-wisconsin/amp/
Community/Technical College Initiatives	Front Range Community College - Colorado Helps Advanced Manufacturers Program (CHAMP)	http://web1.frontrange.edu/catalog/4086.htm
Community/Technical College Initiatives	Greenville Technical College - SC Adult College Completion through E-Learning Resources and Academic Tracks to Employment Consortium (ACCELERATE)	http://www.clemson.edu/centers-institutes/cucwd/news/sc-accelerate-accelerating-adult-education/
Community/Technical College Initiatives	Illinois Green Economy Network (IGEN) Career Pathways	https://igencareerpathways.org/
Community/Technical College Initiatives	Indiana Commission for Higher Education - Indiana Return on Investment Report	http://iwis.in.gov/documents/FullROIReport.pdf
Community/Technical College Initiatives	Iowa Advanced Manufacturing Consortium (A-IM)	https://go.dmacc.edu/news/Pages/20130425-1.aspx
Community/Technical College Initiatives	Kansas City Kansas Community College - Technical Education Center	http://www.kckcc.edu/academics/academic-divisions/technical-education-center
Community/Technical College Initiatives	LaGuardia Community College (LAGCC) - Skills to Bookkeeping Scholarship Program	http://www.qgazette.com/news/2014-01-29/Features/LaGuardia_CC_Hosts_Bookkeeping_Scholarship_Program.html
Community/Technical College Initiatives	Lake Region State College - Precision Agriculture	http://www.lrsc.edu/programs-3/precision-agriculture
Community/Technical College Initiatives	Lone Star Community College - Energy & Manufacturing Institute	http://www.lonestar.edu/corporatecollege/energy-manufacturing-institute.htm
Community/Technical College Initiatives	Los Angeles Healthcare Competency to Career Consortium (LA H3C)	http://college.lattc.edu/lah3c/
Community/Technical College Initiatives	Macomb Community College - Coalition of Advanced Manufacturing (M-CAM)	http://www.macomb.edu/news/2013/09/news-article2.html
Community/Technical College Initiatives	Maine Community College System - Future for ME	http://www.mccs.me.edu/about/futureforme.html
Community/Technical College Initiatives	Maine Community College System - Maine is IT!	http://www.mccs.me.edu/student/maineisit.html
Community/Technical College Initiatives	Massachusetts Community Colleges and Workforce Development Transformation Agenda (MCCWDTA)	http://www.masscc.org/partnerships-initiatives/redesigning-community-college-education-and-training
Community/Technical College Initiatives	Midlands Technical College - Better Occupational Outcomes with Simulation Training (BOOST) - New Pathways to Healthcare Careers	http://www.midlandstech.edu/boost/
Community/Technical College Initiatives	Missouri Community College Association - MoHealthWINS	http://mccatoday.org/mohealthwins/

Type of Initiative	Name of Initiative	Website/Link
Community/Technical College Initiatives	Missouri Community College Association - MoManufacturingWINS	http://mccatoday.org/momanufacturingwins/
Community/Technical College Initiatives	Motlow College - Workforce Development Pilot Program (WDPP)	http://www.mscc.edu/news/092911LaborGrant.aspx
Community/Technical College Initiatives	Mount Wachusett Community College - Advanced Manufacturing, Mechatronics, and Quality Consortium	http://mwcc.edu/news/2013/09/26/mount-wachusett-selected-to-oversee-15-9-million-multi-state-taacct-grant/
Community/Technical College Initiatives	Mountwest Community and Technical College - Beacon Project	http://www.mctc.edu/student-services/beacon-project/
Community/Technical College Initiatives	Multi-State Advanced Manufacturing Consortium (M-SAMC)	http://www.msamc.org/
Community/Technical College Initiatives	National STEM Consortium (NSC)	http://www.nationalstem.org/
Community/Technical College Initiatives	North Carolina Community Colleges - SuccessNC	http://www.successnc.org/
Community/Technical College Initiatives	Northeast Wisconsin Technical College - Making the Future: The Wisconsin Strategy	http://newmfgalliance.org/media/35549/dept.%20of%20labor%20grant%203-29-2013.pdf
Community/Technical College Initiatives	Northern Nevada Consortium for Manufacturing and Mining	http://elkodaily.com/news/gbc-to-receive-million-training-grant/article_41101ad0-20be-11e3-9f6b-001a4bcf887a.html
Community/Technical College Initiatives	Northern Virginia Community College - NOVA Credentials to Careers Consortium	http://www.nvcc.edu/c2c/
Community/Technical College Initiatives	Partnership for Accelerated Learning through Visualization, Engagement, and Simulation (PAVES)	http://pavesal.com/
Community/Technical College Initiatives	Passaic County Community College - Northeast Resiliency Consortium	http://www.northjersey.com/news/passaic-county-community-college-receives-9m-federal-grant-to-lead-multi-state-job-training-program-1.694780
Community/Technical College Initiatives	Pine Technical College - Rural Information Technology Alliance (RITA)	http://pinetechnicalcollege.blogspot.com/2013/09/ptc-named-leader-in-18-million.html
Community/Technical College Initiatives	Purdue University - Gallup-Purdue Index	http://www.purdue.edu/newsroom/releases/2013/Q4/gallup-and-purdue-university-partner-to-measure-college-outcomes-with-landmark-study.html
Community/Technical College Initiatives	Raritan Valley Community College - Greater Raritan Workforce Delivery Project (WDP)	http://www.raritanval.edu/admin/research/wdp/index.html?terms=Workforce%20Delivery%20Project
Community/Technical College Initiatives	Retraining the Gulf Coast Workforce through IT Pathways Consortium	http://www.collegetransition.org/about.currentprojects.gulfcoast.html
Community/Technical College Initiatives	Roane State Community College - A Prescription of Healthcare Training in Tennessee	http://www.roanestate.edu/?8303-Rx-Tennessee
Community/Technical College Initiatives	Rochester Institute of Technology - Co-op Program	http://www.rit.edu/co-op.html
Community/Technical College Initiatives	Rogue Community College - Pathways to Allied Health Professions	https://www.roguecc.edu/PSA/2012/N12-105%20grant%20will%20benefit%20RCC%20students%20and%20local%20health%20care%20providers.pdf
Community/Technical College Initiatives	SC Technical College System - readySC	http://www.readysc.org/
Community/Technical College Initiatives	ShaleNET	http://www.shalenet.org/
Community/Technical College Initiatives	Sinclair Community College - Accelerate IT	http://www.sinclair.edu/online/accelerate/?searchTerm=Instruction to accelerate learning
Community/Technical College Initiatives	South Dakota Allied Health Training Consortium	http://www.sintegleska.edu/allied-health.html
Community/Technical College Initiatives	Southeastern Economic and Education Leadership Consortium	http://www.pstcc.edu/grants/seelc.php
Community/Technical College Initiatives	Southwest Missouri Public Safety and Emergency Medical Initiative	http://www.themaneater.com/stories/2012/9/21/missouri-community-colleges-receive-career-trainin/
Community/Technical College Initiatives	St. Louis Community College - Mississippi River Transportation, Distribution, & Logistics Consortium (MRTDL)	http://www.stlcc.edu/Workforce-Solutions/MRTDL/

Type of Initiative	Name of Initiative	Website/Link
Community/Technical College Initiatives	State University of New York (SUNY) Statewide Community College Collaborative - Training and Educational in Advanced Manufacturing (TEAM) Project	http://www.hezel.com/what-s-up/current-projects/117-suny-taacct
Community/Technical College Initiatives	Strengthening Workforce Alignment in Montana's Manufacturing and Energy Industries (SWAMMEI)	http://mus.edu/2yr/TAACCCT/SWAMMEI%20Abstract.pdf
Community/Technical College Initiatives	Technical Retraining to Achieve Credentials (TRAC-7)	http://www.trac7.org/
Community/Technical College Initiatives	Texarkana College - Health Professions Pathways	https://www.texarkanacollege.edu/academics/health-science-division/healthcare-professions-pathways/
Community/Technical College Initiatives	The National Information, Security, and Geospatial Technologies Consortium	http://nisgctc.org/index.html
Community/Technical College Initiatives	The North Carolina Advanced Manufacturing Alliance	http://advancedmanufacturingalliance.org/
Community/Technical College Initiatives	Tidewater Community College - Virginia RETHINKS Health Sciences Education	http://www.tcc.edu/news/press/jobtraining2011.htm
Community/Technical College Initiatives	Tyler Junior College - ACT-On Retail Management Careers Project	http://www.tjc.edu/info/2004134/professional_and_amp_technical_programs/748/act-on_retail_management_careers_project
Community/Technical College Initiatives	United Tribes Technical College - Tribal College Consortium for Developing Montana and North Dakota Workforce (TCC DeMaND)	http://www.uttc.edu/news/story/102711_01.asp
Community/Technical College Initiatives	Vermont Tech - Institute for Applied Agriculture and Food Systems	http://www.vtc.edu/meet-vtc/centers-institutes/ag-institute
Community/Technical College Initiatives	Vincennes University - Logistics Training and Education Center (LTEC)	http://www.vinu.edu/logistics-training-education-center-ltec
Community/Technical College Initiatives	Virginia's Community Colleges - Virginia Education Wizard	https://www.vawizard.org/vccs/Main.action
Community/Technical College Initiatives	Washtenaw Community College - Intentionally Growing New Information Technology Employees (IGNITE) Program	http://www.wccnet.edu/ignite/
Community/Technical College Initiatives	Waubonsee Community College - Strengthening Transitions, Building Pathways and Improving Achievement for Disadvantaged Workers	http://www.waubonsee.edu/news/archive/2012/20120925durbnGrant.php
Community/Technical College Initiatives	Western Governors University	http://www.wgu.edu/about_WGU/overview
Community/Technical College Initiatives	Wichita Area Technical College (WATC) - National Aviation Consortium (NAC)	http://watc.edu/nac/
Community/Technical College Initiatives	Wisconsin Technical College System - Intentional Networks Transforming Effective and Rigorous Facilitation of Assessment, Collaboration, and Education (INTERFACE)	http://matcitsupport.org/overview/interface-grant/
Corporate Initiatives	Apprenticeship 2000	http://apprenticeship2000.com/
Corporate Initiatives	Business Roundtable	http://businessroundtable.org/
Corporate Initiatives	Greater Omaha Chamber - Intern Omaha	https://www.omahachamber.org/talent-and-workforce/intern-omaha.cfm?
Corporate Initiatives	Accenture / Education For Employment - Programming For The Future	http://www.eфе.org/news/item/438-accenture-managing-director-jill-huntley-and-eфе-ceo-jamie-mcauliffe-speak-on-partnerships-for-youth-employment-at-davos/438-accenture-managing-director-jill-huntley-and-eфе-ceo-jamie-mcauliffe-speak-on-partnerships-for-yo
Corporate Initiatives	Alcoa Foundation - Global Internship Program for Unemployed Youth	http://www.iie.org/en/Programs/Alcoa-Foundation-Global-Internship-Program/About
Corporate Initiatives	Amazon.com, Inc. - Mechanical Turk	https://www.mturk.com/mturk/welcome
Corporate Initiatives	Best Buy - Geek Squad Academy™	https://academy.geeksquad.com/
Corporate Initiatives	BMW Manufacturing Co., LLC - BMW Scholars	https://www.bmwusfactory.com/careers/bmw-scholars/

Type of Initiative	Name of Initiative	Website/Link
Corporate Initiatives	Cisco Systems Inc. - Cisco Networking Academy	http://www.cisco.com/web/learning/netacad/index.html
Corporate Initiatives	Discovery Communications, LLC - Discover Your Skills	http://discoveryourskills.com/
Corporate Initiatives	Disney - Disney Institute	http://disneyinstitute.com/
Corporate Initiatives	DuPont / Parkersburg West Virginia University - Learn and Earn Program	http://www.wvup.edu/workforce-community/learn-and-earn/
Corporate Initiatives	Florida Power & Light Company (FPL) - Apprenticeship Degree and Qualification Program	http://www.aspeninstitute.org/policy-work/economic-opportunities/skills-americas-future/models-success/next-era-energy
Corporate Initiatives	Gap Inc. - Gap Inc. for Community Colleges	http://www.aspeninstitute.org/policy-work/economic-opportunities/skills-americas-future/models-success/case-study-gap-community-colleges
Corporate Initiatives	Gap Inc. - This Way Ahead	http://www.gapinc.com/content/csr/html/community/youth.html
Corporate Initiatives	Grainger Inc. - Tools for Tomorrow®	http://www.graingercsr.com/serving-our-communities/skilledtrades/
Corporate Initiatives	IBM - Pathways in Technology Early College High Schools (P-TECH)	https://www-03.ibm.com/press/us/en/presskit/42300.wss
Corporate Initiatives	John Deere - John Deere TECH Program	http://www.deere.com/wps/dcom/en_US/corporate/our_company/careers/students/high_school/high_school.page
Corporate Initiatives	JPMorgan Chase & Co. - New Skills at Work	http://www.jpmorganchase.com/corporate/Corporate-Responsibility/new-skills-at-work
Corporate Initiatives	Luminant - Luminant Power Track	http://www.luminantpowertrack.com/
Corporate Initiatives	McDonald's - English Under the Arches™	http://www.aspeninstitute.org/policy-work/economic-opportunities/skills-americas-future/models-success/mcdonalds-english-under-arches
Corporate Initiatives	McDonald's - Hamburger University	http://www.aboutmcdonalds.com/mcd/corporate_careers/training_and_development/hamburger_university.html
Corporate Initiatives	Microsoft - Elevate America	http://www.microsoft.com/about/corporatecitizenship/en-us/community-tools/job-skills/elevate-america/
Corporate Initiatives	Motorola Solutions - Motorola Moments	http://www.aspeninstitute.org/policy-work/economic-opportunities/skills-americas-future/models-success/motorola-moments
Corporate Initiatives	Pacific Gas & Electric Company (PG&E) - PowerPathway™	http://www.pge.com/about/careers/powerpathway/
Corporate Initiatives	Snap-on, Inc. - Student Excellence Program	http://www1.snapon.com/SEP
Corporate Initiatives	Southwire Company - 12 For Life	http://www.12forlife.com/
Corporate Initiatives	Starbucks Corporation - Starbucks College Achievement Plan	http://www.starbucks.com/careers/college-plan
Corporate Initiatives	Toyota Motor Corporation - Advanced Manufacturing Technician Work/Study Program	http://www.mclean.k12.ky.us/userfiles/1135/Toyota%20Technician%20Program.pdf
Corporate Initiatives	United Parcel Service of America, Inc. (UPS) - Metropolitan College / UPS	http://metro-college.com/ups/
Corporate Initiatives	Volkswagen of America, Inc. / Chattanooga State Community College - Volkswagen Academy	http://www.chattanooga.state.edu/engineering-technology/partnerships/vw-academy/
Corporate Initiatives	Xerox Corporation Ltd. - Workforce Predictive Analytics	http://go.evolvondemand.com/rs/evolvondemand/images/case%20study_Xerox%20Finds%20Precision%20and%20Profit_R2.pdf?mkt_tok=3RkMMJWWfF9wsRonvqjLZKXonjHpfX56uktUa%2B2IMl%2F0ER3f0vrPUfGjl4ASMDjl%2BSDLdWEGJlv6SgFSLfDMbdn0rgJUxU%3D
For-Profit Entrepreneur	App Academy	http://www.appacademy.io/#p-home
For-Profit Entrepreneur	Code Fellows, LLC.	http://www.codefellows.org/
For-Profit Entrepreneur	Codecademy	http://www.codecademy.com/
For-Profit Entrepreneur	Coder Camps	https://www.codercamps.com/

Type of Initiative	Name of Initiative	Website/Link
For-Profit Entrepreneur	Coding Dojo™	http://codingdojo.com/
For-Profit Entrepreneur	Craftsmanship Academy	http://craftsmanshipacademy.com/
For-Profit Entrepreneur	Dev Bootcamp	http://devbootcamp.com/
For-Profit Entrepreneur	Fullstack Academy of Code	http://www.fullstackacademy.com/
For-Profit Entrepreneur	Galvanize	http://www.galvanize.it/school/
For-Profit Entrepreneur	General Assembly	https://generalassemb.ly/
For-Profit Entrepreneur	Hack Reactor	http://www.hackreactor.com/
For-Profit Entrepreneur	Hackbright Academy	http://www.hackbrightacademy.com/
For-Profit Entrepreneur	Hacker School	https://www.hackerschool.com/
For-Profit Entrepreneur	Kaplan Inc., Metis	http://www.thisismetis.com/
For-Profit Entrepreneur	Launch Academy	http://www.launchacademy.com/
For-Profit Entrepreneur	TeaLeaf Academy	http://www.gotealeaf.com/
For-Profit Entrepreneur	The Flatiron School	http://flatironschool.com/
For-Profit Entrepreneur	The Tech Academy	http://techacademyportland.com/
For-Profit Entrepreneur	Thinkful, Inc.	http://www.thinkful.com/about
For-Profit Entrepreneur	Treehouse Island Inc.	https://teamtreehouse.com/
For-Profit Entrepreneur	Udacity, Inc. - Nanodegrees	https://www.udacity.com/nanodegrees
For-Profit Entrepreneur	Viridis	https://viridislearning.com/
Public Workforce Initiatives	Common Core State Standards Initiative	http://www.corestandards.org/
Public Workforce Initiatives	Employment Advancement Right Now (EARN) Maryland Program	https://www.dllr.state.md.us/earn/
Public Workforce Initiatives	Minnesota Jobs Skill Partnership (MJSP) Program	http://grantsoffice.com/GrantDetails.aspx?gid=4063
Public Workforce Initiatives	Ohio Means Jobs	http://workforce.ohio.gov/JobsForecasting.aspx
Public Workforce Initiatives	U.S. Registered Apprenticeship College Consortium (RACC)	http://www.doleta.gov/OA/racc.cfm
Industry Sector Initiatives	Automotive Manufacturing Technical Education Collaborative	http://autoworkforce.org/About_Us
Industry Sector Initiatives	Manufacturing Institute - Dream It. Do It.	http://www.themanufacturinginstitute.org/Image/Dream-It-Do-It/Dream-It-Do-It.aspx
Industry Sector Initiatives	Manufacturing Institute - Get Skills to Work	http://www.themanufacturinginstitute.org/Skills-Certification/Webinar-Series/2013-04-Get-Skills-to-Work/April-2013-Get-Skills-to-Work.aspx
Industry Sector Initiatives	Manufacturing Institute - M-Badges	http://www.themanufacturinginstitute.org/News-Articles/2013/04/01-NYSCI-STEM-Badges-Meeting.aspx
Industry Sector Initiatives	Maryland Center for Construction Education and Innovation	http://www.mccei.org/mccei/
Industry Sector Initiatives	National Institute for Metalworking Skills, Inc. (NIMS)	https://www.nims-skills.org/web/nims/home
Industry Sector Initiatives	North Coast Marine Manufacturing Alliance	http://www.northcoastmma.org/
Industry Sector Initiatives	Ohio Regional Information Technology Engagement (RITE) Board - Get I.T. Here	http://www.getithere.net/
Industry Sector Initiatives	Pacific Northwest Center of Excellence for Clean Energy	http://cleanenergyexcellence.org/about/
Industry Sector Initiatives	Right Skills Now	http://rightskillsnow.org/
Industry Sector Initiatives	Skill Works - Emergency Medical Careers Partnership (EMCP)	http://www.skill-works.org/workforce-partnerships-phase-2.php
Industry Sector Initiatives	Skill Works - Green Construction Program	http://www.skill-works.org/workforce-partnerships-phase-2.php#partnership5
Industry Sector Initiatives	Skill Works - Healthcare Training Institute (HTI)	http://www.skill-works.org/workforce-partnerships-phase-2.php#partnership2

Type of Initiative	Name of Initiative	Website/Link
Industry Sector Initiatives	Wisconsin Industry Partnerships Project	http://www.cows.org/_data/documents/1489.pdf
Industry Sector Initiatives	Wisconsin Regional Training Partnership (WRTP)/BIG STEP	http://www.wrtp.org/index.php
Industry Sector Initiatives	Lancaster County Workforce Investment Board - Industrial Maintenance Training Center of Pennsylvania	http://www.lancastercountywib.com/partnership-information/industrial-maintenance
Intermediary / Non-Profit Initiatives	A Billion + Change	http://www.abillionpluschange.org/
Intermediary / Non-Profit Initiatives	ACT - Work Ready Communities	http://workreadycommunities.org/
Intermediary / Non-Profit Initiatives	American National Standards Institute (ANSI) - Energy Efficiency Standardization Coordination Collaborative (EESCC)	http://www.ansi.org/standards_activities/standards_boards_panels/eesc/overview.aspx?menuid=3
Intermediary / Non-Profit Initiatives	American Society for Training & Development - Association for Talent Development	http://www.astd.org/
Intermediary / Non-Profit Initiatives	American Welding Society	http://www.aws.org/w/a/
Intermediary / Non-Profit Initiatives	Apprenticeship Carolina	http://www.apprenticeshipcarolina.com/
Intermediary / Non-Profit Initiatives	Aspen Institute - Skills for America's Future	http://www.aspeninstitute.org/policy-work/economic-opportunities/skills-for-americas-future
Intermediary / Non-Profit Initiatives	Association for Career & Technical Education	http://www.acteonline.org/
Intermediary / Non-Profit Initiatives	Center for Energy Workforce Development (CEWD) - Get Into Energy	http://www.cewd.org/state-consortia/
Intermediary / Non-Profit Initiatives	Corporation for a Skilled Workforce	http://skilledwork.org/
Intermediary / Non-Profit Initiatives	JOBipedia	http://jobipedia.org/#sthash.XIZKMaP9.CsxXgTZh.dpbs
Intermediary / Non-Profit Initiatives	Jobs For The Future	http://www.jff.org/
Intermediary / Non-Profit Initiatives	Khan Academy	https://www.khanacademy.org/computing/cs
Intermediary / Non-Profit Initiatives	Manufacturing Works - Chicago Workforce Center	http://www.chicagomfgworks.org/index.html
Intermediary / Non-Profit Initiatives	National Skill Development Corporation	http://nsdcindia.org/
Intermediary / Non-Profit Initiatives	National Skills Coalition	http://www.nationalskillscoalition.org/
Intermediary / Non-Profit Initiatives	National Youth Employment Coalition	http://www.nyec.org/
Intermediary / Non-Profit Initiatives	Opportunity Nation	http://opportunitynation.org/
Intermediary / Non-Profit Initiatives	Science + Technology Education Innovation Center	http://www.sciencecenterofpinellas.org/eic/industry-partnerships.html
Intermediary / Non-Profit Initiatives	Skills for Chicagoland's Future	http://www.skillsforchicagolandfuture.com
Intermediary / Non-Profit Initiatives	Technical College System of Georgia - Quick Start	http://www.georgiaquickstart.org/
Intermediary / Non-Profit Initiatives	The San Francisco Foundation - Bay Area Workforce Funding Collaborative	http://sff.org/programs/core-program-areas/community-development/bay-area-workforce-funding-collaborative/
Intermediary / Non-Profit Initiatives	Workforce Intelligence Network (WIN)	http://win-semich.org/
Intermediary / Non-Profit Initiatives	Year Up	http://www.yearup.org/

Notes

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- ³ Bureau of Labor Statistics News Release, Job Openings and Labor Turnover, August 2014, <http://www.bls.gov/news.release/pdf/jolts.pdf> (accessed October 9, 2014).
- ⁴ Michael E. Porter and Jan W. Rivkin, "The Looming Challenge to U.S. Competitiveness," *Harvard Business Review*, March 2012.
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- ⁶ Michael E. Porter and Jan W. Rivkin, "Prosperity at Risk: Findings of Harvard Business School's Survey on U.S. Competitiveness," Page 15, January 2012.
- ⁷ The chart shows the U-3 or official unemployment rate (the total number of unemployed as a percent of the civilian labor force) and the U-6 rate (the total unemployed, plus all persons marginally attached to the labor force, plus total employed part-time for economic reasons, as a percent of the civilian labor force plus all persons marginally attached to the labor force). Source: Bureau of Labor Statistics, Current Population Survey.
- ⁸ Rob Valletta and Leila Bengali, "What's Behind the Increase in Part-Time Work?" Federal Reserve Bank of San Francisco, Economic Letter, August 26, 2013.
- ⁹ Bureau of Labor Statistics, Labor Force Statistics from the Current Population Survey, data extracted on September 24, 2014.
- ¹⁰ Alan B. Krueger, Judd Cramer and David Cho, "Are the Long-Term Unemployed on the Margins of the Labor Market?" *Brookings Papers on Economic Activity*, Spring 2014 Conference, <http://www.brookings.edu/about/projects/bpea/papers/2014/are-longterm-unemployed-margins-labor-market> (accessed September 25, 2014).
- ¹¹ Ibid.
- ¹² U.S. Census Bureau, National Center for Education Statistics, and Bureau of Labor Statistics, October School Enrollment Supplements to the Current Population Survey, 2007-2013.
- ¹³ Jaison R. Abel, Richard Deitz, and Yaqin Su, "Are Recent College Graduates Finding Good Jobs?" *Current Issues in Economics and Finance* 20:1, Federal Reserve Bank of New York, 2014.
- ¹⁴ Glenn Hubbard, "The Unemployment Puzzle: Where have all the workers gone?" *Wall Street Journal*, April 4, 2014.
- ¹⁵ Guido Matias Cortes, Nir Jaimovich, Christopher J. Nekarda, and Henry E. Siu, "The Micro and Macro of Disappearing Routine Jobs: A Flows Approach," NBER Working Paper No. 20307, July 2014.
- ¹⁶ Adecco, "The Skills Gap and the State of the Economy," October 2013, <http://blog.adeccousa.com/the-skills-gap-and-the-state-of-the-economy/> (accessed September 25, 2014).
- ¹⁷ ManpowerGroup, *Skilled Trades Remain Hardest Job to Fill in U.S. for Fourth Consecutive Year*, <http://press.manpower.com/press/2013/talentshortage2013/> (accessed September 25, 2014).
- ¹⁸ Ibid.
- ¹⁹ U.S. Bureau of Labor Statistics, Monthly Labor Review, "Labor Force Projections to 2022: The Labor Force Participation Rate Continues to Fall," December 2013.
- ²⁰ The HBS alumni survey defines middle-sized companies as those with between 50 and 2,499 employees.
- ²¹ David Autor, "The Polarization of Job Opportunities in the U.S. Labor Market: Implications for Employment and Earnings," Paper released by The Center for American Progress and The Hamilton Project, April 2010.
- ²² Paul Beaudry, David A. Green, and Benjamin M. Sand, "The Great Reversal in the Demand for Skill and Cognitive Tasks," NBER Working Paper No. 18901, March 2013.
- ²³ Neeta P. Fogg and Paul Harrington, "Rising Mal-Employment and the Great Recession: The Growing Disconnection between Recent College Graduates and the College Labor Market," *Continuing Higher Education Review*, Vol. 75, 2011.
- ²⁴ Didem Tüzemen and Jonathan Willis, "The Vanishing Middle: Job Polarization and Workers' Response to the Decline in Middle-Skill Jobs," *Federal Reserve Bank of Kansas City: Economic Review* (First Quarter 2013): 5-32, Page 27.
- ²⁵ National Employment Law Project, Data Brief, "An Unbalanced Recovery: Real Wage and Job Growth Trends," April 2014.
- ²⁶ Accenture, "U.S. States: For Richer, For Poorer," 2014 <http://www.accenture.com/us-en/Pages/insight-country-richer-poorer-preserving-standard-living.aspx> (accessed October 20, 2014).
- ²⁷ Michael E. Porter and Jan W. Rivkin et. al., "An Economy Doing Half Its Job," September, 2014. The survey authors were concerned that the phrasing of the survey questions would unduly influence responses. To guard against that possibility, they randomly split the respondents into two groups for the top two questions in Figure 3. So for example, half were presented the statement, "My firm's U.S. operations prefer to invest in technology to perform work when possible rather than hire or retain employees," and the other half read, "My firm's U.S. operations prefer to hire or retain workers when possible rather than invest in technology to perform work." For the former statement, 53% agreed and 19% disagreed. For the latter, 39% disagreed and 32% agreed. The 46% reported in the text is the average of those who agreed with the former statement and those who disagreed with the latter. The second question on relying on vendors was handled in the same manner.
- ²⁸ Accenture Research, Accenture Middle-Skills Survey, February 2014.
- ²⁹ Authors' note: The 7.3 million online postings for middle-skill jobs in 2013 do not necessarily correspond to 7.3 million open positions. Some postings for a specific position may be posted multiple times, for example, if an employer was initially unsuccessful in filling the role. In other instances, an employer may post only one job description to fill multiple positions. For both these reasons, there is no one-to-one correspondence between online postings and open positions.

- ³⁰ To quantify online postings for middle-skills jobs, Burning Glass first used its analytics to determine whether an occupation is commonly open to job seekers without Bachelor's degrees. After eliminating jobs that are not commonly open to such workers, Burning Glass deemed as "middle-skill" all remaining jobs from the following occupation families: Architecture and Engineering; Business and Financial Operations; Community and Social Services; Computer and Mathematical; Construction and Extraction; Education, Training, and Library; Healthcare Practitioners and Technical; Healthcare Support; Installation, Maintenance, and Repair; Legal; Life, Physical, and Social Science; Management; Office and Administrative Support; Production; Protective Service; Sales and Related; Transportation and Material Moving. For all other occupation families, an occupation was identified as "middle-skill" if at least 20% of its postings required postsecondary education below the Bachelor's degree level (such as an Associate's degree).
- ³¹ Jaison R. Abel and Richard Deitz, "Job Polarization and Rising Inequality in the Nation and New York," Federal Reserve Bank of New York, *Current Issues in Economics and Finance*, Second District highlights, Volume 18, Number 1702; and Didem Tüzemen and Jonathan Willis, "The Vanishing Middle: Job Polarization and Workers' Response to the Decline in Middle-Skill Jobs," Federal Reserve Bank of Kansas City: *Economic Review* (First Quarter 2013): 5-32.
- ³² Occupation groups are defined by the Bureau of Labor Statistics' Standard Occupation Classification system.
- ³³ Burning Glass Technologies' real-time labor market data, 2013.
- ³⁴ Occupation groups with very low numbers of middle-skills jobs in the private sector have been removed (Protective Service; Community & Social Services; Life, Physical & Social Science; Arts, Design, Entertainment, Sports & Media).
- ³⁵ For examples from Oklahoma and Kentucky, see "An Action Guide for Governors: Achieving Better Results for Individuals, Employers and the Economy." This report is part of the National Governors Association 2013-2014 Chair's Initiatives series titled "America Works: Education and Training for Tomorrow's Jobs," <http://www.nga.org/files/live/sites/NGA/files/pdf/2014/C11314AmericaWorksGuideFinal.pdf>, (accessed September 28, 2014).
- ³⁶ Accenture and The Manufacturing Institute (2014), "Out of Inventory: Skill Shortage Threatens Growth for U.S. Manufacturing," <http://www.themanufacturinginstitute.org/News-Articles/2014/05/~media/70965D0C4A944329894C96E0316DF336.ashx>.
- ³⁷ Deloitte and The Manufacturing Institute, "Boiling point? The skills gap in U.S. Manufacturing," <http://www.themanufacturinginstitute.org/~media/A07730B2A798437D98501E798C2E13AA.ashx>; pages 2 and 8; and Capital Briefing, May 3, 2012, National Association of Manufacturers, <http://www.nam.org/Communications/Publications/Capital-Briefing/Archive/050312.aspx> (both accessed September 25, 2014).
- ³⁸ Burning Glass Technologies' real-time labor market data, 2013.
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- ⁵⁰ Phone interviews conducted by Accenture with Human Resources Leaders, June-August, 2014.
- ⁵¹ Michael E. Porter and Jan W. Rivkin, "Choosing the United States," *Harvard Business Review*, March 2012.
- ⁵² For a detailed explication of the application of supply management concept to the management of talent pipelines, see forthcoming white paper by Fuller-Sheets-Tyszko, U.S. Chamber of Commerce Foundation.
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- ⁶⁰ Phone interviews conducted by Accenture with Human Resources Leaders, June-August, 2014.
- ⁶¹ For example, 41% of manufacturing and healthcare firms indicated they were involved in some form of training or educational partnership. Accenture Research, Accenture Middle-Skills Survey, February 2014.

- ⁶² National Center for Education Statistics, IPEDS; Bureau of Labor Statistics, Occupational Employment Statistics; American Academy of Professional Coders (AAPC) and American Health Information Management Association (AHIMA); and Burning Glass Technologies analysis.
- ⁶³ Burning Glass Technologies analysis.
- ⁶⁴ <http://www.innovate-educate.org/about/>; <http://talentabq.org/skill-up-resources/> (accessed October 20, 2014).
- ⁶⁵ Accenture Research, Accenture Middle-Skills Survey, February 2014.
- ⁶⁶ Ibid.
- ⁶⁷ Ibid.
- ⁶⁸ Ibid.
- ⁶⁹ Ibid.
- ⁷⁰ American Association of Community Colleges, <http://www.aacc.nche.edu/aboutcc/Lists/CollegeIndustry%20Partnerships/AllItems.aspx> (accessed September 28, 2014).
- ⁷¹ Accenture Research, Accenture Job Seekers Survey 2013.
- ⁷² Accenture Research, Accenture Middle-Skills Survey, February 2014.
- ⁷³ <http://www.gapinc.com/content/gapinc/html/careers/collegeapplicants/gap-inc-for-communitycollegestudents.html> (accessed September 25, 2014).
- ⁷⁴ Western Queens Gazette, January 29, 2014, "LaGuardia CC Hosts Bookkeeping Scholarship Program," http://www.qgazette.com/news/2014-01-29/Features/LaGuardia_CC_Hosts_Bookkeeping_Scholarship_Program.html (accessed September 25, 2014).
- ⁷⁵ European Commission, Database of Labour Market Practices, <http://ec.europa.eu/social/main.jsp?catId=1080&langId=en&practiceId=12> (accessed September 25, 2014).
- ⁷⁶ Accenture Research, Accenture Employers Survey 2013.
- ⁷⁷ Accenture Research, Accenture Job Seekers Survey 2013.
- ⁷⁸ "Creating a Unified Workforce System to Support Business in Finding the Skilled Workers They Need," Governor's Office of Workforce Transformation, Governor's Executive Workforce Board, 2013 Annual Report, <http://workforce.ohio.gov/Portals/0/pdf/Workforce%20Annual%20Report%20FINAL.pdf> (accessed September 27, 2014).
- ⁷⁹ Authors' note: Stackable credentials are defined as those that build upon existing qualifications and that enable workers to move on to progressively higher-paying jobs. Portable credentials are those recognized as being accepted as valid by multiple domestic or global employers. James T. Austin, Gail O. Mellow, Mitch Rosin, and Marlene Seltzer, "Portable, Stackable Credentials: A New Education Model for Industry-Specific Career Pathways," McGraw-Hill Research Foundation, November 28, 2012, <http://www.jff.org/sites/default/files/publications/materials/Portable%20Stackable%20Credentials.pdf> (accessed October 4, 2014).
- ⁸⁰ Year Up 2012 Annual Report, <http://www.yearup.org/wp-content/uploads/2014/03/YU-2012-Annual-Report.pdf>.
- ⁸¹ Skills for Chicagoland's Future, 2013 Year in Review, January 2014, <http://www.skillsforchicagolandsfuture.com/wp-content/uploads/2014/01/SCF-2013-Year-in-Review.pdf> (accessed September 25, 2014). See also The White House, "Ready to Work: Job-Driven Training and American Opportunity," July 2014, http://www.whitehouse.gov/sites/default/files/docs/skills_report.pdf.
- ⁸² National Skills Coalition, "Side-by-Side Comparison of Occupational Training and Adult Education & Family Literacy Provisions in the Workforce Investment Act (WIA) and the Workforce Innovation and Opportunity Act (WIOA)" <http://www.nationalskillscoalition.org/resources/publications/file/WIOA-Side-by-Side.pdf> (accessed October 30, 2014).
- ⁸³ U.S. Department of Education, National Center for Education Statistics, Educational Attainment, "The Condition of Education 2014," <http://nces.ed.gov/fastfacts/display.asp?id=27> (accessed October 22, 2014).
- ⁸⁴ John Kania and Mark Kramer, "Collective Impact," *Stanford Social Innovation Review*, Winter 2011.
- ⁸⁵ All percentages are of the total for the axis overall.
- ⁸⁶ To avoid excessive length, Accenture listed the top 20 occupations only for each industry in the survey. Accenture consulted its experts regarding both occupations not included in the instrument and those for which the survey yielded insufficient data. The experts submitted their assessments electronically using a similar instrument to the one used in the survey.
- ⁸⁷ "OES" refers to the Bureau of Labor Statistics' Occupational Employment Statistics program, which produces the National Occupational Employment and Wage Estimates. "SOC" refers to the federal government's Standard Occupational Classification system.

The research partnership on the middle-skills gap and U.S. competitiveness was led by:

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Report design: Terberg Design LLC

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Leon Works Expo Workgroup

January 28, 2015

*Visit Tallahassee, 106 E. Jefferson Street
Second Floor Conference Room*

Attendees:

- Jim McShane, CEO, Career Source Capital Region
- Michael Parker, Economic & Community Development Director, City of Tallahassee
- Ben Pingree, Vice President of Business Retention/Expansion and Public Policy for the Tallahassee/Leon County Economic Development Council
- Laura Rogers, Program Director, World Class Schools of Leon County
- Barbara Wills, Leon County Schools Assistant Superintendent
- Jessica Lowe, Leon County Schools Virtual School Principal
- Randy Pridgeon, Divisional Director of Secondary Schools, Leon County Schools
- Marissa Mainwood, Workforce Development Special Projects Coordinator, Tallahassee Community College
- Britney Smith, Undergraduate Program Coordinator, Keiser University
- Heather Conley, Florida Choices Program – Department of Education Program Specialist
- Charles Bagwell
- Cristina Paredes, Leon County Director of Economic Vitality
- Mathieu Cavell, Leon County Public Information and Communications Manager
- Joshua Pascua Leon County Management Analyst

Ms. Cristina Paredes, Leon County Director of Economic Vitality, thanked the stakeholders for participating in the workgroup. After each stakeholder introduced themselves Ms. Paredes discussed the County's desire to serve as a catalyst for promoting local middle-skill jobs, specifically to high-school students, noting that the Leon County Board of County Commissioners recently adopted two 2015 strategic initiatives on this effort:

- Evaluate and identify the projected unmet local market for middle-skill job opportunities.
- 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.

Ms. Paredes also discussed the workgroup's goals with the stakeholders, the first goal being to identify and discuss the challenges in filling the shortage of middle-skill labor in our market. The second goal of the workgroup would be to identify the challenges associated with promoting the training and career opportunities available in our community to high school students preparing to graduate.

Mr. Ben Pingree, Vice President of Business Retention/Expansion and Public Policy for the Tallahassee/Leon County Economic Development Council, began the workgroup's discussion by asking how the stakeholders define 'middle-skill' jobs/careers. The group shared that middle-

skill jobs/careers often require education beyond high school but not a four-year degree (one to two years of vocational training) and an earn an average wage of \$13 per hour or more. Ms. Heather Conley, Florida Choices Program Department of Education, noted that 15 of the fastest growing occupations in Florida require only two years of training and pay good wages (Attachment #1). The group agreed that the terminology of 'middle-skilled careers' may need to change to make middle-skilled careers more attractive and easy to promote. Mr. Pingree suggested instead of 'middle-skilled careers' that the term 'high-wage skilled jobs' be used.

The group discussed the need to change perceptions about skilled careers, especially with parents who may not be aware of opportunities associated with middle-skilled jobs/careers. Mr. Bagwell noted it was important to understand that middle-skill jobs/careers do not have to be the end of a career but rather that these jobs could be a stepping-stone to starting a business or to finding a person's career passion.

Mr. Randy Pridgeon, Divisional Director of Secondary Schools, Leon County Schools (LCS), observed that high school students routinely receive a lot of college recruitment literature as they prepare to graduate. He also noted that students preparing to enter the workforce often do not receive the same level of recruitment as college-bound students. In 2012, 24% of Leon County high school graduates continued their education at a state university, while 41% were enrolled in a state community college or state technical education center. This suggests that many Leon County high school students would benefit from information about alternatives to university-bound career paths. Mr. Pridgeon noted that the high schools would be open to allowing businesses to similarly recruit among the students.

Mr. Pridgeon also discussed that LCS administrators, high school principals, and the World Class Schools of Leon County team have recently been visiting local industries to familiarize them with local opportunities for students preparing to enter the workforce. These trips help to identify challenges and opportunities for the number of certification training programs LCS offers to promote middle-skill careers. The hope is that LCS will be able to create a paradigm shift in the way high schools prepare students for success after school. The group agreed with the need for the paradigm shift, noting that there is not enough room in the university system for every student. Additionally, Bright Futures scholarship requirements have become tougher to meet, suggesting that more students will be seeking degree alternatives. Mr. Pridgeon stressed the importance of anticipating needs in the local workforce so that LCS and other vocational training programs had enough time to provide the training to meet the demand. Ms. Conley suggested that the Department of Economic Opportunity tracks job demand and would have data to help determine that need.

Ms. Paredes stated that the County's pursuit of a one day Leon Works Expo would complement the ongoing efforts by LCS to promote middle-skill careers. The expo would serve as a one-stop shop for students to seek career opportunities and explore degree alternatives such as apprenticeships, certifications, and skilled trade careers.

Ms. Jessica Lowe, Leon County Schools Virtual School Principal, discussed a survey initiative that LCS could utilize to find out what high-wage careers interest students, which could help determine what industries to invite to the proposed Leon Works Expo. Ms. Conley noted career survey tools that she has seen used effectively and suggested that it would be good if the survey suggested career clusters. For example, students may be interested in helping people through medicine, but not what specific career path in that cluster would suit them.

Ms. Paredes and Mr. Pingree noted that the next step is to partner with the Economic Development Council to host a roundtable meeting of employers to gauge what the local opportunities are for middle-skill careers. The roundtable meeting would also help the workgroup identify what industries should be invited to the potential Leon Works Expo in the fall. Mr. Pridgeon suggested that the roundtable be held at one of the high schools to tune employers into the opportunities to partner with LCS to train and hire students. The group agreed to host the roundtable meeting at Lively Technical School on February 18, 2015, from 11a.m. to 1p.m. in order to allow high school principals the opportunity to attend. Ms. Lowe noted that there will be a large number of retirements in 2016 among state workers and suggested that the Department of Management Services would be a good addition to the roundtable to provide insight on the State's hiring needs.

The workgroup also discussed ideas for the tentative Leon Works Expo. Mr. Parker discussed that middle-skill career opportunities should be promoted to the under-employed, not just students. Ms. Paredes noted that there has been some discussion regarding opening the Expo to the community in the afternoon after the high school students had an opportunity to attend. Mr. Bagwell suggested that hands-on demonstrations at the Expo would be attractive to students. Ms. Paredes stated that these demonstrations would be beneficial and are being discussed to include in the expo. Ms. Paredes also suggested that promotion for the Expo could highlight successful local people in these careers, who could act as role models and inspire the attendees. Mr. Bagwell mentioned that the Expo promotion efforts should be mindful that engaged students will readily show up; it is the less engaged students still trying to figure things out that would benefit most from the Expo.

Ms. Paredes closed the workgroup meeting by thanking the participants and recapping the next steps. After the roundtable meeting, the County Commission would get a status update on the projected unmet local need for middle-skill job opportunities and provide staff with direction.

The next steps for the Leon Works Expo will be a roundtable meeting with local businesses to discuss challenges and opportunities for middle-skill jobs. Leon County and the Economic Development Council will host the meeting at Lively Technical Center on Wednesday, February 18, 2015, from 11:00 a.m. to 1:00 p.m. The Leon Works Exposition will more than likely be held in mid-October 2015 and will be followed by a stakeholders wrap-up meeting in November.

Enclosure:

1. 25 Fastest-Growing Occupation Projections in Florida for 2013.

25 Fastest-Growing Occupation Projections in Florida for 2013

Includes openings due to growth and replacement openings resulting from workers permanently leaving the occupation.

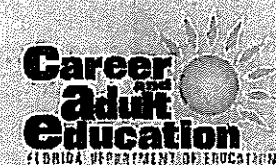
This table includes occupations with a minimum of 4,000 jobs in 2013.

Rank	Title	Employment		Growth	2013 - 2021		2013 Average Hourly Wage	Education Level
		current 2013	projections 2021		Percent Growth	Total Job Openings*		
1	Home Health Aides	31,281	43,907	12,626	40.4	15,752	10.52	3
2	Personal and Home Care Aides	14,724	20,218	5,494	37.3	6,378	10.08	3
3	Cement Masons and Concrete Finishers	10,544	14,061	3,517	33.4	4,830	15.05	3
4	Veterinary Technologists and Technicians	7,454	9,908	2,454	32.9	3,445	13.94	4
5	Diagnostic Medical Sonographers	4,856	6,437	1,581	32.6	2,156	28.80	3
6	Cost Estimators	11,197	14,830	3,633	32.5	5,306	28.30	4
7	Market Research Analysts and Marketing Specialists	14,836	19,534	4,698	31.7	7,838	28.33	5
8	Heating, A.C., and Refrigeration Mechanics and Installers	24,665	32,437	7,772	31.5	11,161	20.11	3
9	Physical Therapist Assistants	4,708	6,081	1,373	29.2	1,931	28.00	4
10	Nonfarm Animal Caretakers	10,744	13,842	3,098	28.8	5,001	10.77	1
11	Medical Secretaries	18,205	23,359	5,154	28.3	7,100	14.55	3
12	Logisticians	4,160	5,330	1,170	28.1	1,792	33.51	5
13	Nurse Practitioners	6,212	7,930	1,718	27.7	2,581	42.57	6
14	Dental Hygienists	10,669	13,559	2,890	27.1	4,552	29.05	4
15	Meeting and Convention Planners	4,246	5,353	1,107	26.1	1,741	23.72	4
16	Security and Fire Alarm Systems Installers	6,267	7,896	1,629	26.0	2,830	17.93	3
17	Physical Therapists	12,960	16,302	3,342	25.8	4,510	40.57	6
18	Medical and Public Health Social Workers	6,674	8,368	1,694	25.4	2,947	22.18	6
19	Occupational Therapists	6,633	8,313	1,680	25.3	2,657	39.00	6
20	Helpers – Electricians	4,499	5,626	1,127	25.1	2,112	12.43	1
21	Physician Assistants	4,081	5,102	1,021	25.0	1,622	46.88	5
22	Drywall and Ceiling Tile Installers	6,661	8,278	1,617	24.3	3,056	16.44	3
23	Paralegals and Legal Assistants	24,343	30,193	5,850	24.0	8,535	22.80	3
24	Emergency Medical Technicians and Paramedics	9,449	11,716	2,267	24.0	3,739	15.99	4
25	Fitness Trainers and Aerobics Instructors	14,671	18,164	3,493	23.8	5,361	15.03	2

Source: Florida Department of Economic Opportunity:

Go to the Employment Projections page (www.floridajobs.org/lmsc/ep). Under "Employment Projections Data" select either Statewide or your Workforce Region and then Open. When the spreadsheet opens, choose the Occf worksheet at the bottom of the page. If you do not see the worksheets list, you may need to maximize the worksheet.





Education Code:

1 Less than High School 2 = 8%

2 High School Diploma/GED 1 = 4%

3 Adult Vocational Certificate 9 = 36%

4 College: Cert/AS/AA 6 = 24%

5 Bachelor's 3 = 12%

6 Master's or Higher 4 = 16%

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Leon Works Roundtable Meeting

February 18, 2015
Lively Technical Institute

Commissioner Mary Ann Lindley, Chairman of the Leon County Commission, welcomed the stakeholders and thanked the Tallahassee/Leon County Economic Development Council (EDC), Leon County Schools (TCC), and Lively Technical Center for hosting the roundtable meetings (Attachment #1). Chairman Lindley related to the group how a workshop at a National Association of Counties conference and her own experience with local plumbers inspired her to look at middle-skill career needs in the community. At the County Commission's December 2014 annual retreat, the Commission directed staff to work with community partners to evaluate and identify the projected need for middle-skill job opportunities in our labor market. Chairman Lindley concluded that Leon County is seeking serve as a catalyst for promoting local middle-skill jobs, specifically to high-school students under an initiative called Leon Works.

Ms. Cristina Paredes, Leon County Director of Economic Vitality, noted that County staff has been analyzing employment data and meeting with stakeholders to identify challenges and opportunities in promoting middle-skill careers. This data and the feedback gathered from stakeholders will be presented to the County Commission March 10, 2015 as part of the Leon Works initiative. The Leon Works initiative would culminate in a one-day exposition to introduce high school students to middle-skill career opportunities. Ms. Paredes next discussed the roundtable meeting's goals with the stakeholders: 1) define "middle-skill" workforce; 2) identify and discuss the challenges in filling the shortage of middle-skill labor in our market; and 3) identify the challenges associated with promoting the training and career opportunities available in our community to high school students preparing to graduate. Ms. Paredes worked with the participates to define middle-skill careers to help the frame the group discussion. Chairman Lindley suggested that 'middle-skill' careers instead be called 'artisan-skill' careers to be more attractive to students, which the stakeholder group generally accepted.

After breaking for lunch, Mr. Jim McShane, CEO of CareerSource Capital Region (CSCR), discussed job figures that illustrate the community's needs and opportunities for middle-skill careers. Mr. McShane also discussed CSCR's work to place people in middle-skill careers. Mr. Randy Pridgeon, LCS Divisional Director of Secondary Schools, also discussed LCS's role in promoting middle-skill careers and that noted that the principals were in agreement that their students needed to know more about career options other than pursuing a four year degree. LCS administrators, high school principals, and the World Class Schools of Leon County team have recently been visiting local industries to familiarize them with local opportunities for students preparing to enter the workforce.

Mr. Ben Pingree, Vice President of Business Retention/Expansion and Public Policy for the EDC, and Ms. Laura Rogers, Director of World Class Schools of Leon County, facilitated an open dialogue among the stakeholders. Mr. Pingree began the discussion by asking employers about their largest labor employment challenges. Ms. Gloria Pugh, Owner of AMWAT Movers, discussed her industry's need for drivers with a CDL Class A trucking license, noting that truck drivers are well-paid and that many in the trucking industry are aging out. Mr. Pridgeon asked about driver employment requirements and Ms. Pugh noted an existing certification program as well as an apprenticeship program that she started in her company. Mr. Robert Moore with Tallahassee Memorial Hospital also noted a need for medical coders.

Next, the stakeholders discussed trends in recruiting and retaining a middle-skill workforce. Mr. Paul Dean with Danfoss Turbocor discussed attributes he wanted in his employees other than training certifications. He stated that his company needed not only skilled workers, but workers with creativity for jobs in computer-aided design and application development. He also noted that in the next decade there would be a 50% drop in the HVAC installation workforce due to retirements. Mr. Vince Long, Leon County Administrator, discussed the County's challenges in retaining a full staff of emergency medical services staff and how deferred maintenance on infrastructure will likely create a demand for construction workers. Several of the LCS principals noted how increased emphasis on education assessments has made it more difficult to offer vocational-training courses, which may in turn be impacting the availability of a middle-skilled workforce. The stakeholders generally agreed that the difficulty in recruiting middle-skilled workers would likely get worse in the future unless steps were taken to address the issue.

The stakeholders discussed if the middle-skill workforce recruitment challenges are due to the perception or awareness issues. Ms. Kim Moore with Tallahassee Community College (TCC) noted TCC's work to make students more aware of their career options besides pursuing a four year degree. TCC has a 'train the trainer' program that educates middle and high school counselors about occupation opportunities that do not require a four year degree. TCC is also mapping the local education offerings to show students how they can continue their education from a certification to a four year degree and beyond. Mr. Patrick Wright with the Department of Education noted that many technical schools are renaming themselves as colleges due to perceptions that a college degree is more desirable. Several LCS principals discussed the stigma about not being successful unless you go to college and suggested that the community needs to tell students from an early age that success is more about finding a good career as opposed to the level of education attained. Ms. Paredes cited a Harvard report that addresses middle-skill workforce issues that underscores the need for employers, educators, and policymakers to collaborate together to address the community's middle-skill workforce needs, one of the goals of Leon Works. She additionally noted that the intention of the Leon Works Exposition was to complement the great work already being done by LCS as well as community and business partners to promote middle-skill careers.

Mr. Pingree asked the stakeholders how they felt the community was currently doing to address the need to fill middle-skill occupations. Several employers noted that they perceived an issue with young people entering the workforce lacking certain life-skills and work-ethic; examples included attitude, poor customer service, and trouble getting to work on time. Ms. Pugh suggested that the community highlight successful local people without a four year degree to serve as role models to students. Ms. Paredes noted that highlighting role models had already been identified as a component of the Leon Works initiative. Mr. Chris Eldred with Teligent EMS discussed his company's internal training program and praised TCC's advanced manufacturing training programs. Mr. Pridgeon thanked Mr. McShane for sharing information about what vocational training would be in demand in the future. He noted that it helped LCS to know which occupations would be in demand in the future since it could take three years for LCS to set up new vocational training programs in the schools.

Ms. Paredes began the open discussion portion of the meeting by calling attention to the handout on Florida's demand for middle-skill jobs (Attachment #2) and the fastest growing middle-skill occupation projections for the Leon-Gadsden-Wakulla Counties area (Attachment #3). She noted that many of the occupations highlighted during the earlier discussion were also identified by the Department of Economic Opportunity as being in higher demand in the future. Mr. McShane reminded the stakeholders that CSCR has resources and funding to help employers secure trained employees.

Several of the stakeholders discussed how to support LCS in providing more vocational training opportunities. Educators noted that current educational assessment policies limit their ability to provide more focused vocational training and that a change to education policy would require an act by the legislature. Mr. Wright suggested that more students could take advantage of the dual enrollment program to get more vocational training through Lively Technical or TCC. Ms. Brittany Smith with Keiser University suggested that employers could give guest presentations to students that would educate students about middle-skill career opportunities and serve as role models.

The stakeholders generally agreed that the Leon Works Exposition was a good idea to promote middle-skill careers to local high school students. Mr. Charles Bagwell reminded the stakeholders that the Leon Works initiative was focused on high school students and that it was important to engage students going forward on what they need and want. Mr. Parker discussed that middle-skill career opportunities should be promoted to the under-employed, not just students. Ms. Paredes noted that there has been discussion regarding opening the Expo to the community in the afternoon after the high school students had an opportunity to attend.

Ms. Paredes closed the workgroup meeting by thanking the participants and recapping the next steps. On March 10, 2015, the County Commission would get a status update on the projected unmet local need for middle-skill job opportunities and provide staff with direction. If approved, the Leon Works Exposition will likely be held in mid-October 2015. The one day Leon Works Exposition would serve to complement the ongoing efforts by LCS to promote middle-skill careers and serve as a one-stop shop for students to seek career opportunities and explore degree alternatives such as apprenticeships, certifications, and skilled trade careers. The expo would be followed by a stakeholders wrap-up meeting in November.

Attachment:

1. February 18, 2015 Roundtable Attendance
2. Florida's Forgotten Middle: Middle Skill Job Demand for Florida
3. Fastest-Growing Middle-Skill Occupation Projects for Leon, Gadsden, and Wakulla Counties

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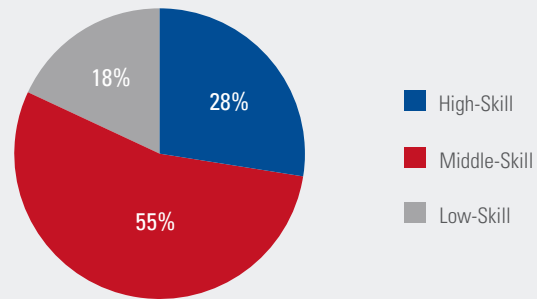
Florida's Forgotten Middle

Middle-skill jobs, which require education beyond high school but not a four-year degree, make up the largest part of America's and Florida's labor market. Key industries in Florida are unable to find enough sufficiently trained workers to fill these jobs.

Demand for Middle-Skill Jobs is Strong

Fifty-five percent of all jobs in 2012 were middle-skill.

Jobs by Skill Level, Florida, 2012

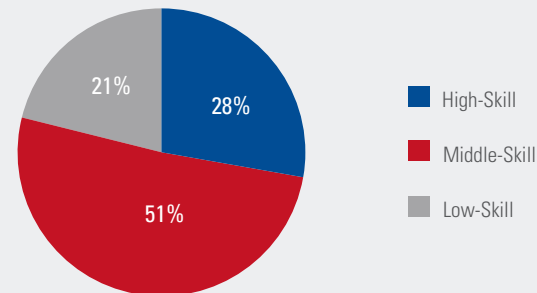


Source: NSC analysis of Bureau of Labor Statistics Occupational Employment Statistics by State, May 2012.

Demand for Middle-Skill Jobs Will Remain Strong

Between 2013-2021, 51 percent of job openings will be middle-skill.

Job Openings by Skill Level, Florida, 2013-21

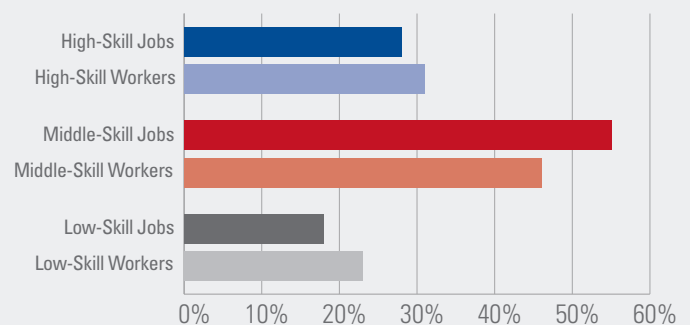


Source: NSC analysis of long-term occupational projections from state labor/employment agency.

A Middle-Skill Gap

Middle-skill jobs account for 55 percent of Florida's labor market, but only 46 percent of the state's workers are trained to the middle-skill level.

Jobs and Workers by Skill Level, Florida, 2012



Source: NSC analysis of Bureau of Labor Statistics Occupational Employment Statistics by State, May 2012 and American Community Survey data, 2012.



Rank	Occupation	Employment		2014 - 2022E		Average Hourly Wage (\$)**	Education Level
		2014	2022	Growth	Total Job Openings		
1	Registered Nurses	3,068	3,557	489	915	27.91	Associate Degree
2	Receptionists and Information Clerks	1,491	1,736	245	611	12.42	High School Diploma
3	Child Care Workers	1,118	1,299	181	464	9.59	Postsecondary Vocational
4	Nursing Assistants	1,212	1,435	223	344	11.02	Postsecondary Vocational
5	Home Health Aides	777	1,036	259	337	9.89	Postsecondary Vocational
6	Insurance Sales Agents	868	1,030	162	320	37.46	Postsecondary Vocational
7	Licensed Practical and Licensed Vocational Nurses	765	876	111	273	19.52	Postsecondary Vocational
8	Heating, A.C., and Refrigeration Mechanics and Installers	590	774	184	265	19.45	Postsecondary Vocational
9	Painters, Construction and Maintenance	605	697	92	196	15.35	Postsecondary Vocational
10	Medical Assistants	627	746	119	194	14.14	Postsecondary Vocational
11	Electricians	474	561	87	188	17.73	Postsecondary Vocational
12	Software Developers, Applications	619	727	108	157	34.74	Associate Degree
13	Paralegals and Legal Assistants	512	605	93	149	22.17	Postsecondary Vocational
14	Emergency Medical Technicians and Paramedics	476	546	70	144	14.28	Associate Degree
15	Pharmacy Technicians	384	465	81	132	13.38	Postsecondary Vocational
16	Personal and Home Care Aides	345	453	108	129	9.73	Postsecondary Vocational
17	Coaches and Scouts	319	375	56	122	44.38	High School Diploma
18	Loan Officers	286	330	44	102	34.44	Associate Degree
19	Preschool Teachers, Except Special Education	238	289	51	100	13.34	Associate Degree
20	Insurance Claims and Policy Processing Clerks	261	297	36	98	16.34	High School Diploma
21	Operating Engineers/Construction Equipment Operators	272	320	48	97	16.00	Postsecondary Vocational
22	Fitness Trainers and Aerobics Instructors	274	327	53	88	17.65	High School Diploma
23	Veterinary Technologists and Technicians	204	263	59	86	12.66	Associate Degree
24	Medical Secretaries	222	282	60	84	12.76	Postsecondary Vocational
25	Dental Assistants	228	272	44	81	17.69	Postsecondary Vocational
26	Radiologic Technologists	207	259	52	77	23.87	Postsecondary Vocational
27	Plumbers, Pipefitters, and Steamfitters	210	239	29	77	17.14	Postsecondary Vocational
28	Brickmasons and Blockmasons	162	210	48	75	15.76	Postsecondary Vocational
29	Dental Hygienists	194	239	45	75	27.15	Associate Degree
30	Database Administrators	261	300	39	73	30.83	Associate Degree
31	Cooks, Institution and Cafeteria	233	265	32	72	11.32	High School Diploma
32	Cost Estimators	182	223	41	68	29.21	Associate Degree
33	Meeting and Convention Planners	179	212	33	60	20.71	Associate Degree
34	Welders, Cutters, Solderers, and Brazers	136	163	27	56	16.06	Postsecondary Vocational
35	Cement Masons and Concrete Finishers	130	155	25	41	14.33	Postsecondary Vocational

This table includes occupations with a minimum of 125 jobs in 2014.

* Includes openings due to growth and replacement needs

** Hourly wages for teaching occupations were calculated using a 40-hour work week for 9½ months per year.

Rank	Occupation	Employment		2014 - 2022		Average Hourly Wage (\$)**	Education Level
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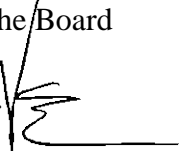
* Includes openings due to growth and replacement needs

** Hourly wages for teaching occupations were calculated using a 40-hour work week for 9½ months per year.

Leon County
Board of County Commissioners
Budget Discussion Item #4

June 23, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: Approval to Redirect \$25,000 QTI Budget Through FY 18 to Support Broadband Internet for Domi Station

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator Pat Curtis, Director, Management Information Systems Scott Ross, Director of the Office of Management and Budget
Lead Staff/ Project Team:	Michelle Taylor, Network & Technical Services Manager Joshua Pascua, Management Analyst

Fiscal Impact:

This item has a fiscal impact. Each year, the Board approves an annual expenditure of \$25,000 earmarked for future use as the County's portion of the Qualified Targeted Industry (QTI) "local match" placed in an escrow account with the Tallahassee-Leon County Economic Development Council (EDC). This item seeks the Board's consideration of a temporary redirection of the Board's annual \$25,000 QTI budget to offset the cost to provide broadband Internet at Domi Station for a period of three years. The County's unencumbered fund balance for QTI incentives is currently \$299,155.

Staff Recommendation:

Option #1: Redirect the annual QTI budget of \$25,000 for FY 2016 through FY 2018 to support Broadband Internet for Domi Station.

Report and Discussion

Background:

At the May 12, 2015 Board meeting, the Commission directed staff to bring back a budget discussion item regarding the provision of broadband internet service to Domi Station. The Board has long maintained a strong focus on supporting entrepreneurship as a means of spurring job growth in Leon County. Given the Board's commitment to economic development and partnership with the Domi Station business incubator, this budget discussion item seeks the Board's approval for providing broadband fiber optic internet service at Domi Station. Improved Internet service has been identified as a crucial need by entrepreneurs at Domi Station.

During the FY 2014 budget process, Leon County invested \$250,000 for one-time capital improvements to transform a County-owned warehouse that formerly housed election equipment into a business incubator. On October 29, 2013, Leon County entered into a public-private partnership with Domi Education Inc. (Domi) to operate a business incubator program in the renovated warehouse now known as Domi Station. Under the agreement, Domi Station is operated privately by Domi as a tenant in a county-owned facility. Domi pays the County an at-cost lease (approximately \$3,850 annually) for the Domi Station incubator facility in return for providing the community a comprehensive technology driven business incubator program and related services. Currently, no County tax dollars are used in the operation of Domi Station as Domi's lease payments cover any operational costs of the incubator that the County would bear. The terms of Domi's public-private partnership are explained in detail in the attached lease agreement (Attachment #1). The lease term is for five years, and may be renewed in 2019.

This budget discussion item contemplates providing broadband internet service to Domi Station through a temporary reallocation of the Board's annual \$25,000 QTI budget. The State's QTI tax refund incentive program is available to companies that create high-wage jobs in targeted high value-added industries. The program includes refunds on corporate income, sales, ad valorem and certain other taxes for pre-approved applicants who create the targeted jobs. Traditionally, a QTI local match of 20% is required from the local community where the job creation is occurring, which is split evenly between the County and the City of Tallahassee (City). As part of the QTI application process, the County and City must adopt a resolution indicating their support for the project and their commitment to provide the required match in the form of a reimbursement over the course of several years.

Analysis:

Below, staff provides an analysis of current QTI funding obligations and the opportunity to use QTI funding to support increased Internet service at Domi Station.

Qualified Targeted Industry Incentive Program

Each year, the Board has approved annual expenditures of \$25,000, earmarked for future use as the County's portion of the QTI "local match." These expenditures have been placed in an escrow account at the EDC as part of its annual contract. The QTI assistance is provided on a reimbursement basis and is only released once the required jobs have been created. The EDC and County staff work regularly with business prospects seeking to expand or relocate to Leon County. The most recent company to be awarded QTI assistance was Kaye Scholer, LLP, which is in the process of creating over 100 jobs at an average annual wage of \$54,000 (150% of the average local wage).

The EDC currently has \$355,155 set aside in the County's QTI account, for use in attracting new high-paying jobs to Leon County. Of that amount, \$56,000 has been encumbered for the County's QTI match payments to Kaye Scholer, LLP. Kaye Scholer, LLP is eligible to apply for further QTI reimbursement payments until 2017, at which point the remaining County funds encumbered for QTI payments to Kaye Scholer, LLP would be unencumbered and useable for other QTI projects. \$299,155 is currently unencumbered and available in the County's QTI account for QTI assistance in growing Leon County's economy. This amount is currently sufficient to pledge for new QTI projects without the County's annual QTI fund payment of \$25,000. However, if the Board approves several new QTI projects, the annual \$25,000 QTI payments may be needed to support the County's QTI contribution in future years. This can be managed in a variety of ways once future projects are approved by the Board. Staff will continue to work with the EDC to carefully monitor the progress of QTI reimbursements and keep the Board abreast on the status of the County's QTI fund balance.

Domi Station High-speed Fiber Optic Broadband Internet Support

Domi Station is home to over 125 entrepreneurs that make up 35 startup businesses. In Domi Station's first year of operation, Domi Station companies earned over \$800,000 in revenue and created 18 full-time jobs. Many of these startup companies are technology based and significantly rely on Internet access to develop and grow their business. Domi is currently seeking a significant increase in their Internet service that will greatly assist entrepreneurs at Domi Station. This Internet service increase will require capital improvements in the form of a new fiber optic cable being installed to connect Domi Station to an existing fiber optic data line. Based on the Internet demands by Domi Station entrepreneurs, the new fiber line would initially provide one gigabit of data transport with 100 megabits of dedicated Internet access (symmetrical, for both uploading and downloading) and this level of service is easily scalable should Domi Station's bandwidth requirements increase in the future.

Leon County's Office of Human Services and Community Partnerships (HSCP), located next to Domi Station at the Amtrak Complex, currently has broadband Internet via a fiber-optic data line. Staff examined creating a connection from the HSCP office to Domi Station to allow Domi Station members access to the Leon County Internet network. However, staff does not recommend providing Domi Station improved Internet service via the Leon County Internet network as it serves the Leon County Sheriff's Office, Court Judicial, the State Attorney's Office, Public Defender, and the Public Safety Complex among others. Due to the high level of security required to serve these offices, private use of the Leon County network is prohibited. As part of an annual Florida Department of Law Enforcement network security audit, this is one of the items verified through the audit process.

Based on this information, staff has secured several quotes regarding the cost for a local Internet provider to install a fiber optic data line and the monthly Internet service fee to be charged to provide high-speed fiber optic Internet directly to Domi Station. Based on the quotes provided, a fiber optic data line would be installed to connect Domi Station to an existing fiber line located on Railroad Avenue. The construction and installation charges have been waived in the quotes assuming a three-year service contract. Based on the best quote, staff estimates it would cost approximately \$1,817 to provide high-speed fiber optic Internet to Domi Station each month, or \$21,804 per year.

This budget discussion item seeks the Board's consideration of a temporary redirection of the Board's annual \$25,000 QTI budget for FY 2016 through FY 2018 to address the recurring service charge to provide broadband Internet for Domi Station for a period of three years.

Options:

1. Redirect the annual QTI budget of \$25,000 for FY 2016 through FY 2018 to Broadband Internet for Domi Station.
2. Allocate up to \$25,000 from general revenue for FY 2016 through FY 2018 to support Broadband Internet for Domi Station.
3. Do not provide funding to support high-speed fiber optic Internet for Domi Station.
4. Board direction.

Recommendation:

Option #1.

Attachments:

1. Business Incubator Facility Lease Agreement
2. Quotes for High-speed fiber optic Internet Service at Domi Station

**BUSINESS INCUBATOR FACILITY
LEASE AGREEMENT
(Amtrak Complex)**

THIS LEASE AGREEMENT ("Lease") is made as of the "Effective Date" (as defined in Section 1.1 below), by and between **LEON COUNTY, FLORIDA**, a charter county and political subdivision of the State of Florida, (the "County" or "Landlord") and **DOMI EDUCATION, INC.**, a Florida nonprofit corporation ("Tenant"), whose mailing address is 1207 Terrace Street, Tallahassee, FL 32303 (hereinafter the County, as Landlord, and Tenant may be referred to as "Party" individually or "Parties" collectively).

WITNESSETH:

WHEREAS, the County's Board of County Commissioners (the "Board") has determined that it is in the County's best interest to promote the establishment of a business support program that will accelerate the successful development of start-up companies by providing entrepreneurs with a selection of targeted resources and services; and

WHEREAS, such resources and services are typically developed by establishing a Business Incubator (as that term is defined in Section 2.1.8 below) which produces successful companies that leave the program financially viable and freestanding, with the potential to create jobs, revitalize neighborhoods, commercialize new technologies, and strengthen the local economy; and

WHEREAS, the Board recognizes that critical to the establishment and success of a Business Incubator is the provision of management guidance, technical assistance, and educational support tailored to young growing companies, along with access to appropriate and affordable spaces in which to conduct business, shared basic business services and equipment, and technology support services and assistance in obtaining the financing necessary for company growth; and

WHEREAS, in order to support the establishment of a new Business Incubator in the local community, the Board has determined that it is in the County's best interest to designate a vacant County facility for use as a Business Incubator and to enter into an agreement to lease to Tenant the designated County facility at a below-market rental rate in exchange for Tenant providing Incubation Management and Operation Services (as that term is defined in Section 2.1.9 below) for the Business Incubator; and

WHEREAS, Tenant is a Florida nonprofit corporation that was formed for the purposes of providing such Incubation Management and Operation Services; and

WHEREAS, Tenant and the County, as Landlord, are desirous of setting forth their understandings in this written Lease Agreement regarding the use of the designated County facility for the management and operation of a Business Incubator;

NOW THEREFORE, in consideration of the mutual covenants contained herein and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, Landlord and Tenant agree as follows:

Article 1.
Effective Date; Premises; Term

1.1. **RECITALS.** The recitals set forth above are true and correct and are incorporated into the terms of this Agreement.

1.2. **EFFECTIVE DATE.** The effective date of this Lease shall be the date upon which the last of the Parties executes the Lease (the "Effective Date").

1.3. **DEFINITIONS.** For all purposes of this Lease, the following terms shall have the meanings ascribed to them herein.

1.3.1. "Amtrak Complex" means the 2.47-acre parcel, and the improvements contained thereon, located on the west side of Railroad Avenue and abutting the north boundary of the railroad right-of-way, identified by the Leon County Property Appraiser as Parcel ID 4101202050000, and depicted in Exhibit "A" attached hereto and incorporated herein by this reference.

1.3.2. "Premises" means collectively those portions of the Amtrak Complex occupied exclusively by Tenant and depicted on Exhibit "B" as the Incubator Space and Incubator Parking.

1.3.3. "Common Areas" means the areas on the Amtrak Complex designated by Landlord, from time to time, for use in common by all tenants and occupants of the Amtrak Complex including, but not limited to, the parking areas, streets, driveways, aisles, sidewalks, curbs, delivery passages, and loading areas; provided, however, that the area depicted on Exhibit "B" as Dental Clinic Parking shall not be included in Common Areas.

1.3.4. "Net Rentable Area" means the enclosed area within the Premises measured from the inside surface of the outer glass, finished column or exterior wall enclosing the Premises to the inside surface of the opposite outer glass, finished column or exterior wall.

1.4. **PREMISES.** Landlord hereby leases to Tenant and Tenant hereby leases from Landlord the Premises, which Landlord and Tenant acknowledge and agree that for all purposes with respect to this Lease (and notwithstanding any provisions of this Lease to the contrary), shall be deemed to be comprised of approximately Seven Thousand Seven Hundred (7,700) square feet of Net Rentable Area. Except in the event of an emergency, Tenant shall have access to the Premises twenty-four (24) hours a day, seven (7) days a week.

1.5. **PROPERTY MANAGER.** As of the Effective Date of this Lease, the management services for the Amtrak Complex are provided by the Leon County Facilities Management Division, 1907 South Monroe Street, Tallahassee, FL 32301 (the "Property Manager"). Landlord, at its discretion, may retain the management services of other companies during the term of this Lease, or may provide management services through its own employees.

1.6. **COMMON AREAS.** Tenant, its employees, and the occupants and visitors of the Premises, shall have the nonexclusive right during the Term of this Lease to use the Common Areas. In addition, the Community Room located within the Amtrak Complex is available for

use by the Tenant in accordance with County policy as established by the Board of County Commissioners. Such County policy may include a minimal charge for use of the Community Room during non-business hours and on weekends and Holidays.

1.7. **LEASE TERM.** The term of this Lease (the "Term") shall be for five (5) years. The Term shall commence on the earlier of the date that (i) Tenant takes possession of the Premises or (ii) 10 days after the "substantial completion" of Tenant Improvements as that term is described in Section 5.9 below (the "Commencement Date"). Tenant shall have no right to possession of the Premises until Tenant has provided Landlord with a certificate of insurance evidencing the insurance coverages that Tenant is obligated to maintain pursuant to this Lease. Landlord and Tenant shall execute a Memorandum of Lease Commencement in an agreed upon form once the Commencement Date has been determined.

1.8. **EARLY TERMINATION OPTION.** Tenant shall have the option, with no penalty or fee, to reduce the length of the Term to no less than ninety (90) days ("Early Termination Option") subject to the following conditions:

1.8.1. Tenant shall deliver to Landlord, no later than sixty (60) days prior to the proposed date of early termination ("Early Termination Date"), written notification of its intention to exercise its Early Termination Option and the date on which Tenant proposes as the Early Termination Date;

1.8.2. as of the date Tenant exercises its Early Termination Option, no event of default (beyond the expiration of any applicable notice and cure period) shall exist under the Lease and no event to which Tenant has notice shall be occurring which, with the passage of time or the giving of notice (or both), would be deemed an event of default (beyond the expiration of any applicable notice and cure period);

1.8.3. any Rent collected in advance by Landlord for the Annual Rental Period in which Tenant exercises its Early Termination Option shall be retained by Landlord and become property of Landlord without credit to Tenant; and

1.8.4. upon Tenant's surrender of the Premises on such Early Termination Date, any and all items of furniture, fixtures, or equipment, including any such items deemed to be Tenant's Business Equipment (as that term is defined in Section 5.11.2 below), that was purchased with funds attributable to Landlord's Contribution (as that term is defined in Section 5.2 below), shall remain upon and be surrendered with the Premises and become the property of Landlord without credit to Tenant.

1.9. **ACCEPTANCE OF PREMISES; DATE OF POSSESSION.** Upon taking possession of the Premises, Tenant shall have an opportunity to inspect the mechanical, plumbing and electrical systems serving the Premises to ensure that said systems are in good working order prior to the Commencement Date of this Lease. Except as provided herein, or unless otherwise agreed upon in writing by the Parties, Tenant's continuation of its possession of the Premises after the Commencement Date of this Lease shall be conclusive evidence of Tenant's acceptance of the Premises in such as-is condition as of the Commencement Date, and acknowledgement that the Premises are in the condition called for hereunder and are suitable for the purposes for which the same are leased. Tenant further acknowledges that Landlord has

made no warranties or representations as to either the condition or the suitability of the Premises in terms of the Required Use as specified in Section 4.1 below.

1.10. CONTINUATION OF TERM. The initial Term of this Lease may be continued at Tenant's option (hereinafter a "Continuation Period") for one (1) additional period of three (3) years (hereinafter the "Continuation Period"), subject to the following conditions:

1.10.1. Tenant shall deliver to Landlord, no later than one hundred twenty (120) days prior to the expiration of the initial Term written notification of its desire to continue the initial Term (the "Continuation Notice"); provided, however, in the event Tenant fails to deliver a Continuation Notice to Landlord within the above timeframe, Landlord shall notify Tenant in writing. Tenant shall have ten (10) days after receipt of said notice from Landlord to deliver a Continuation Notice to Landlord, and in the event Tenant does not deliver a Continuation Notice to Landlord within said ten (10) day period, Tenant shall be deemed to have waived its right to continue this Lease as stated herein;

1.10.2. as of the date Tenant exercises the right to continue into the Continuation Period, no event of default (beyond the expiration of any applicable notice and cure period) exists under the Lease and no event to which Tenant has notice is occurring which with the passage of time or the giving of notice (or both) would be deemed an event of default (beyond the expiration of any applicable notice and cure period);

1.10.3. the covenants and conditions of this Lease in force during the initial Term, as the same may be modified from time to time, shall continue to be in effect during the Continuation Period; and

1.10.4. the Base Rent Amount (as defined in Section 2.1.2 below) for the Continuation Period shall be increased to an amount as determined by the Parties through good-faith negotiation; provided, however, that such increased Base Rent Amount shall be no greater than twenty-five percent (25%) of "Market Rental" (as hereinafter defined) at the commencement of the Continuation Period. For purposes hereof, "Market Rental" shall mean the market rental rate for the time period such determination is being made for office-warehouse space in similar office-warehouse buildings in the Tallahassee area (the "Area") of comparable condition for space of equivalent quality, size, utility and location. Such determination shall take into account all relevant factors, including, without limitation, the following matters: the credit standing of Tenant; the length of the Continuation Period; operating expense requirements; the fact that Landlord will experience no vacancy period and that Tenant will not suffer the costs and business interruption associated with moving its offices and negotiating a new lease; construction allowances and other tenant concessions that would be available to tenants comparable to Tenant in the Area (such as moving expense allowance, free rent periods, and lease assumptions and takeover provisions, if any, but specifically excluding the value of improvements installed in the Premises at Tenant's cost), and whether adjustments are then being made in determining the rental rates for renewals in the Area because of concessions being offered by Landlord to Tenant (or the lack thereof for the Continuation Period in question).

1.10.4.1. No later than five (5) months prior to the commencement of the Continuation Period, Landlord shall set forth the Market Rental in a notice to Tenant (hereinafter referred to as the "Market Rental Notice"). In the event that Tenant shall, in good faith, disagree with the Market Rental set forth in the Market Rental Notice established by Landlord for the Premises, Tenant shall, within thirty (30) days after receipt of the Market Rental Notice, furnish Landlord with a written explanation in reasonable detail of the basis for Tenant's good faith disagreement and the amount which, in Tenant's good faith opinion, is the Market Rental for the Continuation Period (hereinafter referred to as the "Tenant's Notice"). If Tenant's Notice is not received by Landlord within said thirty (30) day period, the Market Rental shall be the Market Rental set forth in the Market Rental Notice to Tenant. If Tenant's Notice is received by Landlord within said thirty (30) day period, the Market Rental for the Premises shall be established as follows:

1.10.4.1.1. No later than ten (10) days following Landlord's receipt of Tenant's Notice, Landlord shall furnish Tenant with a written explanation in reasonable detail of the basis for its determination of Market Rental for the Continuation Period. For a period of thirty (30) days following Landlord's receipt of Tenant's Notice, Landlord and Tenant shall negotiate in good faith in order to arrive at a Market Rental for the Continuation Period that is acceptable to both of them.

1.10.4.1.2. If Landlord and Tenant cannot agree in writing to a Market Rental within the 30-day period referenced in Section 1.10.4.1.1 above, then within ten (10) days after the expiration of said 30-day period, Landlord and Tenant shall identify to each other an impartial licensed real estate broker with at the least ten (10) years of substantial office leasing expertise in Tallahassee, Florida. The two (2) brokers selected by Landlord and Tenant shall in turn select an impartial third broker with similar qualifications. Within thirty (30) days after the selection of the third broker, a majority of the brokers shall determine Market Rental. If a majority of the brokers is unable to agree upon the Market Rental by such time, then the two (2) closest determinations of Market Rental by the brokers shall be averaged and the average shall be the Market Rental.

1.10.4.2. If the procedure set forth above in Sections 1.10.4.1.1 and 1.10.4.1.2 above is implemented, and if for any reason whatsoever (including, without limitation, the institution of any judicial or other legal proceedings), the Market Rental for the Continuation Period has not been finally determined prior to the first day of the Continuation Period, then the amount of the Market Rental set forth by Landlord in good faith in the Market Rental Notice shall be the Market Rental for all purposes under this Lease until such time as the Market Rental is finally determined as set forth above, and Landlord and Tenant shall, by appropriate payments to the other, correct any overpayment or underpayment which may have been made prior to such final determination.

1.10.4.3. If Landlord fails to identify a broker within the time specified in Section 1.10.4.1.2 above, then the Market Rental for the respective Continuation Period shall be the Market Rental set forth in Tenant's Notice.

1.10.4.4. If Tenant fails to identify a broker within the time specified in Section 1.10.4.1.2 above, then the Market Rental for the Continuation Period shall be the Market Rental set forth in the Market Rental Notice.

1.10.4.5. If the brokers selected by Landlord and Tenant fail to appoint the third broker within thirty (30) days after the identification of the brokers, then Landlord and/or Tenant shall promptly apply to the local office of the American Arbitration Association for the appointment of the third broker.

1.10.4.6. All fees, costs and expenses incurred in connection with obtaining the third broker and any arbitration or court procedure set forth in this section shall be shared equally by Landlord and Tenant; however, Landlord and Tenant shall each bear their own attorneys' fees incurred with respect to this procedure.

1.10.5. Upon the Parties' determination of the Base Rent Amount for the Continuation Period this Lease shall be amended to reflect such new Base Rent Amount. In addition, such amendment shall reflect that the new Base-Plus Rent Amount for the Continuation Period shall be divided equally into monthly installments payable on the first (1st) day of each month of the Continuation Period in accordance with the directions provided in Section 2.5 below.

Article 2.

Base-Plus Rent; Additional Rent.

2.1. **DEFINITIONS.** For all purposes of this Lease, the following terms shall have the meanings ascribed to them herein.

2.1.1. "Annual Rental Period" means a 12-month period proposed for occupancy of the Premises commencing on the Commencement Date and continuing thereafter on each anniversary of the Commencement Date.

2.1.2. "Base Rent Amount" means the rent amount payable per Annual Rental Period for the use of the Premises, exclusive of Operating Expenses (as defined in Section 3.2 below), Sales and Use Tax (as defined in Section 2.3 below), and Additional Rent (as defined in Section 2.4 below).

2.1.3. "Base-Plus Rent Amount" means the rent amount payable per Annual Rental Period for the use of the Premises comprising the sum of the Base Rent amount and the Operating Expenses amount, but exclusive of Sales and Use Tax and Additional Rent.

2.1.4. "Operating Expenses Amount" means the amount payable per Annual Rental Period for Operating Expenses (as defined in Section 3.2 below).

2.1.5. "Base Rental Rate" means the amount of Base Rent calculated on an annual basis per square foot of Net Rentable Area in the Premises.

2.1.6. "Base-Plus Rental Rate" means the amount of Base-Plus Rent calculated on an annual basis per square foot of Net Rentable Area in the Premises.

2.1.7. "Operating Expenses Rate" means the amount of Operating Expenses calculated on an annual basis per square foot of Net Rentable Area in the Premises.

2.1.8. "Business Incubator" means a business support program that will accelerate the successful development of start-up companies with a program that provides entrepreneurs with a selection of targeted resources and services designed to produce successful companies that leave the program financially viable and freestanding, with the potential to create jobs, revitalize neighborhoods, commercialize new technologies, and strengthen the local economy.

2.1.9. "Incubation Management and Operation Services" means the management and operation of a Business Incubator including, but not limited to, the creation and coordination of alternative education programming which provides information, expertise, and mentoring to new and developing entrepreneurs, along with access to appropriate and affordable spaces in which to conduct business, shared basic business services and equipment, and technology support services and assistance in obtaining the financing necessary for company growth. Incubation Management and Operation Services shall also include the satisfaction of the requirements as set forth in Section 4.1 below

2.1.10. "Building Standard" means the standard expected in good quality office-warehouse space in the local Tallahassee market.

2.1.11. "Building Standard Condition" means the condition of the Premises, less normal wear and tear, as good quality office-warehouse space within competing office-warehouse centers located in the Tallahassee area including, but not limited to, good quality tenant improvements including drywall and suspended acoustical ceilings, suspended acoustical ceiling light fixtures, ceiling supply and return air diffusers, gypsum drywall walls, upgraded carpet, wall finishes, solid core doors, door hardware, fire alarm system, heating, ventilation, and air conditioning system ("HV/AC"), electrical systems, and plumbing systems, in accordance with the architectural and engineering plans and specifications utilized to complete such tenant improvements.

2.1.12. "Business Day," as it applies to a notice requirement or other such deadline in this Lease, means any day occurring Monday through Friday, except when such day is deemed to be a Holiday (as hereinafter defined). Notwithstanding anything herein to the contrary, Tenant shall not be prohibited from opening the Premises to the general public at any time during Tenant's business hours.

2.1.13. "Holiday," as it applies to a notice requirement or other such deadline in this Lease, means any of the following days on which the County's Board of County Commissioners close for business in observance of a holiday: New Year's Day, Martin Luther King Jr. Day, Memorial Day, Independence Day, Labor Day, Veteran's Day, Thanksgiving Day, Friday After Thanksgiving Day, and Christmas Day; provided, however, that when any of these observed holidays fall on a Saturday, the

preceding Friday shall be the day observed as a holiday, and when any of these observed holidays falls on a Sunday, the following Monday shall be the day observed as a holiday. In addition, when New Year's Day and Christmas Day fall on a Thursday, the Friday following those days shall also be observed as a holiday, and when New Year's Day and Christmas Day fall on a Tuesday, the Monday preceding those days shall also be observed as a holiday. Notwithstanding anything herein to the contrary, Tenant shall not be prohibited from opening the Premises to the general public at any time during Tenant's business hours.

2.2. BASE-PLUS RENT. In consideration of Tenant's covenant to provide Incubation Management and Operation Services in accordance with Section 4.1 below, Tenant shall be entitled to the use of the Premises at a below-market Base-Plus Rent Amount, payable on the first (1st) day of each Annual Rental Period of the Term, except for extensions as provided herein, in accordance with the following schedule:

2.2.1. For the first Annual Rental Period of the initial Term, the Base-Plus Rent Amount shall be Three Thousand Eight Hundred Fifty-One and 00/100 Dollars (\$3,851.00) based on a Base-Plus Rental Rate of \$0.5001 per square foot which, Landlord and Tenant acknowledge and agree, comprises the following allocation:

2.2.1.1. A Base Rent Amount of \$1.00, which equates to a Base Rental Rate of \$0.0001 per square foot; and

2.2.1.2. An Operating Expenses Amount of \$3,850.00, which equates to an Operating Expenses Rate of \$0.50 per square foot.

2.2.2. For each successive Annual Rental Period of the initial Term after the first Annual Rental Period, the Base-Plus Rent Amount shall be based on the sum of the following amounts:

2.2.2.1. A Base Rent Amount of \$1.00, which equates to a Base Rental Rate of \$0.0001 per square foot; and

2.2.2.2. An Operating Expenses Amount equal to the actual Operating Expenses paid by Landlord in the previous Annual Rental Period just ended and attributable to the Premises.

2.2.3. Landlord shall, no later than five (5) Business Days after the commencement of each successive new Annual Rental Period after the first Annual Rental Period, notify Tenant in writing of the Base-Plus Rent Amount for such new Annual Rental Period. The due date for Tenant's installment of Rent in each successive new Annual Rental Period shall be extended by five (5) days in order to accommodate such notification by Landlord.

2.3. SALES AND USE TAX. Together with the Base-Plus Rent, Tenant agrees to pay any and all rental, sales, or use taxes levied by any governmental body for the use or occupancy of the Premises (hereinafter "Sales and Use Tax").

2.4. ADDITIONAL RENT. All charges, other than Base-Plus Rent and Sales and Use Tax, payable by Tenant under the terms of this Lease shall hereinafter be referred to as "Additional

Rent". Unless this Lease provides otherwise, all Additional Rent shall be paid together with the Base-Plus Rent and Sales and Use Tax.

2.5. **PAYMENT OF RENT.** The terms Base-Plus Rent Amount, Sales and Use Tax, and Additional Rent, shall collectively be referred to hereinafter as "Rent." Each annual installment of Rent shall be made payable to Landlord and be delivered on the first (1st) day of each Annual Rental Period of the Term, except as otherwise directed in accordance with any amendment to this Lease pursuant to Section 1.10.5 above, without demand, set off or deduction, on Landlord's behalf to Leon County Board of County Commissioners, P.O. Box 864441, Orlando, FL 32886-4441, or such other address as Landlord directs in writing.

2.6. **LATE CHARGES.** If, within ten (10) days after its due date, any Base-Plus Rent Amount payment or other payment due under this Lease is not delivered to Landlord as provided in Section 2.5 above, Tenant shall pay, in addition to such payment, a late charge equal to the greater of (i) five percent (5.0%) of the payment which is past due or (ii) Two Hundred Fifty and 00/100 Dollars (\$250.00). If any payment due from Tenant shall remain overdue for more than ten (10) days, interest shall accrue daily on the past due amount from the date such amount was due until paid or judgment is entered at a rate equivalent to the lesser of twelve percent (12%) per annum and the highest rate permitted by law. Interest on the past due amount shall be in addition to and not in lieu of the five percent (5.0%) late charge or any other remedy available to Landlord ("Default Rate").

Article 3.

Operating Expenses; Base-Plus Lease.

3.1. **BASE-PLUS LEASE.** This is a "Base-Plus Lease" which means that Base-Plus Rent includes, in addition to Tenant's right to the possession and use of the Premises, Landlord's payment of all Operating Expenses, to the extent provided in this Article 3, the services set forth in Article 14 below, and Landlord's obligations set forth in Article 9 below, and, as such, Tenant shall only be required to provide and pay for, in addition to Base-Plus Rent and Sales and Use Tax, any amounts due for Utilities pursuant to Section 9.4 below, and any amounts due as Additional Rent. As such, Landlord shall be responsible for the payment of all Operating Expenses as provided in Section 3.2 below. Tenant shall also be responsible for paying as Additional Rent any amount of Property Taxes that may become due and payable as provided in Section 3.4 below.

3.2. **OPERATING EXPENSES.** Any expenses incurred whether by Landlord or by others on behalf of Landlord, arising out of Landlord's maintenance, operation, repair, replacement (if such replacement is generally regarded in the industry as increasing operating efficiency or is required under any Applicable Law that was not in effect or not applicable to the Amtrak Complex on the Commencement Date) and administration of the Premises and Common Areas, shall be considered "Operating Expenses" payable by Landlord including, without limitation, the following:

3.2.1. all levies, charges, local improvement rates, and assessments whatsoever assessed or charged against the Premises and Common Areas, the equipment and improvements owned by Landlord therein contained, including (i) all costs associated with the appeal of any such assessments and charges and (ii) any amounts assessed or charged in substitution for or in lieu of ad valorem taxes; and

excluding (i) income or capital gains taxes imposed upon Landlord and (ii) any assessments and charges deemed to be a tax payable by Tenant pursuant to Section 3.4 below ;

3.2.2. insurance that Landlord is obligated or permitted to obtain under this Lease and any deductible amount applicable to any claim made by Landlord under such insurance;

3.2.3. pest control for Common Areas and Premises, and landscaping;

3.2.4. a reasonable management fee;

3.2.5. the following utilities and services for Common Areas only: electricity, water, sewer, gas, window washing on exterior surfaces of windows, janitorial services, and trash and debris collection;

3.2.6. wages and benefits payable to employees of Landlord and Landlord's property manager whose duties are directly connected with the operation and maintenance of the Premises or Common Areas; and

3.2.7. dues and assessments under any applicable deed restrictions or declarations of covenants and restrictions.

3.3. UTILITIES DEEMED NOT TO BE OPERATING EXPENSES. Operating Expenses shall not include electricity, water, sewer, gas, window washing, janitorial services, trash and debris and other maintenance and utility charges required, used, or consumed in the Premises, which charges shall be paid by Tenant in accordance with Section 9.4 below.

3.4. PROPERTY TAXES. Landlord acknowledges and represents that Landlord is immune from taxation and, therefore, that the Amtrak Complex is currently not subject to any ad valorem taxes for real property and personal property ("Property Taxes"). In the future, if the law changes as to eliminate Landlord's immunity from taxation or if Landlord conveys the Amtrak Complex to an entity which is not immune or exempt from taxation and such Property Taxes are thereafter assessed against the Amtrak Complex, Tenant shall pay its proportionate share of such Property Taxes as Additional Rent no later than thirty (30) days after Landlord, or its successors and assigns, provides Tenant with an invoice therefor, provided Tenant shall have the right to examine the records and other such documentation that substantiates such Property Taxes and to contest such Property Taxes with the taxing authority.

Article 4.

Use of Property; Required Use; Rules

4.1. REQUIRED USE. Tenant shall be required throughout the Term to use the Premises for activities and events in furtherance of the management and operation of a Business Incubator (the "Required Use"), and that such Required Use shall be the sole use permitted in the Premises unless Landlord gives written consent in advance of any other use of the Premises, which consent may be withheld in Landlord's sole discretion. Furthermore, Landlord and Tenant acknowledge and agree that this Lease allows Tenant to have the exclusive use of the Premises for such Required Use at a below-market Base Rental Rate in consideration of Tenant's covenant to provide Incubation Management and Operation Services for the Business Incubator in accordance

with the terms of this Lease. Tenant's provision of Incubation Management and Operation Services shall be subject to the satisfaction of the following requirements:

4.1.1. Occupancy by License Only. Any written agreement which gives permission to an individual or entity to occupy space within the Premises shall be in a form that clearly establishes that such permission to occupy space is by license only and shall be deemed not to be a sublease or other such conveyance of a leasehold interest in the Premises.

4.1.2. Programming and Community Collaboration. Tenant shall be required to provide the programs and community collaboration as set forth in Exhibit "C."

4.1.3. Reporting Requirements. Tenant shall be required to satisfy the reporting requirements as set forth in Exhibit "D."

4.2. COMPLIANCE WITH LAWS.

4.2.1. APPLICABLE LAWS. For purposes of this Lease, the term "Applicable Laws" shall mean any federal, state or local laws, ordinances, building codes, and rules and regulations of governmental entities having jurisdiction over the Amtrak Complex including, but not limited to, the U. S. Department of the Interior and the Florida Division of Historical Resources with regard to the Amtrak Complex being listed on the National Register of Historic Places, the Board of Fire Underwriters, and the Americans with Disabilities Act (the "ADA") and all regulations and orders promulgated pursuant to the ADA.

4.2.2. LANDLORD'S COMPLIANCE. During the Term, Landlord shall be responsible for making any modifications to the Amtrak Complex, excluding the Premises, or its appurtenances, excluding the Premises, but including the Common Areas, required pursuant to any Applicable Laws. Any modifications to the Amtrak Complex made by Landlord pursuant to the provisions of this paragraph shall be at Landlord's expense.

4.2.3. TENANT'S COMPLIANCE. Subject to Landlord's obligations set forth in Section 4.2.1 above, Tenant shall comply with all Applicable Laws, and shall promptly comply with all governmental orders and directives for the correction, prevention, and abatement of any violation of Applicable Laws in, upon, or connected with the Premises, all at Tenant's sole expense. Tenant warrants that all improvements or alterations of the Premises made by Tenant or Tenant's employees, agents or contractors, either prior to Tenant's occupancy of the Premises or during the Term, shall comply with all Applicable Laws. Tenant shall procure at its own expense all permits and licenses required for the transaction of its business in the Premises. In addition, Tenant warrants that its use of the Premises shall be in compliance with all Applicable Laws. Tenant shall not create a nuisance or use the Premises for any illegal or immoral purpose. During the Term, Tenant shall, at its sole cost and expense, make any modifications to the Premises that may be required pursuant to any Applicable Laws.

4.3. SIGNS. Tenant shall not place any signs on the Premises or the Amtrak Complex except with the prior written consent of Landlord, including consent as to location and design. The

design, installation, and removal of any signs to be placed on or about the Premises or the Amtrak Complex shall be subject to the satisfaction of the following requirements:

4.3.1. The signs shall be in compliance with all Applicable Laws.

4.3.2. The Leon County seal (the "County Seal") shall be prominently displayed on the interior and the exterior of the Premises. Notwithstanding its trademark protection, the appearance of the County Seal may be modified, upon the written approval of the Leon County Administrator, to accommodate Tenant's aesthetic design and branding of the Premises.

4.3.3. The signs shall be installed and shall be maintained by Tenant, at its sole cost and expense. Tenant shall remove any and all of its signs prior to termination of the Lease and, upon such removal, to repair all damage incident to such removal. Notwithstanding anything to the contrary herein, Landlord, at its sole cost, shall be responsible for any costs associated with any removal and reinstallation of Tenant's signage necessitated by any repairs or modifications to the Amtrak Complex performed by Landlord or otherwise undertaken at Landlord's direction.

4.4. **LANDLORD'S ACCESS.** Landlord shall be entitled at all reasonable times and upon reasonable notice to enter the Premises to examine them and to make such repairs, alterations, or improvements thereto as Landlord is required by this Lease to make or which Landlord considers necessary or desirable. Tenant shall not unduly obstruct any pipes, conduits, or mechanical or other electrical equipment so as to prevent reasonable access thereto. Landlord shall exercise its rights under this section, to the extent possible in the circumstances, in such manner so as to minimize interference with Tenant's use and enjoyment of the Premises. Landlord and its agents have the right to enter the Premises at all reasonable times and upon reasonable notice to show them to prospective purchasers, lenders, or anyone having a prospective interest in the Amtrak Complex, and, during the last ninety (90) days of the Term or any continuation thereof, to show them to prospective tenants. Landlord may place customary "For Sale" or "For Lease" signs on the Premises or the Amtrak Complex as Landlord deems necessary. Landlord shall have the right at all times to enter the Premises without prior notice to Tenant in the event of an emergency affecting the Premises.

4.5. **QUIET POSSESSION.** If Tenant pays all Rent and fully performs all of its obligations under this Lease, Tenant shall be entitled to peaceful and quiet enjoyment of the Premises for the Term without interruption or interference by Landlord or any person claiming through Landlord.

4.6. **PARKING.** Tenant shall have the exclusive use, as part of the Premises, of the eight parking spaces contained within the parking lot depicted on Exhibit "B" as Incubator Parking. In addition, Tenant shall have the right, in common with other tenants and occupants, to use the remaining parking spaces contained within the Amtrak Complex on a non-exclusive basis with the exception of those parking spaces contained within the parking lot depicted on Exhibit "B" as Dental Clinic Parking. Any and all motor vehicles (including all contents thereof) parked by Tenant, its employees, agents, invitees and licensees in any space contained within the Amtrak Complex, including the Incubator Parking, shall be parked in such spaces at such persons' sole risk, it being expressly agreed and understood that Landlord has no duty to insure any of said motor

vehicles (including the contents thereof), and that Landlord is not responsible for the protection and security of such vehicles, or the contents thereof.

4.7. **LANDLORD'S USE OF AMTRAK COMPLEX.** Landlord and Tenant acknowledge and agree that Landlord is entitled to the exclusive use of those areas of the Amtrak Complex not lying within the Premises and the Common Areas, and that Tenant hereby consents to Landlord's exclusive use of such areas including, but not limited to, the use of the open area adjacent to the Premises for a community garden in accordance with the County Community Garden Policy in coordination with Tenant.

4.8. **RULES AND REGULATIONS.** Except as otherwise provided in Article 14 below, Tenant shall observe all rules and regulations as may be established by Landlord from time to time for the Amtrak Complex. The rules and regulations in effect as of the date hereof are attached to and made a part of this Lease as Exhibit "E." Landlord shall have the right at all times to change and amend the rules and regulations in any reasonable manner as it may deem advisable for the safety, care and operation or use of the Amtrak Complex or the Premises. Tenant shall not be subject to any new rules and regulations or amendments to existing rules and regulations until fifteen (15) days after Tenant shall have been provided with a copy of such new rule and regulation or amendment to such existing rules and regulations. Landlord shall not unreasonably withhold, delay or condition its consent to any approval required by Tenant under the rules and regulations. In the event of any inconsistency between any provision of this Lease and the rules and regulations, the applicable Lease provision shall control.

Article 5.

Tenant Improvements.

5.1. **DEFINITIONS.** For all purposes of this Lease, the following terms shall have the meanings ascribed to them herein.

5.1.1. "Tenant Improvements" means any construction work in the Premises under the coordination of Property Manager to be undertaken, either prior to or after the Commencement Date of this Lease, by Tenant's contractor and to be paid solely by Tenant, except as reimbursed by any Landlord's Contribution. For purposes of determining the extent of Landlord's Contribution (as that term is defined in Section 5.1.3 below), Tenant Improvements shall include the preparation of Tenant Space Plan (as that term is defined in Section 5.3.1 below), Tenant Working Drawings (as that term is defined in Section 5.3.4 below), and any furniture, fixtures, and/or equipment attributable to the operation of the Business Incubator in the Premises.

5.1.2. "Remodeling and Reconditioning" shall mean any Tenant Improvements project which does not require a building permit from the local jurisdiction. Remodeling and Reconditioning shall expressly not include any alterations, modifications, replacements, or installations involving any of the following systems or components of the Premises or the Amtrak Complex: (i) structural; (ii) electrical; (iii) plumbing; (iv) HV/AC; and (v) Telecommunications Equipment, as that term is defined in Section 12.1.2 below, other than for Telecommunications Equipment involving only wiring for workstation operations within the Premises.

5.1.3. "Landlord's Contribution" shall mean Landlord's contribution to the cost of any Tenant Improvements. Such contribution may be a cash reimbursement to Tenant or in the form of a contribution of labor and/or materials provided by Landlord.

5.2. PAYMENT RESPONSIBILITY. The payment of costs and expenses incurred in connection with any Tenant Improvements to the Premises, including those costs and expenses associated with the preparation of architectural and engineering plans, shall be the responsibility of Tenant; provided, however, that such payment responsibility of Tenant shall be subject to reimbursement by Landlord's Contribution.

5.2.1. Landlord's Contribution in Cash. Landlord shall make a Landlord's Contribution in cash in an amount up to Two Hundred Fifty Thousand and 00/100 Dollars (\$250,000.00). Such Landlord's Contribution shall be a reimbursement to Tenant for completed and/or delivered Tenant Improvements payable to Tenant in accordance with a direct draw schedule as agreed upon by Landlord and Tenant based on percentages of completion and subject to compliance with the following requirements and guidelines:

5.2.1.1. Any and all payments of Landlord's Contribution shall be delivered to Tenant no later than fifteen (15) Business Days after Landlord's receipt of Tenant's written request for such payment;

5.2.1.2. Upon Tenant's receipt of any and all payments of Landlord's Contribution, Tenant shall forthwith deposit such payments in an escrow account to be held in trust by Tenant until such time as disbursements are made by Tenant for payment of completed and/or delivered Tenant Improvements ("Tenant's Escrow Account").

5.2.1.3. No disbursements shall be made from Tenant's Escrow Account without first obtaining Landlord's written approval of the invoices reflecting the cost of the completed and/or delivered Tenant Improvements to be paid with such disbursements. Landlord shall notify Tenant of such approval or disapproval, as the case may be, no later than five (5) Business Days after Landlord's receipt of such invoices.

5.2.1.4. Upon the expiration or other termination of this Lease, any amounts of Landlord's Contribution remaining in Tenant's Escrow Account shall be returned to Landlord prior to Tenant's surrender of the Premises.

5.2.2. Landlord's Contribution in Labor. In order to further reduce Tenant's costs for Tenant Improvements, Landlord may, upon approval by the County Administrator or designee, provide an additional Landlord's Contribution amount in the form of labor provided by County employees. Such additional Landlord's Contribution shall be at the sole discretion of Landlord.

5.3. PRE-CONSTRUCTION OBLIGATIONS EXCEPT FOR REMODELING AND RECONDITIONING.

5.3.1. TENANT SPACE PLAN. If Tenant desires for Tenant Improvements other than for Remodeling and Reconditioning to be undertaken in the Premises,

Tenant shall deliver to Property Manager, no later than ten (10) days before commencing such Tenant Improvements, a detailed space plan containing the information described as follows below, together with other relevant information and written instructions relating thereto (said space plan and other information and instructions being hereinafter referred to as the "Tenant Space Plan"). The Tenant Space Plan shall contain architectural, mechanical, electrical and plumbing plans prepared and stamped by a licensed architect or engineer, as the case may be, indicating the following information:

- 5.3.1.1. Location and type of all partitions.
- 5.3.1.2. Location and types of all doors indicating hardware and providing a keying schedule.
- 5.3.1.3. Location and type of glass partitions, windows, doors and framing.
- 5.3.1.4. Location of telephone equipment room accompanied by a signed approval of the telephone company.
- 5.3.1.5. Critical dimensions necessary for construction.
- 5.3.1.6. Location, circuit number and specifications of all electrical devices, outlets, switches, telephone outlets, etc.
- 5.3.1.7. Location and type of all lighting and access control systems.
- 5.3.1.8. Location and type of equipment that will require special electrical requirements. Provide manufacturers' specifications for use and operation.
- 5.3.1.9. A load analysis of all electrical devices.
- 5.3.1.10. Location, weight per square foot and description of any exceptionally heavy equipment or filing system exceeding 50 psf live load.
- 5.3.1.11. Location, type and specifications of the HV/AC distribution systems and controls.
- 5.3.1.12. Requirements for special air conditioning or ventilation.
- 5.3.1.13. Type and color of floor covering.
- 5.3.1.14. Location, type and color of wall covering.
- 5.3.1.15. Location, type and color of paint and/or finishes.
- 5.3.1.16. Location and type of plumbing, including special sprinklering requirements.
- 5.3.1.17. Location and type of kitchen equipment.
- 5.3.1.18. Details showing the following:
 - 5.3.1.18.1. All millwork with verified dimensions and dimensions of all equipment to be built-in.
 - 5.3.1.18.2. Corridor entrances.

5.3.1.18.3. Bracing or support of special walls, glass partitions, etc., if desired. If not included with the Tenant Space Plan, the Building architect will design, at Tenant's expense, all support or bracing required.

5.3.2. PROPERTY MANAGER REVIEW. Property Manager shall review Tenant Space Plan to confirm that the Tenant Improvements contemplated thereby satisfies the following conditions:

5.3.2.1. conforms with or exceeds the standards of the Amtrak Complex and the requirements listed in Section 5.3.1 above; and

5.3.2.2. shall not impair the structural, mechanical, electrical or plumbing integrity of the Amtrak Complex.

5.3.3. APPROVAL OF TENANT SPACE PLAN. Property Manager shall either approve or disapprove Tenant Space Plan no later five (5) Business Days after the Property Manager receives Tenant Space Plan. If Property Manager does not approve Tenant Space Plan, Property Manager shall inform Tenant in writing of its objections and Tenant shall revise the same and deliver a corrected version to Property Manager for its approval no later than thirty (30) days after the date Tenant receives Property Manager's notice of disapproval. The approval and revision process for the revised Tenant Space Plan shall be the same as described for the originally submitted Tenant Space Plan.

5.3.4. TENANT WORKING DRAWINGS. After Tenant Space Plan has been approved by Property Manager, Tenant shall cause working drawings of the Tenant Improvements to be prepared (hereinafter referred to as the "Tenant Working Drawings") and shall deliver the same, no later than ten (10) days after the date of Property Manager's approval of Tenant Space Plans, to Property Manager for its approval subject to the following conditions:

5.3.4.1. Tenant Working Drawings shall consist of complete sets of plans and specifications, including detailed architectural, structural, mechanical, electrical and plumbing plans for Tenant Work.

5.3.4.2. Tenant Working Drawings shall be substantially consistent with Tenant Space Plan without any material changes.

5.3.4.3. Tenant Working Drawings shall be prepared at Tenant's expense by architects and engineers selected by Tenant and approved by Property Manager.

5.3.5. APPROVAL OF TENANT WORKING DRAWINGS. The approval process for Tenant Working Drawings shall be identical to the approval process for Tenant Space Plan described in Section 5.3.3 above.

5.3.6. REMODELING AND RECONDITIONING. If Tenant desires Remodeling and Reconditioning to be undertaken in the Premises, Tenant shall deliver to Property Manager, no later than thirty (30) days before commencing such Remodeling and Reconditioning, a written description of such work to be undertaken in sufficient detail to allow Landlord to confirm that such work is deemed to be Remodeling and Reconditioning. Property Manager shall, no later than five (5) Business Days after

receipt of such written description, deliver to Tenant a written confirmation that such work is deemed to be Remodeling and Reconditioning after which Tenant may commence to undertake such work. Property Manager's failure to timely deliver such written confirmation to Tenant shall be construed as Property Manager's confirmation that such work is deemed to be Remodeling and Reconditioning.

5.4. SELECTION OF CONTRACTOR. For any Tenant Improvements, the contractor shall be selected by Tenant and shall undertake the construction work under the coordination of Property Manager in accordance with, and subject to, the following requirements and conditions:

5.4.1. Tenant's contractor shall conduct its work in such a manner so as not to unreasonably interfere with other tenants, the operations of the Amtrak Complex, or any other construction occurring on or in the Premises or the Amtrak Complex;

5.4.2. Tenant's contractor shall comply with all rules and regulations relating to construction activities in or on the Amtrak Complex, as may be reasonably promulgated from time to time and uniformly enforced by Landlord or Property Manager;

5.4.3. Tenant's contractor shall maintain such insurance and bonds in force and effect in accordance with Section 6.1 below and as may be required by applicable law; and

5.4.4. Tenant's contractor shall be responsible for reaching an agreement with Property Manager as to the terms and conditions for all contractor items relating to the conducting of its work including, but not limited to, those matters relating to hoisting, systems interfacing, use of temporary utilities, storage of materials, access to the Premises and to the Amtrak Complex.

5.4.5. The commencement of work by any subcontractors to be used by Tenant's contractor shall be subject to the approval by Landlord or Property Manager, which approval shall not be unreasonably withheld as long as such subcontractors satisfy the requirements of Section 5.3.

5.4.6. As a condition precedent to Property Manager permitting Tenant's contractor to commence the Tenant Alterations, Tenant and Tenant's contractor shall deliver to Property Manager such assurances or instruments as may be reasonably requested by Property Manager to evidence Tenant's contractor's and its subcontractor's compliance or agreement to comply with the provisions of Section 5.4.

5.4.7. Tenant's contractor and his sub-contractors shall be licensed to perform their trades and provide workmen that possess the appropriate licenses. All work performed by Tenant's contractor shall comply with all prevailing regulatory requirements.

5.5. TENANT'S CONTRACTOR; INDEMNITY BY TENANT. Tenant shall, in accordance with the provisions of Section 7.1 below, indemnify and hold harmless Landlord, its agents, contractors, and any mortgagee of Landlord from and against any and all losses, damages, costs, including costs of suit and attorneys' fees, liabilities or causes of action for injury to, or death of, any person, for damage to any property and for mechanic's, materialmen's or other liens or

claims arising out of or in connection with the work done by Tenant's contractor, subcontractors, and sub-subcontractors under its contract with Tenant.

5.6. **TENANT'S CONTRACTOR; MECHANIC'S AND MATERIALMEN'S LIENS.** Tenant shall notify in writing all materialmen, contractors, artisans, mechanics, laborers and others hereafter contracting with Tenant for the furnishing of any labor, services, materials, supplies or equipment with respect to any portion of the Premises that they must look solely to Tenant for payment for same and shall simultaneously send copies of all such notifications to Landlord for its review. Should any mechanic's or other liens be filed against any portion of the Amtrak Complex, including the Premises, by reason of Tenant's or Tenant Contractor's acts or omissions or because of a claim against Tenant or Tenant Contractor, Tenant shall inform Property Manager of such lien immediately and cause the same to be cancelled or discharged of record by bond or otherwise within twenty (20) days after receipt of notice by Tenant. If Tenant fails to cancel or discharge the lien within said twenty (20) day period, Landlord may, at its sole option, cancel or discharge the same and upon Landlord's demand, Tenant shall promptly reimburse Landlord for all costs, including attorneys' fees, incurred in canceling or discharging such liens.

5.7. **DEFAULT.** The failure by Tenant to comply with the any of the provisions of this Article 5 shall constitute a default by Tenant under terms of Section 10.2 below and Landlord shall have the benefit of all remedies provided for in this Lease.

5.8. **CHANGE ORDERS.** Tenant may authorize changes in the Tenant Improvements; provided that any such changes must meet the criteria set forth in this Article 5. Tenant shall also be responsible for the costs of any delays or additional costs caused by such change orders.

5.9. **SUBSTANTIAL COMPLETION OF TENANT IMPROVEMENTS.** The construction of the Tenant Improvements shall be considered substantially complete when the following conditions have been satisfied:

5.9.1. that the only remaining construction work involves only minor or insubstantial details of construction, mechanical adjustment, or decoration, the non-performance of which do not materially interfere with Tenant's use of the Premises (hereinafter such items shall be referred to as "Punch List Items"). With regard to any Punch List items, Tenant shall provide written notice to Property Manager no later than thirty (30) days after the Commencement Date specifying such Punch List Items with reasonable particularity. No later than sixty (60) days after receipt of such notice, Property Manager shall cause such Punch List Items to be completed;

5.9.2. that the Tenant Improvements, other than Punch List Items, have been constructed in a good and workmanlike manner; and

5.9.3. that the Tenant Improvements, other than Punch List Items, have been constructed substantially in accordance with the Working Drawings.

5.10. **AS-BUILT PLANS.** Upon completion of any Tenant Improvements, other than those deemed to be Remodeling and Reconditioning, Tenant shall deliver to Property Manager, no later than thirty (30) days after such completion, a copy of the as-built plans and specifications for the Tenant Improvements. Upon receipt, Property Manager shall transfer such plans to Landlord's Master Plans at a cost to be borne by Tenant.

5.11. PROPERTY OF LANDLORD AT TERMINATION.

5.11.1. Landlord's Property. Any additions, alterations, improvements, or other such changes to the Premises resulting from Tenant Improvements ("Changes to Premises") shall remain upon and be surrendered with the Premises and become the property of Landlord upon the expiration or earlier termination of this Lease without credit to Tenant. In addition, any of Tenant's furniture, fixtures, or equipment purchased with funds attributable to Landlord's Contribution shall, upon Tenant's exercise of its Early Termination Option, remain upon and be surrendered with the Premises and become the property of Landlord without credit to Tenant in accordance with Section 1.8.4 above. Such items of Tenant's furniture, fixtures, and equipment may be labeled and inventoried at Landlord's discretion in accordance with the County's Board of County Commissioners standard business practices.

5.11.2. Not Landlord's Property. Landlord and Tenant acknowledge and agree that list of items below in Section 5.11.2.1 comprises the entirety of equipment and trade fixtures that have been affixed to, or otherwise installed in, the Premises to be used in conjunction with the operation of Tenant's business ("Tenant's Business Equipment"). Except as otherwise provided for in Section 1.8.4 above, Tenant's Business Equipment shall not become property of the Landlord and shall be removed by Tenant, at Tenant's expense, upon the expiration or earlier termination of this Lease. Upon the removal of any Tenant's Business Equipment, Tenant shall restore the Premises to which any such Tenant's Business Equipment was affixed to the condition and use which existed at the time Tenant took possession, with all costs of such removal and restoration to be borne by Tenant. Nothing herein, however, shall be deemed to be a waiver of Landlord's entitlement to a lien for rent, pursuant to Section 10.1 below, or a waiver of any of Landlord's other remedies provided in Article 10 below.

5.11.2.1. The following items, to be listed upon the completion of the Tenant Improvements prior to the Commencement Date of this Lease, comprise the entirety of Tenant's Business Equipment.

5.11.2.2. In the event that additional equipment and trade fixtures are installed in the Premises after the Effective Date of this Lease, Tenant shall provide

notice to Landlord of such installation and this Lease shall thereafter be amended to include such additional items in the list of Tenant's Business Equipment. In the absence of such notification by Tenant, the determination of such additional items as either Changes to Premises or Tenant's Business Equipment shall be at the sole discretion of Landlord.

5.12. ALTERATIONS BY LANDLORD. The Amtrak Complex and Common Areas are at all times subject to the exclusive control and management of Landlord. Without limiting the generality of the foregoing, Landlord has the right in its management and operation of the Amtrak Complex to do and perform such acts in and to the Amtrak Complex as in the use of good business judgment the Landlord determines to be advisable for the more efficient and proper operation of the Amtrak Complex, including:

5.12.1. Obstruct or close off all or any part of the Amtrak Complex for the purpose of maintenance, repair or construction;

5.12.2. Use any part of the Common Area for merchandising, display, decorations, entertainment, and structures designed for retail selling or special features or promotional activities;

5.12.3. Change area, level, location, arrangement or use of the Amtrak Complex or any part thereof;

5.12.4. Construct other buildings, structures or improvements in the Amtrak Complex and make alterations thereof, additions thereto, subtraction therefrom, or rearrangements thereof, build additional stories on any building, and construct additional buildings or facilities adjoining or proximate to the Amtrak Complex;

5.12.5. Construct multiple deck, elevated or underground parking facilities, and expand, reduce or alter same in any manner whatsoever;

5.12.6. Construct or otherwise install community gardens in accordance with the County Board of County Commissioner's Community Garden Policy as contemplated above.

Notwithstanding the above, Tenant and its customers and employees shall at all times during Landlord's construction be granted ingress and egress to the Premises and be able to continue its operations. If Landlord's construction alters Tenant's usual means of ingress and egress and/or impacts accessibility of views of the storefront, Landlord, at its sole cost, shall provide Tenant temporary signage indicating they are "open for business".

Article 6. Insurance.

6.1. TENANT'S INSURANCE. Tenant shall, at its sole expense, procure and maintain for the duration of this Lease insurance against claims for injuries to persons or damages to property which may arise from, or in connection with, the performance by Tenant, its agents, representatives, employees, and/or contractors and subcontractors of the rights, duties, and responsibilities pursuant to this Lease, in the minimum coverage and amounts as follows:

6.1.1. **LIABILITY INSURANCE.** Tenant shall provide commercial general liability insurance coverage with combined single limits for bodily injury, personal injury, and property damage of no less than \$1,000,000 per occurrence and a \$2,000,000 annual aggregate. Tenant's insurance shall include Landlord as an additional insured as provided hereinbelow.

6.1.2. **AUTOMOBILE LIABILITY.** To the extent applicable by law, Tenant shall provide automobile liability insurance coverage with combined single limits for bodily injury and property damage of no less than \$1,000,000 per accident including for a non-owned, hired automobile. Tenant's insurance shall include Landlord as an additional insured as provided hereinbelow.

6.1.3. **WORKERS' COMPENSATION EMPLOYERS LIABILITY INSURANCE.** To the extent applicable by law, Tenant shall provide workers' compensation insurance covering all employees meeting statutory limits in compliance with all applicable state and federal laws, and shall provide employer's liability insurance with limits of \$500,000 per accident, \$500,000 disease policy limit, and \$500,000 disease limit for each employee. In lieu of naming Landlord as an additional insured, Tenant shall provide to Landlord a waiver of all rights of subrogation against Landlord with respect to losses payable under such workers' compensation policy(ies).

6.1.4. **DEDUCTIBLES AND SELF-INSURED RETENTIONS.** Any deductibles or self-insured retentions applicable to any of Tenant's policies required under Section 6.1 above shall be declared to and approved by Landlord.

6.1.5. **LANDLORD AS ADDITIONAL INSURED.** Landlord, its officers, officials, employees, and volunteers are to be named and covered as additional insureds, with no limitations on the scope of protection afforded, in all of Tenant's insurance policies, other than workers' compensation policies and any other policy types not listed in this Lease, that include coverage for the following:

6.1.5.1. liability arising from, or in connection with, activities performed by, or on behalf of, Tenant;

6.1.5.2. products and completed operations of Tenant;

6.1.5.3. premises owned, occupied, or used by Tenant; or

6.1.5.4. automobiles owned, leased, hired, or borrowed by Tenant.

6.1.6. **TENANT'S INSURANCE AS PRIMARY.** With regard to claims for injuries to persons or damages to property which may arise from, or in connection with, the performance by Tenant, its agents, representatives, employees, and/or subcontractors of the rights, duties and responsibilities pursuant to this Lease, Tenant's insurance coverage pursuant to Sections 6.1.1 and 6.1.2, shall be primary insurance with respect to Landlord, its officers, officials, employees, and volunteers. As such, any insurance or self-insurance maintained by Landlord, its officers, officials, employees, or volunteers shall be excess of Tenant's insurance and shall not contribute with it. In such instances when Tenant's insurance coverage is primary, Tenant hereby waives all rights of

subrogation against Landlord with respect to losses payable under such insurance coverage.

6.1.7. **CERTIFICATES OF INSURANCE.** Tenant shall furnish Landlord with certificates of insurance and with any original endorsements evidencing the coverages described above. Such certificates shall be signed by a person authorized by that insurer to bind coverage on its behalf. All certificates and endorsements are to be received and approved by Landlord prior to the commencement of Tenant's occupancy under this Lease. Landlord reserves the right to require complete, certified copies of all Tenant's required insurance policies at any time. Each of Tenant's required insurance policies shall be endorsed to state that coverage shall not be cancelled by either Party except after thirty (30) days prior written notice has been given to Landlord. All of Tenant's required insurance policies shall be placed with insurers with a Best's rating of no less than A:VII and which are licensed in the state of Florida (the "Insurance Criteria").

6.1.8. **OTHER ENDORSEMENTS REQUIREMENTS FOR TENANT'S INSURANCE.** Each of Tenant's required insurance policies shall contain endorsements for, or otherwise provide, the following:

6.1.8.1. that, to the extent of insurer's limits of liability, Tenant's insurance coverage shall apply separately to each insured against whom claims are made or suit is brought (provided this provisions shall not apply to Tenant's insurance policies maintained pursuant to Section 6.1.3 above); and

6.1.8.2. that the companies issuing the insurance policy(ies) shall have no recourse against Landlord for payment of premiums or assessments for any deductibles which are the sole responsibility and risk of Tenant.

6.2. **BLANKET POLICIES.** Any of the insurance required by Tenant pursuant to this Lease may be carried in the form of blanket policies covering other property owned or leased by Tenant as well as the Premises, provided that (i) the policies otherwise comply in all respects with the provisions of this Lease, and (ii) the policies allocate to the Premises not less than the specified coverage required pursuant to this Lease, without possibility of reduction or co-insurance by reason of any damage to any other premises named therein, so that the protection afforded under any policy of blanket insurance shall be no less than that which would have been afforded under a separate policy or policies relating only to the Premises. If the insurance required pursuant to this Lease shall be effected by any such blanket policies, Tenant shall first furnish or cause to be furnished to Landlord certificates of insurance showing the amount of insurance afforded by such policies that is applicable to the Premises.

6.3. **LANDLORD'S INSURANCE.** Landlord also agrees to carry and maintain a broad form commercial general liability insurance (written on an occurrence basis and including contractual liability coverage endorsement covering Landlord's indemnity obligations under this Lease in limits it reasonably deems appropriate (but in no event less than the limits required by Tenant pursuant to Section 6.1 above). In addition, Landlord agrees to carry and maintain property insurance (with replacement cost coverage) covering the Amtrak Complex in the amount of not less than the full replacement cost thereof with an agreed-value endorsement and without any co-insurance requirements. The insurance policies maintained by Landlord shall satisfy the Insurance

Criteria. Landlord hereby waives all rights of subrogation against Tenant with respect to losses payable under such insurance coverages.

6.4. **WAIVER OF SUBROGATION RIGHTS.** Anything in the Lease to the contrary notwithstanding, Landlord and Tenant hereby waive any and all rights of recovery, claim, action, or cause of action against the other, its agents, employees, officers, partners, servants, or shareholders for any loss or damage that may occur to the Premises or the Amtrak Complex, or any improvements thereto, or any personal property of such Party therein by reason of fire, the elements, or any other cause which is insured against under the terms of the fire and extended coverage insurance policies obtained pursuant to this Lease (or, if any such Party fails to maintain the insurances and coverages such Party is required to maintain under this Lease, would have been insured had the applicable Party maintained the insurances and coverages such Party is required to maintain under this Lease), regardless of cause or origin, including negligence of the other Party hereto, its agents, employees, officers, partners, servants or shareholders, and each Party covenants that no insurer shall hold any right of subrogation against such other Party.

Article 7. Indemnification of the Parties.

7.1. **TENANT'S INDEMNITY.** Tenant shall indemnify and hold harmless Landlord and its respective agents, officers, directors and employees promptly and diligently at Tenant's sole expense from and against any and all claims and demands, including, but not limited to, reasonable attorneys' fees (whether suit is instituted or not and, if instituted, whether incurred at any trial or appellate level or post judgment), in connection with any injury or loss of property, personal injury, or death occurring in, on or about the Premises or the Amtrak Complex caused by the negligent or wrongful act or omission of Tenant. Notwithstanding the foregoing, Tenant shall not be required to indemnify Landlord with respect to any liability, loss, damages, cost or expense suffered as a result of the negligence or intentional misconduct of Landlord or any of the agents or employees of Landlord nor with respect to any liability, loss, damage, cost or expense to the extent that the same is covered by insurance policies maintained by Landlord (or would have been covered had Landlord maintained the insurance policies Landlord is required to maintain pursuant to the terms of this Lease).

7.2. **LANDLORD'S INDEMNITY.** Without waiving its right to sovereign immunity, Landlord shall, to the extent allowed by law, indemnify, save harmless, and defend Tenant promptly and diligently at Landlord's sole expense from and against any and all claims and demands in connection with any injury or loss of property, personal injury, or death occurring in, on, or about the Premises or the Amtrak Complex caused by the negligent or wrongful act or omission of Landlord. Notwithstanding the foregoing, Landlord shall not be required to indemnify Tenant with respect to any liability, loss, damages, cost or expense suffered as a result of the negligence or intentional misconduct of Tenant or any of the agents or employees of Tenant nor with respect to any liability, loss, damage, cost or expense to the extent that the same is covered by insurance policies maintained by Tenant (or would have been covered had Tenant maintained the insurance policies Tenant is required to maintain pursuant to the terms of this Lease).

7.3. **NOTICE OF INDEMNIFICATION.** A Party's duty to indemnify pursuant to the provisions of this Article 7 shall be conditioned upon the giving of notice by such Party of any suit or proceeding and upon the indemnifying Party being permitted to assume in conjunction with the

indemnitor, the defense of any such action, suit or proceeding in accordance with Section 7.4 below.

7.4. **THIRD PARTY CLAIM PROCEDURE.** If a third party (including, without limitation, a governmental organization) asserts a claim against a Party to this Lease and indemnification in respect of such claim is sought under the provisions of this Article 7 by such Party against another Party to this Lease, the Party seeking indemnification hereunder (the "Indemnified Party") shall promptly (but in no event later than 10 Business Days prior to the time in which an answer or other responsive pleading or notice with respect to the claim is required) give written notice to the Party against whom indemnification is sought (the "Indemnifying Party") of such claim. The Indemnifying Party shall have the right at its election to take over the defense or settlement of such claim by giving prompt written notice to the Indemnified Party at least five Business Days prior to the time when an answer or other responsive pleading or notice with respect thereto is required. If the Indemnifying Party makes such election, it may conduct the defense of such claim through counsel or representative of its choosing (subject to the Indemnified Party's approval of such counsel or representative, which approval shall not be unreasonably withheld), shall be responsible for the expenses of such defense, and shall be bound by the results of its defense or settlement of claim to the extent it produces damage or loss to the Indemnified Party. The Indemnifying Party shall not settle any such claim without prior notice to and consultation with the Indemnified Party, and no such settlement involving any equitable relief or which might have a material and adverse effect on the Indemnified Party may be agreed to without its written consent. So long as the Indemnifying Party is diligently contesting any such claim in good faith, the Indemnified Party may pay or settle such claim only at its own expense. The Parties agree to cooperate in defending such third party claims and the defending Party shall have access to records, information and personnel in control of the other Party or Parties which are pertinent to the defense thereof.

7.5. **REMEDIES CUMULATIVE.** Except as otherwise provided herein, the rights and remedies expressly provided herein are cumulative and not exclusive of any rights or remedies which the Parties hereto may otherwise have at law or in equity. Nothing herein shall be construed to require any of the Parties hereto to elect among remedies.

7.6. **SURVIVAL.** The provisions of this Article 7 shall survive the expiration or earlier termination of this Lease.

Article 8.

Damage, Destruction and Condemnation.

8.1. DAMAGE OR DESTRUCTION TO PREMISES.

8.1.1. **DAMAGE FROM CERTAIN CAUSES.** Neither Landlord nor any mortgagee(s) shall be liable or responsible to Tenant, its agents, contractors, customers, employees, invitees, licensees, servants or visitors for any loss or damage to any property or person occasioned by theft, fire, act of God, public enemy, injunction, riot, strike, insurrection, war, court order, requisition or order of governmental body or authority or any cause beyond Landlord's control or for any damage or inconvenience which may arise through repair or alteration of any part of the Amtrak Complex.

8.1.2. REPAIR AND RESTORATION. If the Premises are at any time damaged or destroyed in whole or in part by fire, casualty or other causes, the determination of the Parties rights, duties, and obligations under this Lease shall proceed in accordance with the following procedure:

8.1.2.1. NOTICE. In the event of a fire or other casualty in the Premises, Tenant shall immediately give notice thereof to Landlord.

8.1.2.2. PARTIAL DESTRUCTION. Except as otherwise provided in Section 8.1.2.5 below, if the Premises are partially destroyed by fire or other casualty so as to render the Premises untenantable in whole or in part, the Rent provided for herein shall abate thereafter as to the portion of the Premises rendered untenantable until such time as the Premises are made tenantable as determined by Landlord in its reasonable judgment.

8.1.2.3. TOTAL DESTRUCTION. Except as otherwise provided in Section 8.1.2.5 below, if (i) the Premises or the Amtrak Complex are totally or substantially damaged or destroyed from any cause and Landlord decides not to rebuild, or (ii) the Premises are rendered untenantable in whole or in substantial part as a result of a fire or other casualty, and/or so damaged as to materially and adversely affect Tenant's business that it cannot operate and repairs as reasonably estimated by Landlord will take one hundred twenty (120) days or longer from the date of the casualty to complete, then either Party may terminate this lease within thirty (30) days from the date of the casualty by providing written notice to the other Party and all Rent owed up to the time of such damage or destruction shall be paid by Tenant and thenceforth this Lease shall terminate. In the event this Lease is not terminated, Landlord shall diligently pursue the repairs and Rent as provided for herein shall abate until such time as the Premises are made tenantable as determined by Landlord in its reasonable judgment.

8.1.2.4. OBLIGATION TO REBUILD. If Landlord decides to rebuild the Premises, then Landlord shall commence and prosecute any repair work promptly and with reasonable diligence but shall only be obligated to restore or rebuild the Premises to Building Standard Condition; provided, however, Tenant may cause Landlord to rebuild or restore the Premises to the condition it was in prior to such damage or destruction if Tenant bears the cost, including rentals which are lost due to any excess construction time, of such restoration or rebuilding to the extent the same exceeds the costs Landlord would have incurred had only Building Standard improvements (as that term is defined in Section 2.1.10 above) been constructed.

8.1.2.5. TENANT NEGLIGENCE. If the Premises or any other portion of the Amtrak Complex is damaged by fire or other casualty resulting from the fault or negligence of Tenant or its agents, contractors, customers, employees, invitees, licensees, servants or visitors, the Rent shall not abate as to the portion of the Premises rendered untenantable and Tenant shall be liable to Landlord for the cost of repair and restoration of the Amtrak Complex to the extent such Rent and costs are not covered by insurance proceeds.

8.2. CONDEMNATION.

8.2.1. TOTAL TAKING. If the whole of the Premises (provided that if 60% or more of the Premises are taken, Tenant may deem that all of the Premises are taken), or such portion thereof as shall make the Premises unusable, as determined by either Party, for the purposes leased hereunder, shall be taken by any public authority under the power of eminent domain or sold to public authority under threat or in lieu of such taking, the Term shall cease as of the day possession or title shall be taken by such public authority, whichever is earlier ("Taking Date"), whereupon the rent and all other charges shall be paid up to the Taking Date with a proportionate refund by Landlord of any rent and all other charges paid for a period subsequent to the Taking Date.

8.2.2. PARTIAL TAKING. If less than the whole of the Premises, or less than such portion thereof as shall make the Premises unusable as of the Taking Date, is taken, Base-Plus Rent, Additional Rent, and any other charges payable to Landlord shall be reduced in proportion to the amount of the Premises taken. If this Lease is not terminated, Landlord shall repair any damage to the Premises caused by the taking to the extent necessary to make the Premises reasonably tenantable within the limitations of the available compensation awarded for the taking (exclusive of any amount awarded for land).

8.2.3. FULL COMPENSATION AWARD. All compensation awarded or paid upon a total or partial taking of the Premises or the Amtrak Complex including the value of the leasehold estate created hereby shall belong to and be the property of Landlord without any participation by Tenant; Tenant shall have no claim to any such award based on Tenant's leasehold interest. However, nothing contained herein shall be construed to preclude Tenant, at its cost, from independently prosecuting any claim directly against the condemning authority in such condemnation proceeding for business damages or damage to, or cost of, removal of, stock, trade fixtures, furniture, and other personal property belonging to Tenant; provided, however, that no such claim shall diminish or otherwise adversely affect Landlord's award or the award of any mortgagee.

Article 9.

Maintenance and Repairs.

9.1. LANDLORD'S OBLIGATIONS. Landlord's obligation to maintain, repair, and otherwise keep in good working order the various components of the Amtrak Complex shall be governed as follows:

9.1.1. Maintaining the Amtrak Complex in an attractive and fully operative condition.

9.1.2. Keeping in good working order, condition, and repair the foundation, roof, and structural portions of exterior walls of the Amtrak Complex; the exterior windows, exterior doors, exterior plate glass, and exterior walls of the Amtrak Complex including those that are contained in the Premises; all plumbing and sewer lines including, but not limited to, the common lines and the interior lines in the Premises; the HV/AC equipment servicing the Premises regardless of its location; the electrical and lighting facilities and equipment within the Premises, except for the replacement of light

bulbs within such fixtures; and the entrances, sidewalks, corridors, parking areas and other facilities from time to time comprising the Common Areas.

9.1.3. In addition, but subject nevertheless to any applicable waiver or subrogation, Landlord may charge to Tenant as Additional Rent the cost of any repairs of damage to the building components listed in Section 9.1.2 above which damage was caused by Tenant's negligent or wrongful acts or omissions.

9.1.4. Landlord shall not be obligated to maintain or repair the interior surfaces of the walls in the Premises nor any other interior component of the Premises, except as required to repair any damage caused by the malfunction or failure of equipment maintained by Landlord.

9.1.5. Landlord shall not be obligated to make any repairs under this Section 9.1 until a reasonable time after receipt of a written notice from Tenant specifying the need for such repairs and thereafter Landlord shall commence such repairs within five (5) business days.

9.2. TENANT'S OBLIGATIONS. Tenant, at its sole cost and expense, shall keep in good order, condition and repair those components within the Premises not included in the list of Landlord's obligations in Section 9.1 above. As such, Tenant's obligations include, but are not limited to, keeping in good order and repair the interior walls and interior surfaces of exterior walls, ceilings, windows, doors and plate glass located within or upon the Premises. All repairs made by Tenant shall be at least of the same quality, design and class as that of the original work.

If Tenant refuses or neglects to make repairs and/or to maintain the Premises or any part thereof in a manner reasonably satisfactory to Landlord, Landlord shall have the right, but not the obligation, upon giving Tenant reasonable written notice of its election to do so, to make such repairs or perform such maintenance on behalf of and for the account of Tenant. Such work shall be paid for by Tenant, as Additional Rent, promptly upon receipt of a bill therefore.

9.3. CONDITION UPON TERMINATION. Landlord's and Tenant's obligations to maintain, repair, and otherwise keep in good working order the various components of the Premises upon the termination of this Lease shall be governed as follows:

9.3.1. Upon the termination of the Lease, Tenant shall surrender the Premises to Landlord, broom clean and in the same condition as received except for ordinary wear and tear which Tenant was not otherwise obligated to remedy under any provision of this Lease.

9.3.2. However, Tenant shall not be obligated to repair any damage which Landlord is required to repair under Section 9.1 above.

9.3.3. Tenant shall repair, at Tenant's expense, any damage to the Premises or the Amtrak Complex caused by the removal of any of Tenant's personal property including, but not limited to, Tenant's Business Equipment as defined in Section 5.11.2 above.

9.3.4. In no event, however, except as provided in Section 5.11.2 above, shall Tenant remove any of the following materials or equipment without Landlord's prior written consent:

- 9.3.4.1. any power wiring or power panels; lighting or lighting fixtures;
- 9.3.4.2. any millwork and cabinetry;
- 9.3.4.3. any wall coverings; drapes, blinds or other window coverings;
- 9.3.4.4. any carpets or other floor coverings;
- 9.3.4.5. any heaters, air conditioners, or any other heating or air conditioning equipment; or
- 9.3.4.6. any fencing or security gates; plumbing fixtures, water fountains; or other similar building operating equipment and decorations.

9.4. UTILITIES. Tenant shall make application for, obtain, pay for and be solely responsible for all utilities required, used or consumed in the Premises, including, but not limited to, gas, water, (including water for domestic uses and for fire protection), telephone, electricity, sewer service, garbage collection services, or any similar service. In the event that any charge for any utility supplied to the Premises is not paid by Tenant to supplier when due, then Landlord may, but shall not be required to, pay such charge for and on behalf of Tenant, with any such amount paid by Landlord being repaid by Tenant to Landlord as Additional Rent promptly upon demand. Additionally, if Landlord shall elect to supply any utilities to the Premises, then Tenant shall pay to Landlord the cost of its utility consumption and the cost of supplying separate metering devices if necessary. Landlord agrees that the cost to Tenant of any utilities supplied by Landlord shall not exceed the amount Tenant would have paid if it independently obtained such service from the local utility supplier. Landlord and Tenant hereby agree that Landlord shall not be liable for any interruptions or curtailment in utility services due to causes beyond its control or due to Landlord's alteration, repair or improvement of the Premises or the Amtrak Complex.

Article 10.

Default and Remedies; Landlord's Lien for Rent.

10.1. LANDLORD'S LIEN FOR RENT. In consideration of the mutual benefits arising under this Lease, Tenant hereby grants to Landlord, its successors, and assigns, a lien on all property of Tenant now or hereafter found upon or off the Premises, as provided in Chapter 83, Florida Statutes, as they may be amended from time to time, and as otherwise provided by law.

10.2. DEFAULT BY TENANT.

10.2.1. EVENTS OF DEFAULT. The occurrence of any of the following events, either by Tenant or by any guarantor of any of Tenant's obligations hereunder, shall be considered an event of default by Tenant under this Lease.

10.2.1.1. the failure by Tenant to pay any sum of money to be paid by Tenant under this Lease and such failure continues for five (5) days after receipt of written notice from Landlord;

10.2.1.2. the failure by Tenant to comply with or perform any of the other terms, provisions, covenants or conditions which Tenant is required to observe and to perform, and any of such failures or actions continue for a period of ten (10) days after notice thereof; provided, however, if the nature of the default is such that it cannot be cured with the exercise of Tenant's diligent efforts within the ten (10) day period, Tenant shall have up to thirty (30) days from the date of Landlord's notice to cure such default, provided Tenant undertakes such curative action within the ten (10) day period and diligently and continuously proceeds with such curative action using Tenant's best efforts;

10.2.1.3. the vacation or abandonment by Tenant of the Premises or any part thereof during the Term or any continuation thereof;

10.2.1.4. if Tenant is a corporation, if Tenant ceases to exist as a corporation in good standing in the state of its incorporation, or, if Tenant is a partnership or other entity, if Tenant is dissolved or otherwise liquidated;

10.2.1.5. a general assignment by Tenant for the benefit of creditors;

10.2.1.6. the filing of any voluntary petition in bankruptcy by Tenant or the filing of an involuntary petition by Tenant's creditors, which involuntary petition remains undischarged or unstayed for a period of sixty (60) days, provided, that in the event that under applicable law the trustee in bankruptcy or Tenant has the right to affirm this Lease and continue to perform the obligations of Tenant hereunder, such trustee or Tenant shall, in such time period as may be permitted by the bankruptcy court having jurisdiction, cure all defaults of Tenant hereunder outstanding as of the date of the affirmance of this Lease and provide to Landlord such adequate assurances as may be necessary to ensure Landlord of the continued performance of Tenant's obligations under this Lease;

10.2.1.7. the admission by Tenant in writing of its inability to pay its debts as they become due, the filing by Tenant of a petition seeking any reorganization, arrangement, composition, readjustment, liquidation, dissolution or similar relief under any present or future statute, law or regulation, the filing by Tenant of an answer admitting or failing timely to contest a material allegation of a petition filed against Tenant in any such proceeding or, if within sixty (60) days after the commencement of any proceeding against Tenant seeking any reorganization, arrangement, composition, readjustment, liquidation, dissolution or similar relief under any present or future statute, law or regulation, such proceeding shall not have been dismissed;

10.2.1.8. the attachment, execution or other judicial seizure of all or substantially all of Tenant's assets or the Premises; or

10.2.1.9. the employment of a receiver to take possession of substantially all of Tenant's assets or the Premises.

10.2.2. LANDLORD'S REMEDIES. Upon the occurrence of any event of default by Tenant, Landlord shall be entitled to the remedies as follows below, which

remedies shall be cumulative and shall not preclude Landlord from pursuing any other remedies permitted by law. Landlord's election not to enforce one or more of the following remedies upon an event of default shall not constitute a waiver. Notwithstanding anything to the contrary contained herein, Landlord agrees to exercise commercially reasonable efforts to mitigate its damages.

10.2.2.1. Landlord may terminate this Lease and dispossess Tenant;

10.2.2.2. Landlord may terminate Tenant's right of possession to the Premises without terminating this Lease.

10.2.3. SURRENDER OF POSSESSION. Upon any termination of this Lease, whether by lapse of time or otherwise, or upon any termination of Tenant's right of possession without termination of this Lease, Tenant shall surrender possession and vacate the Premises immediately, and deliver possession thereof to Landlord. If Tenant fails to surrender possession and vacate the Premises, Landlord shall have full and free license to enter into and upon the Premises for the purpose of repossessing the Premises, expelling and removing Tenant and persons occupying the premises pursuant to law and removing any and all property therefrom and changing all the door locks of the Premises. Landlord may take these actions without being deemed in any manner guilty of trespass, eviction or forcible entry or detainer and without relinquishing Landlord's right to Rent or any other right given to Landlord hereunder or by operation of law. Notwithstanding the foregoing, Landlord may not exercise self-help.

10.2.4. BENEFIT OF THE BARGAIN. If Landlord terminates this Lease pursuant to Section 10.2.2.1 above, Landlord shall have the right at any time, at its option, to require Tenant to pay to Landlord, on demand as liquidated and agreed final damages in lieu of Tenant's liability under any other provision of this Lease, an amount equal to the aggregate of the following:

10.2.4.1. the present value (determined using a discount rate equal to the yield then obtainable from the United States Treasury Bill or Note with a maturity date closest to the date of expiration of the Term) of the total Rent and other benefits which would have accrued to Landlord under this Lease for the remainder of the Term if the terms and provisions of this Lease had been fully complied with by Tenant. In addition, there shall be recoverable from Tenant:

10.2.4.2. the cost of restoring the Premises to Building Standard Condition (as that term is defined in Section 2.1.11 above), normal wear and tear excepted;

10.2.4.3. all accrued, unpaid sums, plus interest at the maximum rate allowed by law, for past due sums up to the date of termination;

10.2.4.4. Landlord's cost of recovering possession of the Premises; and

10.2.4.5. any other sum of money or damages owed by Tenant to Landlord.

10.2.5. RIGHT TO RELET.

10.2.5.1. COLLECTION OF RENT; CREDIT TO TENANT. If Landlord elects to terminate Tenant's right to possession of the Premises without terminating

this Lease pursuant to Section 10.2.2.2 above, Tenant shall continue to be liable for all Rent and Landlord shall endeavor to mitigate its damages by exercising commercially reasonable efforts to relet the Premises, or any part thereof, to a substitute tenant or tenants, for a period of time equal to, lesser than, or greater than the remainder of the Term. Tenant shall be given a credit against the Rent due from Tenant to Landlord during the remainder of the Term in the net amount of rent received from the new tenant; however, the net amount of rent received from the new tenant shall first be applied to:

10.2.5.1.1. the costs incurred by Landlord in reletting the Premises, including, without limitation, remodeling costs, brokerage fees, legal fees, advertising costs and the like;

10.2.5.1.2. the accrued sums, plus interest and late charges if in arrears, under the terms of this Lease;

10.2.5.1.3. Landlord's cost of recovering possession of the Premises; and

10.2.5.1.4. the cost of storing any of Tenant's property left on the Premises after reentry.

10.2.5.2. CONTINUING RIGHTS. Notwithstanding any such reletting without termination of this Lease, Landlord may at any time thereafter elect to terminate this Lease and exercise its rights under Section 10.2.4 above for such previous breach; provided, however, that Tenant shall be credited for any rent received by Landlord from a new tenant, as provided in Section 10.2.5.1 above, in determining the amount of Landlord's damages. Notwithstanding any provision in this Section 10.2.5 to the contrary, upon the default of any substitute tenant or upon the expiration of the lease term of such substitute tenant before the expiration of the Term, Landlord may, at Landlord's election, either relet to still another substitute tenant or terminate the Lease and exercise its rights under Section 10.2.4 above.

10.2.6. STORAGE OF PROPERTY. Any and all property which may be removed from the Premises by Landlord pursuant to the authority of this Lease or of law, may be handled, removed and stored, as the case may be, by or at the direction of Landlord at the risk, cost and expense of Tenant, and Landlord shall in no event be responsible for the value, preservation or safekeeping thereof. Tenant shall pay to Landlord, upon demand, any and all reasonable expenses incurred in such removal and all storage charges against such property so long as the same shall be in Landlord's possession or under Landlord's control. Any such property of Tenant not retaken by Tenant from storage within thirty (30) days after removal from the Premises, other than any files and other documents which are subject to attorney-client privilege, shall, at Landlord's option, be deemed conveyed by Tenant to Landlord under this Lease as by a bill of sale without further payment or credit by Landlord to Tenant.

10.2.7. COSTS. Upon any default by Tenant and subject to Section 10.2.4 above, Landlord shall be entitled to receive from Tenant the payment of costs as follows:

10.2.7.1. Tenant shall pay to Landlord on demand all fees and costs, including reasonable attorneys' fees and costs, incurred by Landlord, whether incurred in preparation for or at trial, on appeal, or in bankruptcy, in enforcing any of the obligations of Tenant under this Lease;

10.2.7.2. Tenant shall pay to Landlord any reasonable expenses incurred by Landlord in re-entering the Premises, reletting the Premises and putting the Premises into the condition necessary for such reletting (including attorneys' fees and disbursements, marshal's fees, and brokerage fees, in so doing); and

10.2.7.3. Tenant shall pay to Landlord any other expenses reasonably incurred by Landlord.

10.2.8. WAIVER. No delay or omission by Landlord in exercising a right or remedy as provided in this Section 10.2 shall exhaust or impair the same or constitute a waiver of, or acquiescence to, a default.

10.3. NON-WAIVER. Neither acceptance of Rent by Landlord nor failure by Landlord to declare any default immediately upon occurrence thereof, or delay in taking any action in connection therewith, shall waive such default, but Landlord may declare any such default at any time and take such action as might be lawful or authorized hereunder, either at law or in equity. Waiver by Landlord of any right for any default by Tenant shall not constitute a waiver of any right for either a subsequent default of the same obligation or any other default. Receipt by Landlord of Tenant's keys to the Premises shall not constitute an acceptance of surrender of the Premises.

10.4. HOLDING OVER. If Tenant holds over after expiration or termination of this Lease without the written consent of Landlord, Tenant shall pay as rent for the Premises one hundred fifty percent (150%) of the amount of Monthly Base-Plus Rental then payable for the entire holdover period calculated and prorated on a daily basis. No holding over by Tenant after the Term shall be construed to extend the term of this Lease. In the event of any unauthorized holding over in excess of sixty (60) days, Tenant shall indemnify Landlord in accordance with Article 7 above against all claims for damages by any other tenant to whom Landlord may have leased all or any part of the Premises effective upon the termination of this Lease, and for all other actual losses, costs, and expenses, including reasonable attorneys' fees, incurred by reason of such holding over. Any holding over with the consent of Landlord in writing shall thereafter constitute this Lease a lease from month to month.

10.5. ATTORNEY'S FEES. In addition to Landlord's entitlement to costs as provided in Section 10.2.7 above, if either Party defaults in the performance of any of the terms, agreements or conditions contained in this Lease and the other Party places the enforcement of this Lease, or any part thereof, or the collection of any Rent due or to become due hereunder or recovery of the possession of the Premises, in the hands of an attorney who files suit upon the same and should such non-defaulting Party prevail in such suit, the defaulting Party agrees to pay the other Party's reasonable attorneys' fees and costs.

Article 11.
Protection of Lenders.

11.1. SUBORDINATION AND ATTORNMENT. This Lease shall be subject and subordinated at all times to the terms of each and every ground or underlying lease which now exists or may hereafter be executed affecting the Premises under which Landlord, its successors, or assigns shall claim, and to the liens of each and every mortgage and deed of trust in any amount or amounts whatsoever now or hereafter existing encumbering the Premises or the Amtrak Complex, and to all modifications, renewals and replacements thereto without the necessity of having further instruments executed by Tenant to effect such subordination. Tenant, upon demand, shall further evidence its subordination by executing a subordination and attornment agreement in form and substance acceptable to Landlord and its mortgagee or ground lessor, which subordination and attornment agreement may provide, at the option of such mortgagee or ground lessor, that so long as no default or event which with the passing of time or giving of notice would constitute a default exists under this Lease, the peaceable possession of Tenant in and to the Premises for the Term shall not be disturbed in the event of the foreclosure of the subject mortgage or termination of the subject ground or underlying lease affecting the Premises. If Landlord's interest in the Amtrak Complex, or that of its successors or assigns, is acquired by any ground lessor, mortgagee, or purchaser at a foreclosure sale or transfer in lieu thereof, Tenant shall attorn to the transferee of or successor to Landlord's interest in the Lease, Premises or the Amtrak Complex and recognize such transferee or successor as Landlord under this Lease. Notwithstanding the foregoing, any mortgagee under any mortgage shall have the right at any time to subordinate any such mortgage to this Lease on such terms and subject to such conditions as the mortgagee in its discretion may consider appropriate.

11.1.1. Notwithstanding anything contained in this Lease to the contrary, any subordination and/or attornment set forth in Section 11.1 above shall be conditioned upon Landlord causing any future mortgagee or ground lessor to enter into an agreement confirming such subordination, attornment and non-disturbance in a commercially reasonable form.

11.1.2. No later than thirty (30) days after the Effective Date hereof, Landlord shall obtain for the benefit of Tenant from any current mortgagee or ground lessor a non-disturbance agreement in a commercially reasonable form.

11.2. ESTOPPEL CERTIFICATES AND SUBORDINATION AND NON-DISTURBANCE AGREEMENT. Within fifteen (15) days of receipt of written request from Landlord, any lender, or at the request of any purchaser of the Amtrak Complex, Tenant shall deliver an estoppel certificate, attaching a true and complete copy of this Lease, including all amendments relative thereto, and certifying with particularity, among other things, the following information. Landlord shall likewise deliver a similar estoppel certificate within fifteen (15) days of the request of Tenant, any lender or prospective lender of Tenant, or assignee approved by Landlord the following information:

11.2.1. a description of any renewal or expansion options, if any;

11.2.2. the amount of rent currently and actually paid by Tenant under this Lease;

11.2.3. that the Lease is in full force and effect as modified;

11.2.4. that Tenant is in possession of the Premises;

11.2.5. stating whether either Landlord or Tenant is in default under the Lease and, if so, summarizing such default(s); and

11.2.6. stating whether Tenant or Landlord has claims against the other Party and, if so, specifying with particularity the nature and amount of such claim.

Article 12.
Telecommunications.

12.1. DEFINITIONS. For all purposes of this Lease, the following terms shall have the meanings ascribed to them herein.

12.1.1. "Telecommunications Services" shall refer to the various services available in the telecommunications industry including, but not limited to, telephone service, cable television service, data service, internet service, fiber optics service, annunciator service, and other similar services that may not exist as of the Effective Date of this Lease but are created thereafter.

12.1.2. "Telecommunications Equipment" shall mean the equipment and devices that are installed, altered, modified, or replaced to provide Telecommunications Services, including the wires and all associated components necessary to operate such equipment and devices as intended.

12.2. IN GENERAL. All Telecommunications Services desired by Tenant shall be ordered and utilized at the sole expense of Tenant. All alterations, modifications, replacements, or installations of Tenant's Telecommunications Equipment, other than those involving only wiring for workstation operations within the Premises, shall be accomplished pursuant to plans and specifications approved in advance in writing by Landlord. Unless Landlord otherwise requests or consents in writing, all of Tenant's Telecommunications Equipment shall be and remain solely in the Premises and the telephone closet(s) designated to serve the Premises, in accordance with rules and regulations adopted by Landlord from time to time.

12.3. MAINTENANCE. Landlord shall have no responsibility for the maintenance of Tenant's Telecommunications Equipment or for any wiring or other infrastructure to which Tenant's Telecommunications Equipment may be connected.

12.4. INTERRUPTION OF SERVICE. Tenant agrees that, to the extent any of Tenant's Telecommunication Services are interrupted, curtailed or discontinued from any cause whatsoever, Landlord shall have no obligation or liability with respect thereto unless such interruption is caused by the negligence or willful misconduct of Landlord or its agents, employees or contractors. Landlord shall have the right, upon reasonable prior notice to Tenant, to interrupt or turn off Telecommunications Equipment at any time in the event of emergency and at any time other than during Tenant's business hours as necessary in connection with the operation of the Amtrak Complex or installation of Telecommunications Equipment for other tenants of the Amtrak Complex.

12.5. REMOVAL OF TELECOMMUNICATIONS EQUIPMENT. Any and all Telecommunications Equipment installed in the Premises or elsewhere in the Amtrak Complex by

or on behalf of Tenant after the Effective Date of this Lease shall be removed prior to the expiration or earlier termination of the Term, by Tenant at its sole cost or, at Landlord's election, by Landlord at Tenant's sole cost. With regard to installations of Telecommunications Equipment elsewhere outside the Premises, Tenant shall, at Tenant's expense, promptly remove any such Telecommunications Equipment in the event Tenant discontinues or otherwise abandons the use of such Telecommunications Equipment at any time during the Term of this Lease.

12.6. NEW PROVIDER SELECTION; INSTALLATION. In the event that Tenant wishes at any time to utilize the services of a Telecommunications Services provider whose equipment is not then servicing the Amtrak Complex, the installation of such Telecommunications Services provider's lines and other equipment, other than those involving only wiring for workstation operations within the Premises, shall not be permitted unless and until the following conditions are satisfied:

12.6.1. No Telecommunications Services provider shall be permitted to install its lines or other equipment within the Amtrak Complex without first securing the prior written approval of Landlord. Landlord's approval shall not be deemed any kind of warranty or representation by Landlord, including, without limitation, any warranty or representation as to the suitability, competence, or financial strength of the Telecommunications Services provider.

12.6.2. Without limitation of the foregoing standard, unless all of the following conditions are satisfied to Landlord's satisfaction, it shall be reasonable for Landlord to refuse to give its approval:

12.6.2.1. Landlord shall incur no expense whatsoever with respect to any aspect of the Telecommunications Services provider's provision of its services, including without limitation, the costs of installation, materials and services;

12.6.2.2. prior to commencement of any work in or about the Amtrak Complex by the Telecommunications Services provider, the Telecommunications Services provider shall supply Landlord with the written insurance and indemnities as required in Article 6 and Section 7.1 above, respectively, and with any financial statements, and such other items as Landlord reasonably determines to be necessary to protect its financial interests and the interests of the Amtrak Complex relating to the proposed activities of the Telecommunications Services provider;

12.6.2.3. the Telecommunications Services provider agrees to abide by such rules and regulations, building and other codes, job site rules and such other requirements as are reasonably determined by Landlord to be necessary to protect the interests of the Amtrak Complex, Tenants of the Amtrak Complex, and Landlord;

12.6.2.4. Landlord shall reasonably determine that there is sufficient space in the Amtrak Complex for the placement of all of the Telecommunications Services provider's equipment and materials;

12.6.2.5. the Telecommunications Services provider agrees to abide by Landlord's requirements, if any, that the Telecommunications Services provider use

existing the Amtrak Complex conduits and pipes or use building contractors, or other contractors approved by Landlord;

12.6.2.6. Landlord receives from the Telecommunications Services provider such compensation as is reasonably determined by Landlord to compensate it for space used in the Amtrak Complex for the storage and maintenance of the Telecommunications Services provider's equipment, for the fair market value of a Telecommunications Services provider's access to the Amtrak Complex, and for the costs which may reasonably be expected to be incurred by Landlord;

12.6.2.7. the Telecommunications Services provider agrees to deliver to Landlord detailed "as built" plans immediately after the installation of the Telecommunications Services provider's equipment is complete; and

12.6.2.8. all of the foregoing matters are documented in a written license or other agreement between Landlord and the Telecommunications Services provider, the form and content of which is reasonably satisfactory to Landlord.

12.6.3. Notwithstanding any provision of the preceding paragraphs to the contrary, the refusal of Landlord to grant its approval to any prospective Telecommunications Services provider shall not be deemed a default or breach by Landlord of its obligation under this Lease unless and until Landlord is adjudicated to have acted unreasonably with respect to Tenant's request for approval, and in that event, Tenant shall still have no right to terminate the Lease or claim an entitlement to rent abatement, but may as Tenant's sole and exclusive recourse seek a judicial order of specific performance compelling Landlord to grant its approval as to the prospective Telecommunications Services provider in question. The provisions of this paragraph may be enforced solely by Tenant and Landlord, are not for the benefit of any other third party, and specifically but without limitation, no Telecommunications Services provider shall be deemed a third party beneficiary of this Lease.

12.7. WIRELESS TELECOMMUNICATIONS EQUIPMENT. Other than usual and customary cellular telephones and routers, Tenant shall not utilize any wireless Telecommunications Equipment, including antennae and satellite receiver dishes, in or on the Amtrak Complex, without Landlord's prior written consent. Such consent may be conditioned in such a manner so as to protect Landlord's financial interests and the interests of the Amtrak Complex, and the other tenants therein, in a manner similar to the arrangements described in this Article 12.

12.8. INTERFERENCE WITH OTHERS. In the event that Telecommunications Equipment installed by or at the request of Tenant within the Premises after the Effective Date of this Lease, or elsewhere within the Amtrak Complex, causes interference to equipment used by Landlord or another occupant installed prior to the date of Tenant's installation, Tenant shall assume all liability related to such interference, Tenant shall use reasonable efforts, and shall cooperate with Landlord and others, to promptly eliminate such interference. In the event that Tenant is unable to do so, Tenant shall substitute alternative Telecommunications Equipment that remedies the situation. If such interference persists, Tenant shall discontinue the use of such Telecommunications Equipment, and, at Landlord's discretion, remove such Telecommunications Equipment in accordance with Section 12.5 above.

Article 13.
Miscellaneous Provisions.

13.1. **LANDLORD'S LIABILITY; CERTAIN DUTIES.** As used in the Lease, the term "Landlord" means only the owner of the fee title to the Amtrak Complex or the leasehold estate under a ground lease of the Amtrak Complex at the time in question. Each landlord is obligated to perform the obligations of Landlord under this Lease only during the time such landlord owns such interest or title. Any landlord who transfers its title or interest is relieved of all liability with respect to the obligations of Landlord under this Lease to be performed on or after the date of transfer, provided that such transfer is not for the primary purpose of avoiding such obligations. However, each landlord shall deliver to its transferee all funds previously paid by Tenant if such funds have not yet been applied under the terms of this Lease.

13.2. **SECURITY DEPOSIT.** Tenant shall not be required to pay a security deposit to Landlord.

13.3. **INTERPRETATION.** The captions of the Paragraphs of this Lease are to assist the Parties in reading this Lease and are not a part of the terms or provisions of this Lease. Whenever required by the context of this Lease, the singular shall include the plural and the plural shall include the singular. The masculine, feminine and neuter genders shall each include the other. In any provision relating to the conduct, acts or omissions of Tenant the term "Tenant" shall include Tenant's agents, employees, contractors, subcontractors, invitees, successors or others using the Premises or the Amtrak Complex with Tenant's expressed or implied permission. This Lease shall not be construed more or less favorably with respect to either Party as a consequence of the Lease or various provisions hereof having been drafted by one of the Parties hereto.

13.4. **INCORPORATION OF PRIOR AGREEMENTS; MODIFICATIONS.** This Lease contains and embodies the entire agreement of the Parties hereto with respect to the matters set forth herein, and supersedes and revokes any and all negotiations, arrangements, letters of intent, representations, inducements or other agreements, oral or in writing with respect to such matters. No representations, inducements or agreements, oral or in writing, between the Parties with respect to such matters, unless contained in this Agreement, shall be of any force or effect. No amendment, modification, or other revision to this Agreement shall be valid unless contained in a written document duly executed by Landlord and Tenant.

13.5. **NOTICES.** Any notice or document, other than rent, required or permitted to be delivered by the terms of this Lease shall be delivered as follows:

13.5.1. Any of the following forms of delivery are acceptable:

- 13.5.1.1. by hand delivery;
- 13.5.1.2. by certified mail, return receipt requested; or
- 13.5.1.3. by guaranteed overnight delivery service.

13.5.2. Notices to Tenant shall be delivered to the address specified in the introductory paragraph of this Lease, with a copy to the following:

Domi Education, Inc.
____ Railroad Ave.
Tallahassee, FL 32301
Attn: David Lawson

With a copy delivered to:

Jack E. Kiker, III, Esq.
Williams, Gautier, Gwynn, DeLoach & Sorenson, P.A.
2010 Delta Blvd.
Tallahassee, FL 32303

13.5.3. Notices to Landlord shall be delivered to:

Leon County Facilities Management Division
1907 South Monroe Street
Tallahassee, FL 32301

With a copy delivered to:
Herbert W. A. Thiele, Esq.
Leon County Attorney's Office
301 S. Monroe Street, Suite 202
Leon County Courthouse
Tallahassee, FL 32301

13.5.4. All notices shall be effective upon delivery or attempted delivery during regular business hours. Either Party may change its notice address upon written notice to the other Party, given in accordance herewith by an authorized officer, partner, or principal.

13.6. RADON GAS NOTICE. Radon is a naturally occurring radioactive gas that, when it has accumulated in a building in sufficient quantities, may present health risks to persons who are exposed to it over time. Levels of radon that exceed federal and state guidelines have been found in buildings in Florida. Additional information regarding radon and radon testing may be obtained from your county public health unit.

13.7. WAIVERS. All waivers must be in writing and signed by the waiving Party. Landlord's failure to enforce any provision of this Lease or its acceptance of Rent shall not be a waiver and shall not prevent Landlord from enforcing that provision or any other provision of this Lease in the future. No statement on a payment check from Tenant or in a letter accompanying a payment check shall be binding on Landlord. Landlord may, with or without notice to Tenant, negotiate such check without being bound to the conditions of such statement.

13.8. NO RECORDATION. Tenant shall not record this Lease or any memorandum of lease without prior written consent from Landlord.

13.9. **JOINT AND SEVERAL LIABILITY.** All Parties signing this Lease as Tenant shall be jointly and severally liable for all obligations of Tenant.

13.10. **FORCE MAJEURE.** The performance by either Party to this Lease of its obligations, except the payment of Rent or other sums of money, shall be excused by delays attributable to events beyond that Party's control for a period of time that is sufficient for the Party to perform its obligations after the cessation of the Force Majeure event acting in a diligent, commercially reasonable manner. Events beyond a Party's control include, but are not limited to, acts of the other Party, acts of God, war, civil commotion, labor disputes, strikes, fire, flood or other casualty, failure of power, shortages of labor or material, government regulation or restriction including extraordinary delay in the issuance of any permit, and unusually inclement weather conditions. Events beyond a Party's control shall not include changes in economic or market conditions, or financial or internal problems of the non-performing Party, or problems that can be satisfied by the payment of money.

13.11. **EXECUTION OF LEASE.** Submission or preparation of this Lease by Landlord shall not constitute an offer by Landlord or option for the Premises, or and this Lease shall constitute an offer, acceptance or contract only as expressly specified by the terms of this Section. In the event that Tenant is the first Party to execute this Lease, such action shall constitute an offer to Landlord, which may be accepted by Landlord by executing this Lease, and once this Lease is so executed by Landlord, such offer may not be revoked by Tenant and this Lease shall become a binding contract. In the event that Landlord executes this Lease first, such action shall constitute an offer to Tenant, which may be accepted by Tenant only by delivery to Landlord of a fully executed copy of this Lease, together with a fully executed copy of any and all guaranty agreements and addendums provided that in the event that any Party other than Landlord makes any material or minor alteration of any nature whatsoever to any of said documents, then such action shall merely constitute a counteroffer, which Landlord, may, at Landlord's election, accept or reject. Notwithstanding that the Commencement Date may occur and the Term may commence after the date of execution of this Lease, upon delivery and acceptance of this Lease in accordance with the terms of this Lease, this Lease shall be fully effective, and in full force and effect and valid and binding against the Parties in accordance with, but on and subject to, the terms and conditions of this Lease.

13.12. **NO RIGHT OF FIRST REFUSAL.** Other than as specifically provided in this Lease, in no event shall this Lease constitute a right of first refusal for Tenant to purchase or lease any other portion of the Premises or the Amtrak Complex.

13.13. **AUTHORITY.**

13.13.1. **TENANT'S AUTHORITY.** As a material inducement to Landlord to enter into this Lease, Tenant and each Party, individually, executing this Lease on behalf of Tenant, intending that Landlord rely thereon, represents and warrants to Landlord as follows:

13.13.1.1. Tenant and the Party executing on behalf of Tenant are fully and properly authorized to execute and enter into this Lease on behalf of Tenant and to deliver this Lease to Landlord;

13.13.1.2. this Lease constitutes a valid and binding obligation of Tenant, enforceable against Tenant in accordance with the terms of this Lease;

13.13.1.3. Tenant is duly organized, validly existing and in good standing under the laws of the state of Tenant's organization and has full power and authority to enter into this Lease, to perform Tenant's obligations under this Lease in accordance with the terms of this Lease, and to transact business in the state in which the Premises are located; and

13.13.1.4. the execution of this Lease by the individual or individuals executing this Lease on behalf of Tenant, and the performance by Tenant of Tenant's obligation under this Lease, have been duly authorized and approved by all necessary corporate or partnership action, as the case may be, and the execution, delivery and performance of this Lease by Tenant is not in conflict with Tenant's bylaws or articles of incorporation, if a corporation, agreement of partnership, if a partnership, and other charters, agreements, rules or regulations governing Tenant's business as any of the foregoing may have been supplemented or amended in any manner.

13.13.2. **LANDLORD'S AUTHORITY.** As a material inducement to Tenant to enter into this Lease, Landlord, intending that Tenant rely thereon, represents and warrants to Tenant that:

13.13.2.1. Landlord, and the Party executing on behalf of Landlord, are fully and properly authorized to execute and enter into this Lease on behalf of Landlord and to deliver this Lease to Tenant;

13.13.2.2. this Lease constitutes a valid and binding obligation of Landlord, enforceable against Landlord in accordance with the terms of this Lease;

13.13.2.3. Landlord is duly organized, validly existing and in good standing under the laws of the state of Landlord's organization and has full power and authority to enter into this Lease, to perform Landlord's obligations under this Lease in accordance with the terms of this Lease, and to transact business in the state in which the Premises are located; and

13.13.2.4. the execution of this Lease by the individual or individuals executing this Lease on behalf of Landlord, and the performance by Landlord of Landlord's obligation under this Lease, have been duly authorized and approved by all necessary corporate action, as the case may be, and the execution, delivery and performance of this Lease by Landlord is not in conflict with Landlord's bylaws or other charters, agreements, rules or regulations governing Landlord's business as any of the foregoing may have been supplemented or amended in any manner.

13.14. **FLORIDA LAW.** This Lease shall be governed by and construed in accordance with the laws of the State of Florida.

13.15. **COUNTERPART.** This Lease may be executed in multiple counterparts, each counterpart of which shall be deemed an original and any of which shall be deemed to be complete

of itself and may be introduced into evidence or used for any purpose without the production of the other counterpart or counterparts.

13.16. TIME IS OF THE ESSENCE. Time is of the essence of this Lease and all provisions contained herein.

13.17. APPROVAL OF PLANS AND SPECIFICATIONS. Neither review nor approval by or on behalf of Landlord of any Tenant's plans nor any plans and specifications for any Tenant Alterations or any other work shall constitute a representation or warranty by Landlord, any of Landlord's beneficiaries, the managing agent of the Amtrak Complex or any of their respective agents, partners or employees that such plans and specifications are either (i) complete or suitable for their intended purpose, or (ii) in compliance with Applicable Laws, it being expressly agreed by Tenant that neither Landlord, nor any of Landlord's beneficiaries, nor the managing agent of the Amtrak Complex nor any of their respective agents, partners or employees assume any responsibility or liability whatsoever to Tenant or to any other person or entity for such completeness, suitability or compliance.

13.18. RELATIONSHIP. Landlord and Tenant disclaim any intention to create a joint venture, partnership or agency relationship.

13.19. BROKER'S FEE.

13.19.1. REPRESENTATION. Landlord and Tenant covenant, represent, and warrant to each other, with regard to any dealings or negotiations with any broker or agent in connection with the consummation of this Lease, that the only such dealings and negotiations have been with Graham Stewart, on behalf of Landlord (the "Landlord Broker"), and no one on behalf of Tenant ("Tenant's Broker").

13.19.2. COMMISSIONS. Landlord and Tenant acknowledge and agree that any and all commissions due to Landlord Broker and Tenant Broker shall be paid by Landlord through an agreement separate and apart from this Lease.

13.19.3. INDEMNITY. Tenant agrees to indemnify and hold harmless Landlord, in accordance with the procedure in Article 7 above, and its respective agents, officers, directors and employees promptly and diligently at Tenant's sole expense from and against any and all claims and demands, including, but not limited to, reasonable attorneys' fees (whether suit is instituted or not and, if instituted, whether incurred at any trial or appellate level or post judgment), in connection with any claims for fees or commissions from anyone other than the Tenant Broker with whom Tenant has dealt in connection with the lease of the Premises. Landlord agrees, without waiving its right to sovereign immunity and only to the extent allowed by law, to indemnify and hold harmless Tenant, in accordance with the procedure in Article 7 above, promptly and diligently at Landlord's sole expense from and against any and all claims and demands in connection with any claims for fees or commissions from anyone other than Landlord Broker with whom Landlord has dealt in connection with the lease of the Premises.

13.20. WAIVER OF TRIAL BY JURY. Landlord and Tenant each hereby knowingly, intentionally and voluntarily waive trial by jury in any action, proceeding or counterclaim brought

by either of the Parties hereto against the other on any matter whatsoever arising out of or in any way connected with this Lease.

13.21. **RIDERS AND EXHIBITS.** All Riders, Addenda and Exhibits attached hereto and executed both by Landlord and Tenant shall be deemed to be a part of this Lease and are hereby incorporated.

13.22. **TENANT ASSIGNMENT.** Tenant shall not assign this Lease, in whole or in part, or sublease the Premises, in whole or in part, without the prior written consent of Landlord, which consent shall not be unreasonably withheld, conditioned or delayed. In no event shall Tenant be released from any obligation or liability under this Lease following any such assignment or sublease. No sublessee of the Premises or any portion thereof, may further assign or sublease its interest in the Premises or any portion thereof. Notwithstanding the foregoing, Tenant may, without Landlord's consent, but with written prior notice to Landlord with such notice to include details regarding the transaction, purporting to comply with the terms of this Lease sublet all or any portion of the Premises or assign this Lease to (i) a parent, subsidiary, affiliate, division or entity controlling, controlled by or under common control with Tenant, (ii) a successor corporation or other entity related to Tenant by merger, consolidation, reorganization or government action, (iii) an individual or entity that acquires all or substantially all of the assets of Tenant in a common plan or scheme.

13.23. **LANDLORD ASSIGNMENT.** Subject to Section 13.1 above, Landlord shall have the right to sell, transfer or assign, in whole or in part, its rights and obligations under this Lease. Any such sale, transfer or assignment shall operate to release Landlord from any and all liability under this Lease arising after the date of such sale, assignment or transfer.

13.24. This Lease shall be binding upon and inure to the benefit of the Parties hereto and their respective successors and assigns (subject to the restrictions on assignment set forth in the Lease).

13.25. **HAZARDOUS MATERIAL.**

13.25.1. "Hazardous Material" shall mean any of the following:

13.25.1.1. oil, flammable substances, explosives, radioactive materials, hazardous wastes or substances, toxic wastes or substances or any other wastes, materials or pollutants which (i) pose a hazard to the Amtrak Complex or to persons on or about the Amtrak Complex or (ii) cause the Amtrak Complex to be in violation of any Hazardous Materials Laws (as defined below);

13.25.1.2. asbestos in any form, urea formaldehyde foam insulation, transformers or other equipment that contain dielectric fluid containing levels of polychlorinated biphenyls, or radon gas;

13.25.1.3. chemical, material or substance defined as or included in the definition of "hazardous substances", "hazardous wastes", "hazardous materials", "extremely hazardous waste", "restricted Hazardous waste", or "toxic substances" or words of similar import under any applicable local, state or federal law or under the regulations adopted or publications promulgated pursuant thereto, including, but not limited to, the Comprehensive Environmental Response, Compensation and

Liability Act of 1980, as amended, 42 U.S.C. §9601, et seq.; the Hazardous Materials Transportation Act, as amended, 49 U.S.C. §1801, et seq.; the Federal Water Pollution Control Act, as amended, 33 U.S.C. §1251, et seq.; the Resource Conservation and Recovery Act, 42 U.S.C. §6901, et seq.; the Toxic Substances Control Act, 15 U.S.C. §2601, et seq.; the Clean Water Act, 33 U.S.C. §1251, et seq.; the Federal Clean Air Act, 42 U.S.C. §7401, et seq.; the Federal Clean Water Act, 33 U.S.C. §1151, et seq.; the National Environmental Policy Act, 42 U.S.C. §1857, et seq.; the Regulations of the Environmental Protection Agency, 33 C.F.R. and 40 C.F.R.; Chapters 373, 376, 380 and 403 of the Florida Statutes and rules related thereto, including Chapters 17, 27 and 40 of the Florida Administrative Code; and all Leon County environmental protection ordinances or any other federal, state or local statute, law, ordinance, resolution, code, rule, regulation, order or decree regulating, relating to, or imposing liability or standards of conduct concerning, any hazardous, toxic or dangerous waste, substance or material, as now or at any time hereafter in effect;

13.25.1.4. other chemical, material or substance, exposure to which is prohibited, limited or regulated by any governmental authority or may or could pose a hazard to the health and safety of the occupants of the Amtrak Complex or the owners and/or occupants of property adjacent to or surrounding the Amtrak Complex, or any other person coming upon the Amtrak Complex or adjacent property; and

13.25.1.5. other chemicals, materials or substances which may or could pose a hazard to the environment.

13.25.2. "Hazardous Materials Claims" shall mean any enforcement, cleanup, removal, remedial or other governmental or regulatory actions, agreements or orders instituted pursuant to any Hazardous Materials Laws; and any claims made by any third party against Landlord, Tenant or the Amtrak Complex relating to damage, contribution, cost recovery compensation, loss or injury resulting from the presence, release or discharge of any Hazardous Materials.

13.25.3. "Hazardous Materials Laws" shall mean any federal, state or local laws, ordinances, regulations or policies relating to the environment, health and safety, and Hazardous Materials (including, without limitation, the use, handling, transportation, production, disposal, discharge or storage thereof) or to industrial hygiene or the environmental conditions on, under or about the Amtrak Complex, including, without limitation, soil, groundwater and indoor and ambient air conditions.

13.25.4. Tenant shall comply with all laws, ordinances, orders, rules and regulations (state, federal, municipal or promulgated by other agencies or bodies having or claiming jurisdiction) related to the use, condition or occupancy of the Premises, regardless of when they become effective, including, without limitation, all Hazardous Materials Laws (collectively, "Laws"). Landlord shall comply with all Hazardous Materials Laws with respect to common areas of the Amtrak Complex. Tenant shall promptly cure and satisfy all Hazardous Materials claims arising out of or by reason of the activities or businesses of Tenant, its sub-tenants, or the agent contractors, businesses

or employees of Tenant or any sub-tenant. Nothing done by Tenant in its use of occupancy of the Premises shall create, require or cause imposition of any requirement by any public authority for structural or other upgrading of or improvement to the Amtrak Complex.

13.25.5. Tenant shall not occupy or use, or permit any portion of the Premises to be occupied or used, for any business or purpose that is disreputable or productive of fire hazard, or permit anything to be done that would increase the rate of fire or other insurance coverage on the Amtrak Complex and/or its contents. If Tenant does or permits anything to be done that shall increase the cost of any insurance policy required to be carried hereunder, then Tenant shall reimburse Landlord, upon demand, for any such additional premiums. Landlord shall deliver to Tenant a written statement setting forth the amount of any such insurance cost increase and showing in reasonable detail the manner in which it has been computed. Nothing done by Tenant in its use or occupancy of the Premises shall create, require or cause imposition of any requirement by any public authority for structural or other upgrading of or improvement to the Amtrak Complex.

13.25.6. Tenant shall not cause or permit (i) any Hazardous Material to be brought upon, kept or used in or about the Premises or the Amtrak Complex by Tenant, its agents, employees, contractors or invitees without the prior written consent of Landlord, other than drinking cups, office supplies and similar substances commonly found in commercial office buildings and in Tenant's business in quantities or concentrations that do not violate any Laws and (ii) any violation of the Laws. If Tenant breaches the obligations stated in the preceding sentence, or if contamination of the Premises by Hazardous Material occurs for which Tenant is legally liable to Landlord for damage resulting therefrom, or if Tenant's activities or those of its contractors, agents, employees, businesses (or those of its subtenants) result in or cause a Hazardous Materials Claim, except if caused by Landlord's negligence or willful misconduct, then Tenant shall indemnify, defend, protect and hold Landlord harmless from any and all claims, judgments, damages, penalties, fines, costs, liabilities or losses (including, without limitation, diminution in value of the Amtrak Complex, damages for the loss or restriction on use of rentable or usable space or of any amenity of the Amtrak Complex, damages arising from any adverse impact on marketing of space, and sums paid in settlement of claims, attorneys' fees, consultants' fees and experts' fees) which arise during or after the Lease term as a result of such contamination. This indemnification of Landlord by Tenant includes, without limitation, costs incurred in connection with any investigation of site conditions or any clean-up, remedial, removal or restoration work required by any federal, state or local government agency or political subdivision because of Hazardous Material present in the soil or ground water on or under the Amtrak Complex caused by Tenant and not by Landlord's negligence or willful misconduct. The foregoing indemnity shall survive the expiration or earlier termination of this Lease.

13.25.7. Incidents Triggering Landlord Requirements. In the event of the occurrence of any of the following incidents involving Hazardous Materials, Landlord shall, at its sole cost and expense, promptly take all action in response to such situation required by Hazardous Materials Laws. Landlord's responsibility shall extend only to

incidents involving Hazardous Materials in the Amtrak Complex, exclusive of the Premises to the extent caused by Tenant, except if caused by Landlord's negligence or willful misconduct. The incidents giving rise to such requirements of Landlord include, but are not limited to, the following:

13.25.7.1. activity by Landlord giving rise to a release of Hazardous Materials in the Amtrak Complex, exclusive of the Premises, that is not in compliance with Hazardous Materials Laws or permits issued thereunder;

13.25.7.2. activity by Landlord giving rise to any claim or requiring a response under Hazardous Materials Laws or permits issued thereunder;

13.25.7.3. activity by Landlord causing a significant public health effect; or

13.25.7.4. activity by Landlord creating a nuisance.

13.25.8. Landlord Indemnification. Landlord agrees that Landlord's indemnity of Tenant as set forth in Section 7.2 above shall be applicable to any and all claims and demands in connection with the following activities of Landlord in the Amtrak Complex, exclusive of the Premises, which occur during the Term of this Lease and which arise from events or conditions that came into existence after the Commencement Date, except if caused by Tenant's negligence or willful misconduct:

13.25.8.1. any release, threatened release, or disposal of any Hazardous Materials at the Amtrak Complex by Landlord; or

13.25.8.2. Landlord's violation of any Hazardous Materials Laws at the Amtrak Complex, pertaining to protection of the environment, public health and safety, air emissions, water discharges, hazardous or toxic substances, solid or hazardous wastes or occupational health and safety.

Landlord's indemnification shall not be applicable to any claims, suits, actions, debts, damages, costs, losses, obligations, judgments, charges and expenses (including reasonable attorneys' fees) suffered or incurred by Tenant in or on the Premises except if caused by Landlord's negligent or wrongful act or omission.

Article 14. **Services**

14.1. LANDLORD SERVICES TO TENANT. Throughout Term, Landlord agrees that, without charge (except as expressly set forth in Article 3 above), it will furnish to Tenant the following services for the Common Areas in accordance with standards no less than Building Standard Condition:

14.1.1. Electricity for normal lighting purposes twenty-four (24) hours a day seven (7) days a week, in a manner consistent with in other office-warehouse centers of comparable quality in the Tallahassee Area and equivalent to the level of electrical service being provided by the Landlord in the Amtrak Complex on the Effective Date hereof;

14.1.2. Normal and usual cleaning services for the Common Areas to be provided as reasonably needed, but in no event less frequent than once per month for the parking areas and once per week for the other Common Areas;

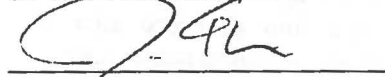
14.1.3. All electric bulbs, ballasts and fluorescent tubes and replacements thereof in Building Standard light fixtures in the Common Areas;


14.1.4. Lamping of all Building Standard ceiling lighting fixtures in the Common Areas.


14.2. In the event of an interruption of services for the Common Areas, Landlord will use commercially reasonable efforts to cause the restoration of any such interrupted services.

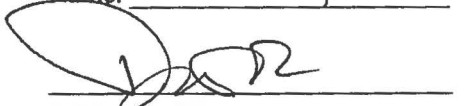
IN WITNESS WHEREOF, Tenant and Landlord have caused this Lease to be duly executed as of the date first above written.

SIGNED, SEALED AND DELIVERED
IN THE PRESENCE OF:

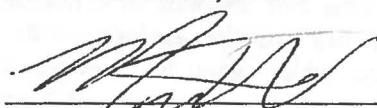

Name: JACK E. KWAN, III


Name: Ken Morris


Name: JACK E. KWAN, III

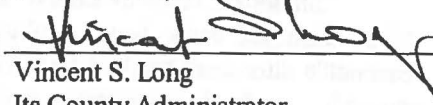

Name: Daniel J. Rip

DOMI EDUCATION, INC.

By: 
Micah T. Widen
Its Executive Director


Date: 10/29/13
(Corporate Seal)

LEON COUNTY, FLORIDA

By: 
Vincent S. Long
Its County Administrator

Date: 10.29.13

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

BY: 
Name: Bob Inzer



Approved as to Form:
Leon County Attorney's Office

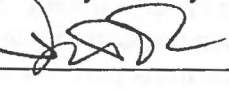
BY:  Daniel J. Rip, for
Herbert W. A. Thiele, Esq. 10/29/13

Exhibit "A"

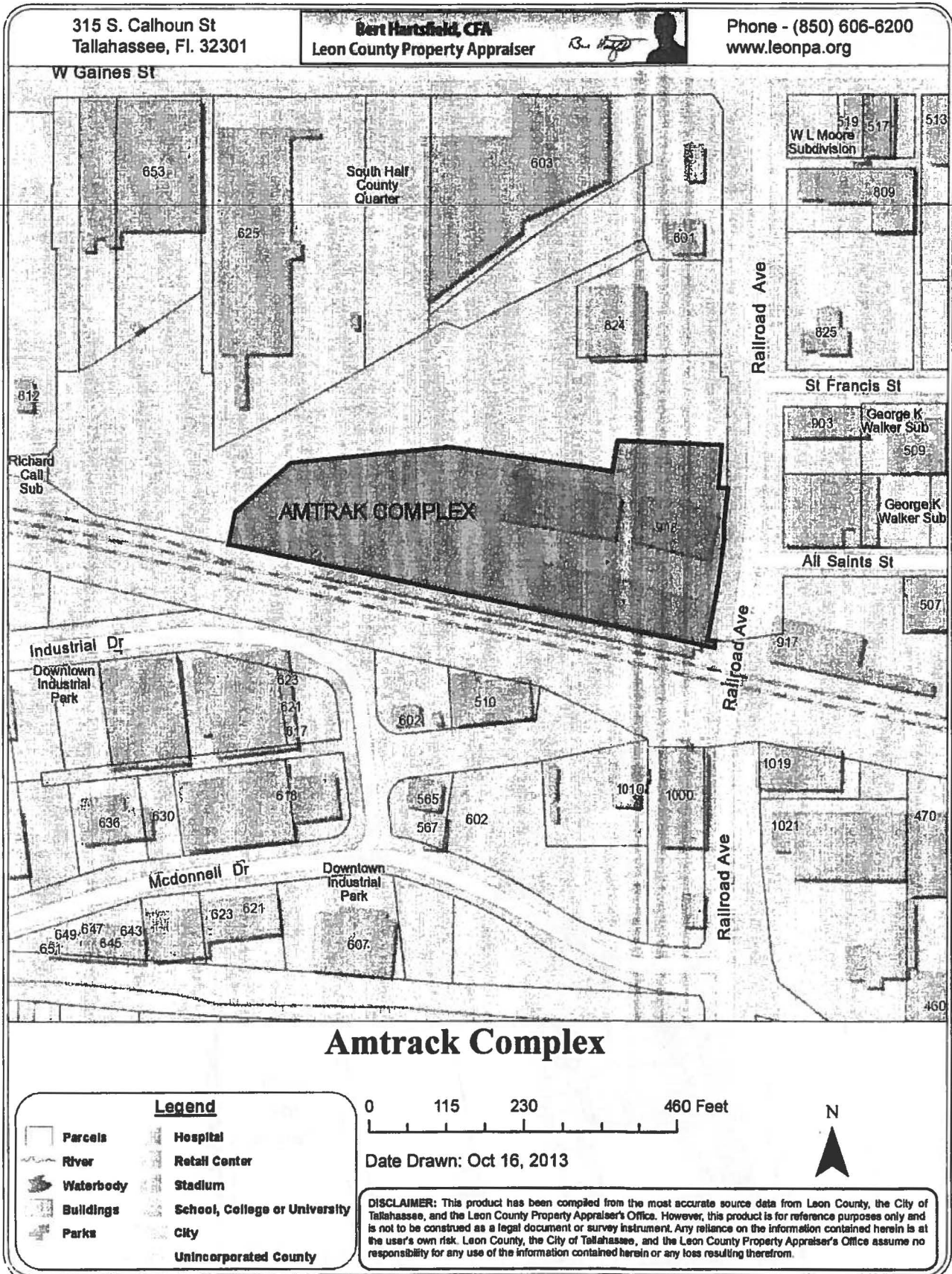


Exhibit "B"

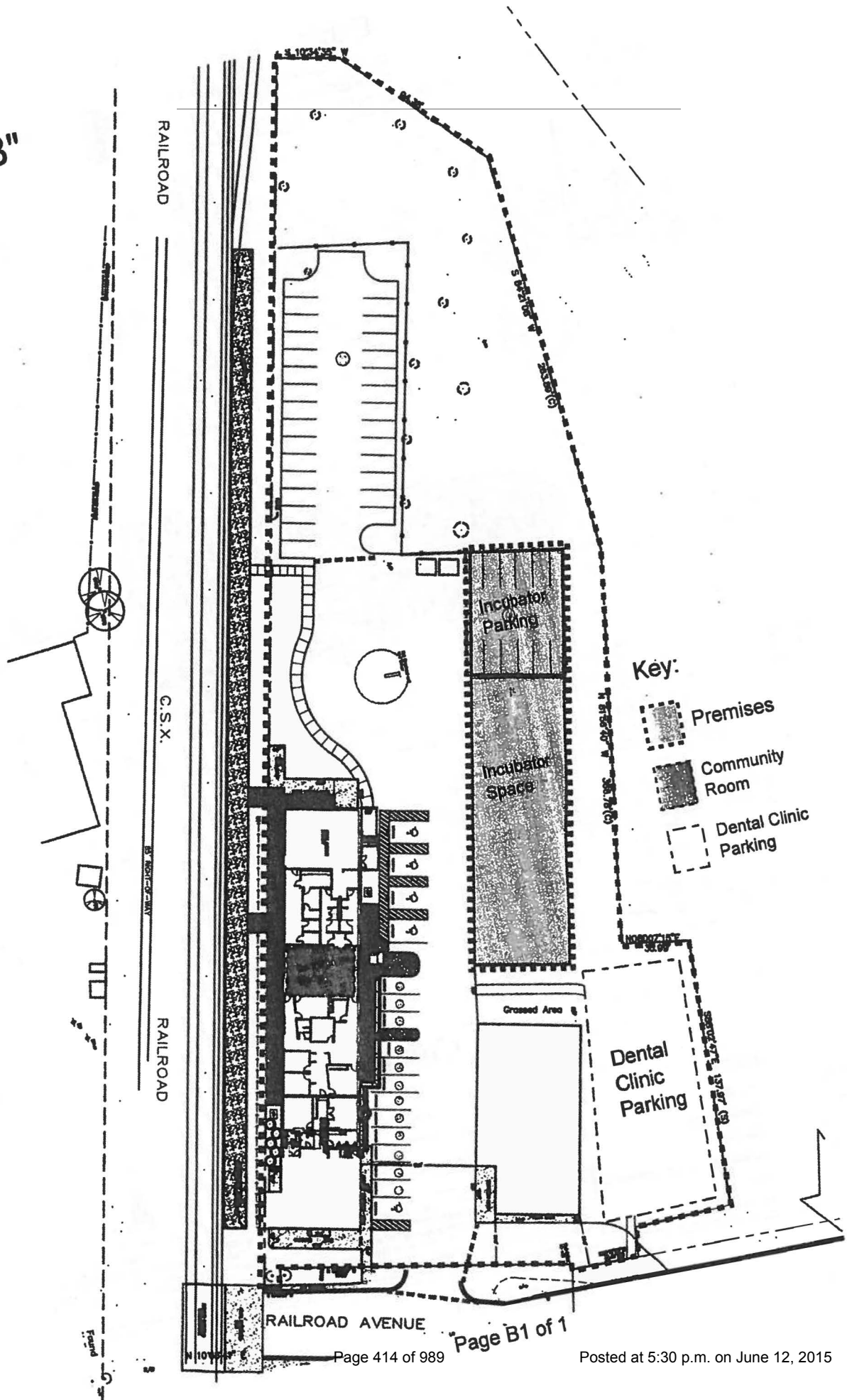


Exhibit "C"

PROGRAMMING AND COMMUNITY COLLABORATION REQUIREMENTS

The terms used in this Exhibit "C" shall have the same meanings as ascribed to them in the Lease. Tenant's provision of Incubation Management and Operation Services shall require compliance with and satisfaction of the following guidelines and requirements:

1. Tenant shall have full discretion with regard to all matters relating to members of the Business Incubator program (hereinafter referred to as "Members") including, but not limited to, the selection of, investment in, and the graduation or removal of Members.
2. Tenant shall provide to Members comprehensive Business Incubator services including, but not limited to, access to mentors, a continual learning environment through workshops and guest speakers, and guidance on product development to help secure private investment.
3. When appropriate, Tenant shall utilize, coordinate, and partner with local economic development support organizations and institutions of higher learning including, but not limited to, the Economic Development Council (the "EDC"), the FAMU Small Business Development Center, Innovation Park, Florida State University, Florida A&M University, Tallahassee Community College, and The Jim Moran Institute to fulfill its programming and community collaboration requirements.
4. Tenant shall partner with the County and EDC to host two 'open house' events each year on the Premises to feature the Business Incubator and its Members, their startup businesses, and the Business Incubator partners.
5. Tenant shall partner with the EDC to host and coordinate two private social activities on the Premises each year to help immerse the Members with local business leaders. The use of the Premises for such collaborative activities shall be provided free of charge to the EDC who would be responsible for all other costs associated with the activities.
6. Tenant shall partner with the EDC to offer, at a minimum, quarterly training opportunities for local entrepreneurs that are not affiliated with Tenant's Business Incubator program. Said training shall be coordinated by the EDC in conjunction with Tenant and may take place on the Premises or at another location as mutually agreed to by Tenant and the EDC.
7. Tenant shall take the lead in developing two signature events each year, with the County serving as a co-host, that are designed to attract, develop, and showcase the local technology workforce and community (for example, Startup Weekend, Codefest, Hackathon, etc.). Said events shall be designed to attract a diversity of participants that also help bridge both town and gown technology communities. One of the required events shall be held during National Entrepreneur Month in November of each year.
 - a. These signature events shall not conflict with a regularly scheduled meeting of the County's Board of County Commissioners (the "BOCC"), the Blueprint 2000

Intergovernmental Agency (the "IA), or the EDC. For purposes of compliance with this requirement, Tenant hereby acknowledges that the BOCC regularly meets two times per month, and that the IA and the EDC regularly meet one time per month.

8. Tenant shall authorize the County, the EDC, and the local institutions of higher learning to promote Tenant's Business Incubator program and its Members, activities, and success stories in an effort to enhance the awareness of the Business Incubator program. Tenant may reserve the right to approve written promotional materials so that sensitive and/or other non-public information is not inadvertently published.
9. With the support and assistance from the County and local economic development organizations, Tenant shall make all reasonable efforts to encourage successful startup businesses to grow their business in Leon County.

Exhibit “D”

REPORTING REQUIREMENTS

The terms used in this Exhibit “D” shall have the same meanings as ascribed to them in the Lease. Tenant’s provision of Incubation Management and Operation Services shall require compliance with and satisfaction of the following guidelines and requirements:

1. Tenant shall maintain a website that offers a profile of members of the Business Incubator program (hereinafter referred to as “Members”) and links to Members’ individual company websites and website pages.
 - a. The County Seal shall be prominently displayed on Tenant’s Business Incubator home page under the section for sponsors and partners.
2. The County may require up to three oral reports or presentations each year to be delivered to the County’s Board of County Commissioners (the “BOCC”), the Economic Development Council (the “EDC”), or participation in economic development events as determined by the County.
3. A representative from Tenant shall meet with the County’s Director of Economic Development & Business Partnerships once each quarter to discuss the progress of Tenant’s Business Incubator program, programming and space needs, event coordination, and other related matters.
4. The County will require one written report annually by November 1st of each year, providing a summation of Tenant’s Business Incubator activities, programs, Members, and businesses over the course of the County fiscal year (October 1st – September 30th) to include the following information:
 - a. A profile of all Members that resided at Tenant’s Business Incubator during the fiscal year and a brief synopsis of their startup business.
 - i. This shall include a status report of Members from prior years that received investments or had successfully moved beyond Tenant’s Business Incubator, or ‘graduated’ from Tenant’s Business Incubator program, to the extent that such information is reasonably available.
 - ii. A brief explanation of successful Members that relocated to another market, the reasons for their relocation, and the efforts made to retain those Members, to the extent that such information is reasonably available.
 - iii. Beginning with the submission of the annual report on November 1, 2017, Tenant shall include and track the number of jobs created by Members within the Tallahassee MSA. Where possible, this should include data on the valuation of Members’ businesses and median salary information.

- b. The cumulative amount of capital invested in Members' businesses including a listing of the funding sources (for example, Mosley Ventures, FSU Angels, Vision 2020, In-Market Private Investor, Out-of-Market Private Investor) and the total amount of funds secured from outside the Tallahassee MSA.
 - i. Tenant will not be required to disclose the specific amount of funds invested by each such funding sources unless there happens to be a singular investor.
 - ii. Tenant will not be required to disclose the names of individual investors or their specific amount of investment.
 - iii. Tenant will not be required to disclose the amount of funds invested in to individual Members.
- c. A summary of the membership levels for Tenant's Business Incubator and the price structure for such membership levels.
- d. A summary of the community and public events hosted, or participated in, by Tenant including the purpose of the event, the number of participants, and other pertinent information.
- e. Prospective community and public events planned for the next fiscal year.
- f. Recognition of community partners that supported Tenant's Business Incubator and its Members with either financial contributions or in-kind contributions.

Exhibit "E"

RULES AND REGULATIONS AMTRAK COMPLEX

DEFINITIONS. For all purposes of these rules and regulations, the following terms shall have the meanings ascribed to them herein:

"Amtrak Complex" means the 2.47-acre parcel, and the improvements contained thereon, located on the west side of Railroad Avenue and abutting the north boundary of the railroad right-of-way, identified by the Leon County Property Appraiser as Parcel ID 4101202050000, and depicted in Exhibit "A" attached to the Lease.

"Premises" means collectively those portions of the Amtrak Complex occupied exclusively by Tenant and depicted on Exhibit "B" of the Lease as the Incubator Space and Incubator Parking.

"Common Areas" means the areas on the Amtrak Complex designated by Landlord, from time to time, for use in common by all tenants and occupants of the Amtrak Complex including, but not limited to, the parking areas, streets, driveways, aisles, sidewalks, curbs, delivery passages, and loading areas.

"Business Incubator" means the business support program operated by Tenant in the Premises.

"Board" means the Leon County Board of County Commissioners.

"Applicable Laws" means mean any federal, state or local laws, ordinances, building codes, and rules and regulations of governmental entities having jurisdiction over the Amtrak Complex including, but not limited to, the U. S. Department of the Interior and the Florida Division of Historical Resources with regard to the Amtrak Complex being listed on the National Register of Historic Places, the Board of Fire Underwriters, and the Americans with Disabilities Act (the "ADA") and all regulations and orders promulgated pursuant to the ADA.

RULES AND REGULATIONS. Tenant shall observe the following rules and regulations for the Amtrak Complex. Landlord shall have the right at all times to change and amend the rules and regulations in any reasonable manner as it may deem advisable for the safety, care and operation or use of the Amtrak Complex or the Premises.

1. All loading and unloading of goods on or about the Amtrak Complex shall be done only at such times, in the areas and through the entrances designated for such purposes by Landlord.

2. The delivery or shipping of merchandise, supplies and fixtures to and from the Premises shall be subject to such rules and regulations as in the judgment of Landlord are necessary for the proper operation of the Premises or the Amtrak Complex.
3. All garbage and refuse shall be kept in the kind of container specified by Landlord, and shall be placed outside the Premises prepared for collection in the manner and at the times and places specified by Landlord. Tenant shall pay the cost of removal of any Tenant's refuse or rubbish.
4. No aerial, antenna, satellite dish or similar device shall be erected on the roof or exterior walls of the Premises, or on or about the Amtrak Complex, without the prior written consent of Landlord. Any such device so installed without such consent shall be subject to removal without notice at any time, without liability to the Landlord therefor; costs incurred by Landlord for such removal shall be paid by Tenant.
5. No loudspeakers, televisions, phonographs, radios or other devices shall be used in a manner so as to be heard or seen outside of the Premises without the prior written consent of Landlord.
6. Tenant shall keep the Premises at a temperature sufficient to prevent freezing of water in pipes and fixtures.
7. Tenant shall not place or permit any obstruction or equipment outside the Premises without the prior written consent of Landlord.
8. The plumbing facilities shall not be used for any purpose other than that for which they are constructed, and no foreign substance of any kind shall be deposited therein. The expense of any breakage, stoppage, or damage resulting from a violation of this provision shall be borne by the Tenant whose employees, agents or invitees shall have caused same. Tenant shall be responsible for all sanitary sewer lines up to the limit of Tenant's private sewer line, whether or not such lines are located within the Premises.
9. Tenant shall not burn any trash or garbage of any kind on or about the Amtrak Complex.
10. Tenant, its employees, and its Business Incubator participants shall park their motor vehicles only in those parking area designated for that purpose by Landlord, and upon request, Tenant shall provide Landlord with a list of the motor vehicle license tag numbers for its employees and Business Incubator occupants. If Tenant is in violation of this rule, Landlord shall have the right to tow said vehicles at Tenant's expense.
11. Tenant shall not make noises, cause disturbances, or create odors which may be offensive to other occupants of the Amtrak Complex or their employees, agents, customers or invitees.
12. Neither Tenant nor its agents, contractors, employees, or Business Incubator participants shall enter upon the roof of the Premises at any time without the prior written approval of Landlord.

13. Neither Tenant nor its agents, contractors, employees, or Business Incubator participants shall solicit business in the parking area or other Common Areas of the Amtrak Complex, nor shall Tenant, its agents, contractors, employees, or Business Incubator participants distribute or display any handbills or other advertising matter in or on automobiles or other vehicles parked in such areas. If any such materials are distributed, Tenant shall pay Landlord for the cost of cleanup.
14. There shall be no commercial use of any of the Common Area without the prior written consent of Landlord.
15. The sale of alcoholic beverages is prohibited on or about the Amtrak Complex, including the Premises. However, alcoholic beverages may be served at social functions and other such events in accordance with any and all Board policies, and any and all other Applicable Laws.
16. For any social functions and other such events on or about the Amtrak Complex, including the Premises, Tenant shall be responsible for ensuring compliance with these rules and regulations, any applicable Board policies, and any and all other Applicable Laws including, but not limited to, the following:
 - a. All safety and fire prevention rules shall be observed, and all open flames, sparks or other possible fire-producing materials are prohibited;
 - b. The posted room and area occupancy shall not be exceeded;
 - c. Tenant, at Tenant's expense, shall be responsible for crowd control; and
 - d. Tenant, at Tenant's expense, shall provide its own tables, chairs, setups and takedowns, and cleanup and utilities for such social functions and events and, in the event of a cancellation, shall notify Landlord of such cancellation as soon as possible.



CenturyLink™

LEON COUNTY, FLORIDA
Proposal For EMBARQ Dedicated Internet Access (with EMBARQ Classic Ethernet transport)
Proposal Date: 6/1/2015
Expire Quote Date: 7/31/2015
Customer Copy - Quote #: 15-015310

Customer Contact Information:

Company Name: LEON COUNTY, FLORIDA
Billing Address: LEON COUNTY BOARD OF COMM 301 S MONROE ST ATTN: MIS
Billing City, State, Zip: TALLAHASSEE FL 32301-1861
BAN ID: New BAN ID
Customer Contact Name: Michelle Taylor
Customer Contact Phone: 850-606-5511
Customer Contact E-mail:

CenturyLink Contact Information:

Sales Person: Garnett Stewart [1069729]
Email: garnett.stewart@centurylink.com
Sales Contact Number: 850-599-1707
Dealer Code: 1069729

Engineer: Will Mcfarlin
Email: will.mcfarlin@centurylink.com
Engineer Contact Number: 850-599-1075

Service Description: The following Term options reflect the total budgetary Monthly Recurring Revenue (MRR) and Non-Recurring Revenue (NRR) for all sites included in the quote. See subsequent pages for individual budgetary charges per site.

Type of Service: EMBARQ Dedicated Internet Access (with EMBARQ Classic Ethernet transport)
Term Agreement: 36 month
Total # of Sites included in this quote: 1

Site	Listing Name	MRR	NRR
A	916 Railroad Ave	\$1785.00	\$32.00
	TOTAL	\$1785.00	\$32.00

LEON COUNTY, FLORIDA
Proposal For EMBARQ Dedicated Internet Access (with EMBARQ Classic Ethernet
transport)

Proposal Date: 6/1/2015
Expire Quote Date: 7/31/2015
Customer Copy - Quote #: 15-015310



Customer Service Location:

PON #: 15015310A
Primary Location Name: 916 Railroad Ave
Address: 916 Railroad Ave
City, State, Zip: TALLAHASSEE, FL, 32310
NPA-NXX:
On Site Contact Name: Alan Wittmier
Work TN: 850-606-5510

Telco Central Office Information:

Telco A: Embarq Florida, Inc.
Serving Central Office CLLI: TLHSFLXA37W
Serving Central Office Address: 132 N CALHOUN ST
Serving Central Office City, State, Zip: TALLAHASSEE, FL 32301

Service Description:

Type of Service: EMBARQ Dedicated Internet Access (with EMBARQ Classic Ethernet transport), 36 month term

Site	Qty	Price Plan	Feature Code	Item	MRR	NRR
A	1			Service Order Charge		32.00
A	1	PPE3CEZ1B	E164	100Mbps Enhanced Ethernet - Classic	\$667.00	
A	1	PP3Z1DZ01	DZ013	DIA Port - 100M	\$1,118.00	
				TOTAL	\$1,785.00	\$32.00

Additional Terms and Conditions:

- Services are governed by the EMBARQ® Standard Terms and Conditions for Communication Services and EMBARQ® Dedicated Internet Access and EMBARQ® C.I. Dedicated Internet Access Service Annex at www.embarq.com/ratesandconditions. At this website, the following information will direct you to the applicable terms and conditions for the Services:
Entity: Embarq Florida, Inc.
Service: Dedicated Internet Access (with Classic Ethernet transport)
- Despite the description of your Services in the table above, on your bill, or elsewhere, you are purchasing Dedicated Internet Access for Services used to access the Internet.
- The prices quoted apply only to the sites included in the Quote and will not apply if Customer adds, changes or moves site locations. Rates, charges and discounts for Service elements not identified appear in the applicable terms and conditions identified above. Prices do not include taxes or applicable surcharges that CenturyLink may bill Customer. Unless this Quote is incorporated into a signed agreement, it is non-binding. Except for charges described in this Quote, the applicable



CenturyLink™

LEON COUNTY, FLORIDA
Proposal For EMBARQ Dedicated Internet Access (with EMBARQ Classic Ethernet transport)

Proposal Date: 6/1/2015
Expire Quote Date: 7/31/2015
Customer Copy - Quote #: 15-015310

CenturyLink terms and conditions identified above will control over any inconsistencies or conflicts between the Quote and the terms and conditions.

Customer Responsibilities – Ethernet Services described in this Price Quote

If the following responsibilities are not completed before installation of the Ethernet services described in this Price Quote (“Ethernet Services”), CenturyLink reserves the right, at its sole discretion, to reschedule installation, charge Customer for additional work and any necessary materials or Products on a Time and Material basis, or terminate the Agreement (to which this Price Quote is incorporated) with respect to Ethernet Services and any associated services utilizing Ethernet Services.

1. Customer must provide adequate conduit from the right-of-way into the building and confirm access facilities to the building are available for fiber provisioning. It is also Customer’s responsibility to locate private utilities on the premises if construction is required. Conduit specifications are as follows: One 2-inch Schedule 40 PVC conduit from 2 feet below grade at the building exterior to a pull box on the building exterior. Pull box must have a minimum dimension of 12-inch x 12-inch x 6-inch deep. Place one 2-inch conduit sleeve through wall from pull box to inside of the equipment room. Conduit must be equipped with 200 lb rated pull tension or greater. Equip conduit with no more than 2 quarter bends (a total of 180 degrees) between cable pulling points. Seal the conduit after installation to protect from damage such as water.

Conduit is not required when Ethernet Service is provisioned over copper or circuit bonding technology, 50 Mbps or less. Ethernet Services delivered via copper/circuit bonding technology will terminate at the CenturyLink demarcation point on a Customer-provided wall-mounted 66 block and cross-connected to a copper loop bonding unit.

2. Customer must provide one 20 x 44 x ¾ inch plywood backboard in an equipment demarcation room with clearance of 36 inches in front of backboard. If the fiber demarcation point is within 25 feet of the equipment rack, a wall board will not be required. All hardware and terminations will be installed in the Customer-provided rack.

If Customer is in a multi-tenant building and the shared building terminal at Customer’s location does not have adequate space for CenturyLink fiber termination, Customer or building owner must provide a 24” x 24” x 9” cabinet with ¾” plywood. This cabinet must be associated next to the original building terminal to support association of shared demarcation facilities.

3. Customer must ensure the demarcation point is in an accessible and environmentally controlled location. All CenturyLink Ethernet Services-enabling Equipment requires a clean, dust-free environment that is environmentally controlled to temperatures of 55-80 degrees Fahrenheit and humidity of 70% or less. If Customer is in a multi-tenant building, Customer must ensure that the CenturyLink demarcation point, is accessible to CenturyLink technicians. Customer may need to coordinate access with the building manager to ensure that access is available on the day of installation. Customer must ensure that this location remains dry and free of dampness, and the room temperature remains within the tolerance of sensitive electronic hardware.
4. Customer must ensure 4 consecutive rack units of space in a 19” data rack are available for Ethernet Services. Customer must provide space in a 19” wide data rack for the required hardware. The rack must be either wall or floor mounted. CenturyLink will not install the hardware on a shelf or the floor.
5. Customer must provide a dedicated power outlet and common ground. CenturyLink termination electronics are powered by Customer-provided 120 VAC (20 Amp) circuit. CenturyLink requires the outlet to be a duplex, dedicated and grounded electrical outlet within 6 feet of the equipment location. Common ground must be 25 ohm or less. If Customer does not have an uninterrupted power supply (UPS) on the AC, Ethernet Services will be lost in the event of an AC power failure. If UPS is required, Customer will provide. CenturyLink will provide for an additional charge upon request.
6. Customer must complete inside wiring before the arrival of the CenturyLink installation technicians. Customer must extend the wiring from the demarcation point to the location where the Ethernet Services will be used.

CenturyLink only will extend the demarcation point on a Time and Material basis for an additional charge. Customer must contact its CenturyLink Account Executive to schedule the work. CenturyLink uses the following guidelines when extending the demarcation point: (1) If services are delivered via copper (50 Mbps or less), the

demarcation may be extended a maximum of 300 feet 24 gauge copper, or (2) If services are delivered via fiber, CenturyLink technicians will terminate fiber into a Customer-provided rack a maximum of 25 feet from demarcation.

7. Customer must confirm Ethernet Service hand-off requirements. CenturyLink will provide a standard RJ-45 copper Ethernet connection for 10/100 service and a single mode fiber connection on a 1 Gigabit circuit as the demarcation point for the Ethernet Services. If a different customer hand-off is required, such as a multimode fiber connection, Customer must state the requirement on the site survey per site network page.
8. Customer must confirm that its Local Area Network ("LAN") has an appropriate Ethernet Service port available to provide the desired network functionality and is within the distance required by Ethernet Service specifications. Customer will program the Ethernet Service port for appropriate speed and full duplex setting. (auto-negotiate is not available). Customer will provide CAT5 cable(s) to connect its LAN to the CenturyLink Ethernet Service-enabling equipment. Customer will provide an appropriate Ethernet Service-enabling patch cable for connecting CenturyLink demarcation and Customer-provided Equipment.
9. Ethernet Services are a Layer 2 network service only. All customer premises LAN Layer 3 (e.g. IP) addressing is Customer's responsibility. CenturyLink will provide pricing for additional equipment and labor to enable Layer 3 functionality, if required. In most cases this will be a router which will provide the Layer 3 routing of subnets and VLAN on Customer's network. If Customer only requires Layer 2 bridging (a flat network) across the Ethernet Services, then a standard Ethernet Service switch port is all that is required.
10. The CenturyLink installer will not connect Ethernet Services to Customer's LAN. CenturyLink installers will install the hardware and identify a port for connection. CenturyLink highly recommends the use of a qualified networking vendor to assist with LAN configuration. A CenturyLink Account Executive can provide pricing for CenturyLink network configuration for Ethernet Services.

Ethernet Services will be installed at your site only upon completion of all of these steps. If Customer is unable to complete all of these requirements before the installation date, Customer will notify CenturyLink as soon as it becomes aware of its inability.



PROPOSAL

May 28, 2015

Mr. Micah Widen
Domi Ventures
916 Railroad Avenue
Tallahassee, FL 32301

Re: Fiber Circuit, Dedicated Internet Access and Class C Address Block

Thank you for considering Velocity Online for your planned upgrades.

Pursuant to your request, Velocity Online will provide:

1. 1Gb Enhanced Metro Ethernet Fiber Circuit
2. 100Mb Symmetrical Dedicated Internet Access
3. One (1) Class C IP Address Block

Summary of work:

Velocity will splice into existing fiber located on Railroad Avenue. Directional bores and aerial attachments will be done as required to install dedicated fiber from the hand hole splice point into Domi Station.

Summary of service:

1. The main fiber circuit will initially provide 1Gb transport with 100Mb of DIA (Dedicated Internet Access) and is easily scalable should your bandwidth requirements increase in the future.
2. Velocity will remotely monitor and manage the hosted system 24/7 to ensure the highest level of service for the Domi tenants and staff.

In our meeting last year you indicated that Domi Ventures was not in a position to invest front money into these necessary infrastructure upgrades. The cost to install fiber and all required network equipment to deliver enterprise class service to your facility is substantial but Velocity is willing to make the investment in order to help grow your business, strengthen the partnership we've already developed and provide the very best solution for your dynamic operation.

Construction and Installation (Non-recurring Charge).....NO CHARGE TO DOMI VENTURES

Monthly Recurring Charge (Three Year Term).....\$1,900.00



Velocity is willing to discuss the term and monthly recurring charge to accommodate Domi's specific needs. Velocity has not received any written request for proposal so the specifications used herein are based on a verbal understanding from our last meeting.

This proposal is valid through July 31, 2015, and based on a three year term. Monthly recurring charges do not include taxes, duties, licenses, fees, excises, or tariffs. The signing of this document signifies acceptance of the proposal and will stand as a letter of agreement between both Velocity Online Inc. and the Customer.

Name of Authorized Representative

Title

Signature of Authorized Representative

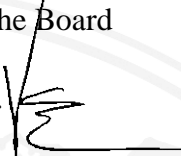
Date

Leon County Board of County Commissioners

Cover Sheet for Agenda #5

June 23, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: Acceptance of Update Regarding Budget Savings Related to the Refunding of the Remaining Capital Improvement Revenue Bonds, Series 2005

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. This item is projected to save \$299,959 for FY 2016 and \$585,711 in net present value over the life of the loan. The bonds will mature October 1, 2017.

Staff Recommendation:

Option #1: Accept the update regarding the budget savings related to the refunding of the remaining Capital Improvement Revenue Bonds, Series 2005

Report and Discussion

Background:

At the April 14, 2015 meeting, the Board authorized staff to proceed with conducting a public hearing and soliciting bids related to the refunding of the remaining Capital Improvement Revenue Bonds, Series 2005. As part of the April budget workshop, staff advised of approximately \$200,000 a year in potential savings as part of the refunding.

Analysis:

As part of the June 23, 2015 Public Hearings, staff has provided the complete analysis and recommendations related to awarding the refunding of the Capital Improvement Revenue Bonds, Series 2005. Through a competitive bidding process, the County, through its financial advisor Public Financial Management Group (PFM), received 8 valid responses. Table 1 summarizes the bids:

Table 1: Bid Results

Institutions	Series 2005 Maturity (10/1/17)	Penalty for early call on loan	Penalty for early call ends
Capital City*	0.83%	no	N/A
Wells Fargo**	0.86%	yes	Life of loan
Wells Fargo**	0.91%	yes	Life of loan
BAML**	0.94%	yes	3 Days Notice
Regions**	0.96%	no	N/A
US Bank*	1.02%	yes	Life of loan
JP Morgan**	1.06%	yes	Life of loan
JP Morgan**	1.08%	yes	10/1/2016
Hancock*	1.15%	yes	Life of loan
Pinnacle*	1.67%	not allowed	N/A

*Fixed Rate

** Indicative ('floating rate')

Subsequent to the receipt of the bids, the County's Finance Team met with its financial advisor PFM Group to discuss the bids. As noted in Table 1, the County received very competitive rates. The table also shows that Capital City Bank submitted the lowest bid for the fixed or indicative rate, with no pre pay or make whole provision penalty, making it the best choice for refinancing the 2005 series bonds.

Based on the bid by Capital City Bank, the County would realize an estimated savings of \$299,959 for the current fiscal year and an estimated net present value savings of \$585,711 over the life of the loan. After reviewing the proposals, the County's financial advisor recommends the award to Capital City Bank.

Options:

1. Accept the update regarding the budget savings related to the refunding of the remaining Capital Improvement Revenue Bonds, Series 2005.
2. Do not accept the update regarding the budget savings related to the refunding of the remaining Capital Improvement Revenue Bonds, Series 2005.
3. Board direction.

Recommendation:

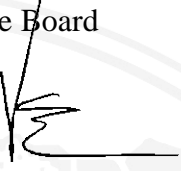
Option #1 is contemplated in the tentative budget.

Leon County Board of County Commissioners

Budget Workshop Item #6

June 23, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: Consideration of Providing Additional Funding to Legal Services of North Florida in the amount of \$100,000

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. As presented, an additional \$100,000 has been included in the preliminary FY 2016 budget.

Staff Recommendation:

Option #1: Authorize an additional \$100,000 in the FY 2016 preliminary budget for Legal Services of North Florida to provide legal service to qualifying individual residing in Leon County.

Report and Discussion

Background:

Under the implementation of Revision 7 to Article V of the State Constitution, the County is required to fund legal aid services at a level no less than provided for during FY2002/2003, which is approximately \$110,000. The Board has exceeded this funding requirement by providing \$176,500 annually for legal aid services; \$132,500 to Legal Services of North Florida (LSNF); and \$44,000 to the Legal Aid Foundation of the Florida Bar.

The \$176,500 is supported by \$51,775 from a \$65 criminal violation court cost, and the balance (\$124,725) comes from general revenues. The amount of funding provided for local legal service is audited annually and provided to the state as part of the statutory court expenditure reporting requirements. Also, in FY 2015, LSNF received \$38,000 from the Community Human Services Partnership program to provide legal service to the poor.

At the March 10, 2015 meeting, the Board directed staff, as part of setting the maximum discretionary funding levels for FY 2016, to review providing Legal Services of North Florida an additional \$200,000 to provide Legal Service to eligible residents of Leon County. The request letter is shown as Attachment #1.

Analysis:

Like many non-profit organization, during the recession, Legal Services of North Florida (LSNF) has seen a funding decrease. Primary funding for LSNF is provided by Legal Services Corporation (federal funding) and the Florida Bar Foundation. Since 2010, funding has declined by \$950,000 from these sources. With the decline in revenue, LSNF is operating with three fewer lawyers and handling fewer cases for eligible residents in Leon County.

To compensate for this loss, LSNF requested an additional \$200,000 to support legal services for indigent or other qualifying residents in Leon County (Attachment #2). This request was submitted prior to the Board discussing the estimated \$3.8 - \$8.5 million shortfall for the FY2016 budget.

The tentative budget includes \$100,000 in additional support for LSNF:

- The funding is the direct result of the Sheriff's Office providing \$100,000 from the Inmate Trust Fund for the County to use for programs that benefit inmates.
- The budget contemplates using the Inmate Trust fund revenue to support the County's pre-trial release program.
- Funds previously used for the pre-trial release will now be available for LSNF.
- It is estimated that the Inmate Trust fund revenues may last up to three years. During this time, LSNF has indicated that they are anticipating that some of their prior year funding state and federal reductions will be restored, thereby eliminating the need for the increased County funding.

The Sheriff's Office notified the County after the Sheriff submitted his budget request on May 1, that the Inmate Trust Fund has accumulated enough resources to again assist in off-setting the costs of the GPS program for the next three to four years. With this additional funding for the Pre-trial GPS program, \$100,000 in general revenue is available to support additional funding for LSNF.

According to Legal Services of North Florida, \$100,000 will support 83% of an experienced attorney position including support staff help and non-personnel costs such as supplies, travel reimbursement, etc. (but not administrative support). That will allow the agency to represent an additional 210 to 230 Leon County residents annually (Attachment #2). LSNF is also seeking additional funding from Okaloosa County (\$25,000), Escambia County (\$98,000), Gadsden County (\$25,000) and the City of Tallahassee (\$50,000); all of these entities are also currently in their budget processes and no decisions have been finalized. According to LSNF, Escambia, Gadsden and the City of Tallahassee have indicated preliminary support.

The additional support for LSNF would only last as long as the Sheriff's Inmate Trust Fund can support the funding off-set to the Pretrial GPS program, which currently is estimated for three to four years. During this time, LSNF is anticipating funding from its traditional sources (Legal Services Corporation, and the Florida Bar Association) to return to previous levels. As part of future budget cycles, a review regarding the level of funding provided to LSNF would be provided to the Board.

Options:

1. Authorize an additional \$100,000 in the FY 2016 preliminary budget for Legal Services of North Florida to provide legal service to qualifying individual residing in Leon County.
2. Do not authorize an additional \$100,000 in the FY 2016 preliminary budget for Legal Services of North Florida to provide legal service to qualifying individual residing in Leon County.
3. Board direction.

Recommendation:

Option #1.

Attachments:

1. Legal Service of North Florida Funding Request
2. Additional Service by Legal Service of North Florida



www.lsnf.org

Legal Services

of NORTH FLORIDA

HOPE. JUSTICE. FOR ALL.



February 23, 2015

Vincent S. Long
County Administrator
Leon County Courthouse
301 South Monroe Street
Tallahassee, FL 32301

Dear Mr. *Vince* Long:

Legal Services of North Florida (LSNF) is requesting an increase of \$200,000 above current funding levels to provide services to poverty level clients in Leon County. Funding in 2015 from LSNF's core funders, the Legal Services Corporation and the Florida Bar Foundation, is projected to be \$905,000 less annually than it was in 2010, but more people are eligible for our services and in desperate need due to the economic recession. LSNF has been reducing staff; since 2010, we have three fewer attorneys in our Tallahassee office. Services have been reduced from 3,043 in 2010 to 2,168 in 2014 for cases handled on behalf of Leon County residents. Despite these reductions, LSNF in the last two years has obtained 259 injunctions for protection, 57 dissolutions of marriage, \$1,128,331 in one-time benefits and \$695,414 in annualized benefits for Leon County residents, in addition to saving 45 residents' homes.

Section 29.00a(2) requires counties to pay the reasonable and necessary salaries, costs, and expenses of the state courts system including associated staff and expenses to meet local requirements. Legal aid programs are specifically designated as a local requirement. To assist in meeting that requirement, the county can and has adopted an ordinance to impose a fee on criminal offenses, 25% of which shall be allocated to legal aid programs. Unfortunately, resources available to our agency are extremely insufficient to meet the need and have been reduced significantly, creating a crisis for vulnerable residents of our community. While there is no guidance to evaluate reasonable and necessary costs of services, LSNF respectfully suggests that the amount requested fits within an analysis of reasonable and necessary costs.

Studies, beginning with an American Bar Association initiative in 1994, have documented the unmet legal needs of low-income residents. The studies, through 2009, consistently concluded that 80% of the needs were unmet. In light of reduced resources and increased needs, the most recent analysis, as expressed by the President of the Florida Bar, is that 88% of the need is currently unmet. To meet the need in Leon County will require several million additional dollars.

We realize that the entire effort should not fall to the county and that resources must be available from a variety of sources—federal, state and local government, as well as private foundations and donors, and attorneys who volunteer their time and resources. LSNF has garnered support from all of these sources but they are not sufficient to meet the need.

HOME OFFICE

2119 DELTA BOULEVARD
TALLAHASSEE, FL 32303-4220
850-385-9007 • FAX 850-385-7603
ADMINISTRATIVE FAX 850-205-6540
DEVELOPMENT FAX 850-385-5684

BRANCH OFFICES

121 NORTH JACKSON STREET
QUINCY, FL 32351-2316
850-875-9881 • FAX 850-875-2008

211 EAST 11TH STREET
PANAMA CITY, FL 32401-2938
850-769-3581 • FAX 850-769-2041

133 STAFF DRIVE, SUITE B
FT. WALTON BEACH, FL 32548-5050
850-862-3279 • FAX 850-862-5337

1741 NORTH PALAFOX STREET
PENSACOLA, FL 32501-2138
850-432-8422 • FAX 850-432-2329

Page 2
V. Long
February 23, 2015

Current county resources to fund civil legal assistance total \$185,620 (including the proportionate county contribution to CHSP). \$45,900 are used to fund coordination of pro bono services through the Legal Aid Foundation of the Tallahassee Bar Association (not counting in kind contribution of space). The remaining funds (\$139,720) are used to fund staff attorneys employed by LSNF.

Private and government employed attorneys contribute their time and monetary resources generously to Legal Services of North Florida, who supports coordination of their services primarily with Federal Government funds. Their efforts are instrumental in meeting the unmet need. But experienced staff attorneys who specialize in issues impacting poor and vulnerable residents are essential in addressing their most complicated issues—attorneys who are trained and experienced in such areas as the dynamics of domestic violence (with necessary related safety planning), foreclosure defense, issues involving federally subsidized housing, and Chapter 13 bankruptcy reorganizations as examples. The work of these attorneys results in reducing criminal activity, reducing costs to employers and other providers of services in the community, protecting women and children and preventing the continuation of the cycle of violence, saving homes that protect property values of nearby homeowners and contribute to the tax base, and reducing the need for other human service providers. Staff attorney expertise also allows them to significantly contribute to task forces and committees seeking solutions to community issues (through their service, for example, on the Fatality Review Team, the Commission on the Status of Women and Girls, and the TCC Fostering Achievement Program) and to collaborate with other human service agency staff to holistically address people's needs and give them greater opportunities for success.

While an increase of \$200,000 won't address the whole problem or even return staff resources to 2010 levels, it will help hundreds of Leon County residents. And it will bring the county closer to the level of funding provided by the federal government and to the average of the 26 counties who currently contribute more than collections generated by fines on criminal cases.

To improve the lives of county residents who require specialized legal services, please support LSNF's request for additional funding. It will go a long way toward our goal of providing hope and justice for all.

Sincerely,



Kristine E. Knab

CC: Alan Rosenzweig, Deputy County Administrator
Scott Ross, Director Office of Financial Stewardship



www.lsnf.org

Legal Services

of NORTH FLORIDA

HOPE. JUSTICE. FOR ALL.



June 3, 2015

Scott Ross, Director Office of Financial Stewardship
Leon County
Office of Management and Budget
301 South Monroe Street
Tallahassee, FL 32301

Dear Scott:

A \$100,000 contribution from the County will support 83% of an experienced attorney position including support staff help and non-personnel costs such as supplies, travel reimbursement, etc. (but not administrative support). That will allow us to represent 210-230 Leon County residents annually.

Let me know if you need more. Thank you very much.

Sincerely,

Kristine Knab
Executive Director

HOME OFFICE

2119 DELTA BOULEVARD
TALLAHASSEE, FL 32303-4220
850-385-9007 • FAX 850-385-7603
ADMINISTRATIVE FAX 850-205-6540
DEVELOPMENT FAX 850-385-5684

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211 EAST 11TH STREET
PANAMA CITY, FL 32401-2938
850-759-3581 • FAX 850-785-2041


133 STAFF DRIVE, SUITE B
FT. WALTON BEACH, FL 32548-5050
850-862-3279 • FAX 850-862-8327

1741 NORTH PALAFOX STREET
PENSACOLA, FL 32501-2138
850-432-8222 • FAX 850-432-2329

Leon County
Board of County Commissioners
Budget Workshop Item #7

June 23, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: Acceptance of Findings and Recommendations of the Market Analysis Salary Study Conducted for the Leon County Sheriff's Office Sworn Law Enforcement and Sworn Corrections Personnel

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Scott Ross, Director, Office of Financial Stewardship
Lead Staff/ Project Team:	Candice Wilson, Human Resources Director Timothy Barden, Principle Management & Budget Analyst

Fiscal Impact:

This item has a fiscal impact. For Fiscal Year 2016 the impact will be \$673,496 increase in the Sheriff's office budget.

Staff Recommendation:

Option #1: Accept the findings and recommendations of the Market Analysis Salary Study for the Leon County Sheriff's Office (LCSO) and implement the proposed Three Year Implementation Plan (FY16-FY18) developed by staff and approved by the Sheriff (Attachment #1).

Report and Discussion

Background:

At the March 10, 2015 Board meeting, Sheriff Mike Wood requested that an updated pay plan for the Sheriff's Office be considered during the FY 2016 budget process (Attachment #2). The purpose of the update would be to implement a step pay plan, and ensure that deputy and correctional officer wages are competitive with other law enforcement agencies. The Sheriff acknowledged that based on fiscal constraints, any adjustments may need to be made over a number of fiscal years. The Board authorized the Sheriff's office to work with County staff to prepare a market analysis salary study to ensure that the LSCO remains competitive in the market and to address time in grade and years of service compression issues for vested employees. The last time study was adopted in FY2006 and implemented through FY2009, just prior to the onset of the recession. During the recession, budget contraction occurred for a number of years that did not enable salaries to keep pace with cost of living and other market adjustments that occur during non-recession budget periods. This created a lag behind the market in terms of wages and benefits for some positions.

FY03 Compensation Study: In preparation for the FY03 budget cycle, the Office of Management and Budget (OMB) was directed to conduct a study that would determine the competitiveness of LCSO compensation as compared to like-sized and local organizations. The results of the study revealed that the pay grade minimums and the actual salaries of LCSO sworn law enforcement personnel were not competitive with the market average. However, the pay grade minimums and the actual salaries of LCSO sworn corrections personnel were found to be competitive with the market average. The study also found that the benefits/other compensatory items provided to LCSO sworn law enforcement and corrections personnel were similar to those provided in the market, with the exception of firearms and work shoes not being provided by LCSO.

On June 11, 2002, the Board approved the implementation of a three year plan (FY03-FY05) designed to rectify the discrepancies between LCSO sworn law enforcement personnel and the participants of the study; as well as to maintain a level of competitiveness between LCSO sworn corrections personnel and the State. The plan contained funding for the following components:

1. Adjust the pay grade minimums and actual salaries for sworn law enforcement personnel in order to be competitive with the market at the end of the three-year plan;
2. Adjust the pay grade minimums and actual salaries for sworn corrections personnel in order to remain competitive with the State over the three years of the plan;
3. Maintain LCSO's ability to provide competitive benefits to sworn law enforcement and +sworn corrections personnel;
4. Provide firearms to sworn law enforcement personnel; and,
5. Provide work shoes to sworn law enforcement and sworn corrections personnel.

FY06 Compensation Study: On September 27, 2004, former Sheriff Campbell requested that the Board direct staff to conduct a second compensation study in preparation for the FY06 budget cycle. On October 12, 2004, the Board directed staff to do so. Staff conducted the FY06 study in a similar method to the FY03 study by comparing LCSO salaries to the market average salaries. The FY06 study also addressed length of service and internal compression issues pertaining to LCSO sworn law enforcement personnel. The plan implemented was a 3-year plan from FY2006-FY2009.

Analysis:

The scope and methodology of the study was developed in concert between the Sheriff's office, County Human Resources and the Office of Management and Budget. The Sheriff's Office provided the staff resources to perform the initial research and data compilation.

Methodology

The study methodology included the following:

- Collection of the Leon County Sheriff's Office internal sworn employee data including current salary, total years of service, time in position or grade and other sworn creditable service years.
- Identification of comparable law enforcement agencies in the local and state-wide market.
- Collection of comparable agency data including equivalent position titles, average salary per position, years of service separation and average years of service.
- Identify and adjust salaries for regional cost-of-living differences of out-of-county agencies using the Florida Price Level Index (FPLI).
- Calculate the adjusted weighted mean for the salary of each position from the comparable agencies, taking years of service into account, to compare with the Leon County Sheriff's Office average salary and years of service.
- Complete a regression analysis of the salary for each position from the comparable agencies using the Leon County Sheriff's Office average years of service as the conditional mean.
- Compare the final adjusted mean from the comparable agencies with the Leon County Sheriff's Office average salary and years of service for each position.
- Analyze salary data for each position for market competitiveness and compression issues.
- Develop recommendations for an implementation plan to address any identified issues.

The study methodology also included a sworn salary benchmark study of the local market as well as other comparable law enforcement agencies in the state of Florida. Comparable agencies were based on the following:

- The agency directly competes with the Leon County Sheriff's Office for sworn positions; or
- The agency is geographically situated in such a fashion as to almost automatically be considered a competitor; or
- The agency is structured similarly to the Leon County Sheriff's Office and provides similar types of services; or

- The agency's salary structure has been identified as currently competitive with the Leon County Sheriff's Office.

The organizations included in benchmark study for the law enforcement portion were the City of Tallahassee Police Department (TPD), Collier County Sheriff's Office (CCSCO), Sarasota County Sheriff's Office (SCSO), Hillsborough County Sheriff's Office (HCSO), Polk County Sheriff's Office (PCSO) and Manatee County Sheriff's Office (MCSO). On the corrections side, staff determined comparable counties to be the most relevant sources of information. The organizations included in the corrections portion were the Collier County Sheriff's Office (CCSCO), Sarasota County Sheriff's Office (SCSO), Alachua County Sheriff's Office (ACSO), Polk County Sheriff's Office (PCSO), and Manatee County Sheriff's Office (MCSO).

The Sheriff's office identified positions to be included in the study, which were all sworn deputies, sergeants, lieutenants, and captains in both law enforcement and corrections with majors additionally being included in the law enforcement analysis.

Results

The results of the study indicated that in all positions, the Leon County Sheriff's Office Law Enforcement hiring salary ranges were within ten percent (10%) or less, and in some cases exceeded, other comparable agencies in the study. Conversely, in Corrections, hiring salaries are slightly below the average in most cases. As indicated in Table#1 the starting salaries for LCSO Law Enforcement Deputies is on par with the average.

Table #1-Average Starting Salary Comparison-Law Enforcement

Agency	Deputy	Sergeant	Lieutenant	Captain	Major
Collier County SO	\$42,645	\$53,139	\$67,444	\$80,933	\$97,120
Hillsborough County SO	\$44,881	\$70,456	\$83,407	\$97,510	\$117,012
Manatee County SO	\$43,848	\$66,901	\$81,368	\$94,538	\$112,337
Polk County SO	\$40,058	\$56,730	\$69,234	\$80,371	\$93,601
Sarasota County SO	\$43,264	\$66,633	\$77,131	\$108,006	\$122,302
Tallahassee Police Department	\$43,437	\$62,775	\$69,521	\$90,947	\$105,433
Average Starting Salary	\$43,022	\$62,772	\$74,684	\$92,051	\$107,968
Leon County SO	\$43,021	\$63,668	\$72,404	\$86,033	\$106,575
Deviation from Average	0.00%	1.43%	-3.05%	-6.54%	-1.29%

Table #2 indicates that starting salaries for LSCO Correctional Officers fall below average in all but the Major category.

Table #2- Average Starting Salary Comparison-Corrections

Agency	Deputy	Sergeant	Lieutenant	Captain	Major
Alachua County SO	\$36,622	\$49,049	\$64,890	\$82,400	\$96,820
Collier County SO	\$42,645	\$53,139	\$67,444	\$80,933	\$97,120
Manatee County SO	\$43,848	\$66,901	\$81,368	\$94,538	\$112,337
Marion County SO	\$29,378	\$45,320	\$52,015	\$62,418	\$74,902
Polk County SO	\$35,005	\$53,845	\$65,137	\$77,637	\$90,016
Sarasota County SO	\$40,058	\$69,750	\$84,200	\$108,006	\$122,302
Average Starting Salary	\$37,926	\$56,334	\$69,176	\$84,322	\$98,916
Leon County SO	\$36,412	\$47,070	\$57,497	\$73,334	\$106,575
Deviation from Average	-3.99%	-16.44%	-16.88%	-13.03%	7.74%

The study also identified that sworn entry level and supervisory level salary ranges were competitive and no significant changes were recommended. The information gained from this comparison formulated a large portion of the updated Step Pay Plans for both Law Enforcement and Corrections in attached Appendix E of the Sworn Analysis Report.

Table#3 identifies the average mean salaries of all law enforcement personnel of the comparative agencies compared to the average LCSO law enforcement salary along with the percentage above or below.

Table #3: Sworn Law Enforcement Average Salary Comparison

	Deputy/Officer	Sergeant	Lieutenant	Captain	Major
Mean Average Salaries	\$58,166	\$75,137	\$88,761	\$103,775	\$108,391
LCSO Average Salaries	\$53,270	\$69,831	\$80,029	\$95,828	\$123,046
% LCSO + / - Weighted Avg.	-9.19%	-7.60%	-10.91%	-8.29%	11.91%

It was also noted that the average salary for all Leon County Sheriff's Office Correctional positions, with the exception of corrections sergeant and corrections captain, were within ten percent (10%) of the final adjusted mean salaries of all comparable agencies. Table#4 identifies the average mean salaries of corrections personnel of the comparative agencies compared to the average LCSO correctional officer salary along with the percentage above or below.

Table# 4: Correctional Officer Comparison

	Correctional Officer	Sergeant	Lieutenant	Captain
Mean Average Salaries	\$46,102	\$64,509	\$71,094	\$104,369
LCSO Average Salaries	\$42,170	\$56,536	\$71,986	\$90,323
% LCSO + / - Weighted Avg.	-9.32%	-14.10%	1.24%	-15.55%

The analysis supports that the Leon County Sheriff's Office current sworn salary grades and hiring salary ranges are overall competitive with the local and state of Florida law enforcement and corrections markets.

Salary Compression and Years of Service Separation

Prior to the study there were indicators of compression issues within the Leon County Sheriff's office. Salary compression occurs when there is only a small difference in pay between employees, regardless of their skills, experience or years of service. It can also occur when the market rate for a given position outpaces the salary adjustments historically given by an agency to its existing employees. In the case of the Leon County Sheriff's Office, clear compression issues have been identified in the years of service separation as evidenced by two significant indicators:

- In reviewing of years of service for sworn and correction officers, the study indicated that in many cases the salaries of current personnel do not show a sufficient percentage gap in salary separation between each year of service. The industry standard for such separation is a 3%-5% increase in salary per year of service.
- When the LCSO average salary and years of service separation is compared to the average salary of the comparable agencies, the percentage separation ranges vary greatly and are not uniform.

Recommended Action Steps and Three Year Implementation Plan

The study identified four corrective action steps that were taken and/or are recommended for implementation based on the results of the study.

- 1. Audit of the LCSO Compensation System:** The LCSO sworn salary structure including a detailed analysis of internal years of service separation and market benchmarking of comparable agencies was completed and will be updated annually.
- 2. Restructure Sworn Salary Ranges and Years of Service Separation:** The separation value between each year of service at the time of the analysis was both inconsistent and in most cases too narrow from year to year. Following this analysis, a revised salary structure for each position was developed with a uniform separation value between each year of service. Based upon the market research performed and industry standards, 2.5% - 3% between each service year was designated for the first 10 -15 service years, depending upon the position. After the 10 -15 service year, the separation value was reduced to 1.25% - 1.75%, depending upon the position (See Appendix E). This analysis

was performed for this study and should be done after the audit and market benchmarking on an annual basis.

3. **Realignment of Sworn Internal Salaries and Individual Adjustments:** Individual salaries should then be realigned and adjusted to provide equity within each year of service. The cost of the equity adjustments can then be allocated over multiple fiscal years to decrease the fiscal impact to any one budget year, if desired. In reference to this report, it is recommended to allocate the costs associated with these equity adjustments over the next three fiscal years (2016 – 2018). The total fiscal impact allocated over the three fiscal years, including fringe benefits, for this equity realignment is estimated at \$2,395,282. This will take place over a three-year period and further detailed in the analysis below.
4. **Succession Planning:** In order to decrease the occurrence of compression and take advantage of annual market benchmarking data, anticipated separations should be forecasted and a succession plan to fill those positions implemented. In addition, turnover data should be analyzed to forecast unanticipated separations, especially in key positions, and a succession plan implemented to cover such vacancies. Such planning will allow the agency to stay ahead of market trends, plan for recruitment and forecast the costs associated with filling such positions. All of these efforts will help alleviate any future compression issues. This step is completed and will be updated on a quarterly basis.

Conclusion

The two main goals of the study were to ensure hiring salary ranges were competitive and that internal salary compression did not exist in the years of service separation. Two significant findings resulted after analyzing all the data gathered:

- Hiring salary ranges were determined to be competitive for all positions;
- Significant salary compression issues were identified within the years of service (YOS) separation. To address the compression issues, an updated Step Pay Plan was created to replace the last plan implemented and lasting until FY2009. The updated Step Pay Plan will normalize salaries and compensate for years of service and time in grade.

Three-Year Implementation Plan

Appendix E in the study outlines that updated Step Pay Plan that resulted from the study. In order to correct the salary compression issues and slot the sworn LCSO personnel into the correct step in the updated Step Pay Plan, equity pay adjustments will need to be addressed. There are numerous instances where a new deputy is hired that have a number of years of law enforcement experience but starts at or close to the bottom of the pay scale. For example, if a newly hired deputy is hired with 5 years of law enforcement experience, that individual would be slotted into the current base pay rate of \$43,021. However, based on years of service and time in grade, this individual should be at a Step 7 with a base pay of \$51,866, according to the updated Step Pay Plan. The simple solution would be to move the individual into the correct step in the updated pay plan. However, it is cost prohibitive to implement in a single fiscal year for the

entire LCSO. Therefore the study outlines an implementation schedule that will correct these inequities over a three-year period (Appendix F).

The three year-implementation plan will do the following:

1. Incrementally increase base pay rate of each sworn position to reach to the targeted pay rate outlined in the updated Step Pay Plan.
2. Account for years of service and increases in steps over a 3-year period.
3. Include an annual cost of living adjustment based on rank for each step increase.

Table #5: Example-Salary Normalization Scenario

Years of Service (YOS)	Current Salary	Target Salary	Yr. 1 increase 6.43%	2016 Salary	Yr. 2 increase 6.43%	2017 Salary	Yr. 3 increase 6.43%	2018 Salary	Total 3 - year Increase
5	\$43,021	\$51,866	\$2,767	\$45,788	\$2,945	\$48,732	\$3,134	\$51,866	\$8,845

Table #5 provides an example of salary normalization over the three year period utilizing the previously referenced deputy scenario. In this instance, the deputy's salary would need to increase incrementally by 6.43% per year over the next three years, or \$8,845, to reach the target Step 7 and pay rate of \$51,866. (**Note:** The 6.43% is not a uniform percentage for each employee. It is based on the targeted salary and the percentage increased needed to reach that target in 3 years. In this example and for this position, it is 6.43%). A summary of all planned increases are as follows:

In Law Enforcement:

- 188 Sworn Deputy positions will increase by an average of 5.81% per year for the first 3 years with lowest being 3.15 % and the highest at 9.57%.
- 55 Sworn Ranked positions will increase by an average of 4.61% per year for the first 3 years with the lowest being 1.75% and the highest at 8.58%

In Corrections:

- 204 Sworn Correctional Officer positions will increase by an average of 5.19% per year for the first 3 years with the lowest being 1.99% and the highest at 10.33%.
- 37 Sworn Ranked positions will increase by an average of 5.16% per year for the first 3 years with the lowest being 1.75% and the highest at 8.66%.

After completion of the three-year implementation and all sworn positions are in their proper step or "caught up", any future increases will be based on the updated Step Pay Plan. Those increases will vary between 1.25% -3.00% based on the officer's years of service and rank.

Budget Impact

The total estimated budget impact of this realignment is \$2,395,282 from FY2016-FY2018. The Sheriff's office budget for FY2016 includes \$673,496 for the first year of implementation. As outlined in Table #6, the 3 year implementation cost schedule will be as follows:

Table #6: Three-Year Cost Implementation Plan

Fiscal Year	Salary Adjustments
Fiscal Year 2015/2016	\$673,496
Fiscal Year 2016/2017	\$820,870
Fiscal Year 2017/2018	\$900,916
Three-Year Total:	\$2,395,282

This schedule will be based on available funding and could be increased or decrease based on an annual analysis of the budget impact. Staff will continue to work with the Sheriff's office in the implementation of the plan to ensure the Leon County Sheriff's Office attains pay equity for its sworn employees.

Options:

1. Accept the findings and recommendations of the Market Analysis Salary Study for the Leon County Sheriff's Office and implement the proposed Three Year Implementation Plan (FY16-FY18) developed by staff and approved by the Sheriff.
2. Accept the findings and recommendations of the Market Analysis Salary Study for the Leon County Sheriff's Office and do not implement the proposed Three Year Implementation Plan (FY16-FY18) developed by staff and approved by the Sheriff.
3. Do not accept the findings and recommendations of the Market Analysis Salary Study for the Leon County Sheriff's Office.
4. Board direction.

Recommendation:

Option #1.

Attachments

1. Market Analysis Salary Study
2. Letter from Sheriff Wood requesting the BOCC authorize the Market Analysis Salary Study



SWORN SALARY ANALYSIS REPORT

5/18/2015

Leon County Sheriff's Office

Fiscal Year 2016

Sworn Salary Analysis Report

LEON COUNTY SHERIFF'S OFFICE

SECTION ONE – INTRODUCTION

The Leon County Sheriff's Office has always strived to be the leading law enforcement agency in both Leon County and the state of Florida. Recruitment of skilled, qualified entry-level employees, as well as the retention of employees, is of great importance to the continued delivery of quality, consistent, professional, and efficient services to the citizens of Leon County. In order to achieve this goal, we must be able to recruit and retain quality employees. One critical facet to recruitment and retention is ensuring that existing salary structures are competitive with the market, both on a local level and throughout the law enforcement community in the state of Florida. Additionally, it is paramount to minimize the effects of internal salary compression within salary grades and years of service separation among employees. These two factors will be the focus of this salary analysis report.

The Leon County Sheriff's Office last performed a salary benchmark study in 2005, which compared beginning salary ranges, average salaries and average years of service of local law enforcement agencies with the Leon County Sheriff's Office. The resulting analysis demonstrated that the LCSO's sworn salary structure required adjustments to address market competitiveness and internal salary compression issues. A three year fiscal plan was implemented (2006 – 2008) to address these issues through an intensive salary realignment process. There have been no salary benchmark studies performed since fiscal year 2008 and all sworn employees have only received the Leon County Board of County Commissioners approved cost of living adjustments to date.

The importance of these factors again became prominent in July 2011 with the changes implemented by the Florida legislature to the Deferred Retirement Option Program (DROP) in the Florida Retirement System. The Leon County Sheriff's Office is facing an unprecedented turnover event, as a result of these changes, with over thirty (30) known retirements occurring in less than three years. These retirements will result in the Leon County Sheriff's Office losing over eight hundred (800) years of institutional knowledge and experience. It was the realization of this loss that necessitated an action plan to again evaluate salary competitiveness and internal salary compression issues.

The Leon County Sheriff's Office Administrative Division completed a sworn salary benchmark study of the local market as well as other comparable law enforcement agencies in the state of Florida. Data collected included salary ranges or grades, current average salaries and years of service separation for all sworn positions including supervisory or rank positions. In addition, the Leon County Sheriff's Office performed an internal salary analysis of all sworn positions including supervisory or rank positions. Current salaries and years of service separation data was collected and analyzed for compression issues, with an emphasis on consistent salary separation between years of service. The analysis identified that sworn entry and supervisory level salary ranges were competitive with the market data collected. However, internal salary compression issues were identified based upon years of service separation data

Sworn Salary Analysis Report

and corresponding salary ranges. This analysis report will summarize the collected data, explain the methodology used, summarize the results and provide recommendations for an implementation plan to address identified issues.

SECTION TWO – METHODOLOGY

Overview

The study methodology included the following:

- Collection of the Leon County Sheriff's Office internal sworn employee data including current salary, total years of service, time in position or grade and other sworn creditable service years.
- Identification of comparable law enforcement agencies in the local and state-wide market.
- Collection of comparable agency data including equivalent position titles, average salary per position, years of service separation and average years of service.
- Identify and adjust salaries for regional cost-of-living differences of out-of-county agencies using the Florida Price Level Index (FPLI).
- Calculate the adjusted weighted mean for the salary of each position from the comparable agencies, taking years of service into account, to compare with the Leon County Sheriff's Office average salary and years of service.
- Complete a regression analysis of the salary for each position from the comparable agencies using the Leon County Sheriff's Office average years of service as the conditional mean.
- Compare the final adjusted mean from the comparable agencies with the Leon County Sheriff's Office average salary and years of service for each position.
- Analyze salary data for each position for market competitiveness and compression issues.
- Develop recommendations for an implementation plan to address any identified issues.

Salary Benchmark Study

The Leon County Sheriff's Office identified all sworn positions to be analyzed including deputy sheriff, correctional officer and all sworn supervisory or rank positions. The analysis of position classifications was not required as minimum job qualifications and responsibilities for sworn positions are standardized by state certification requirements. Comparable agencies were selected based upon the following criteria:

- The agency directly competes with the Leon County Sheriff's Office for sworn positions; or
- The agency is geographically situated in such a fashion as to almost automatically be considered a competitor; or
- The agency is structured similarly to the Leon County Sheriff's Office and provides similar types of services; or
- The agency's salary structure has been identified as currently competitive with the Leon County Sheriff's Office.

Based upon these criteria, the Leon County Sheriff's Office selected the following agencies:

Law Enforcement

Collier County Sheriff's Office
Hillsborough County Sheriff's Office
Manatee County Sheriff's Office
Polk County Sheriff's Office
Sarasota County Sheriff's Office
Tallahassee Police Department

Corrections

Alachua County Sheriff's Office
Collier County Sheriff's Office
Manatee County Sheriff's Office
Marion County Sheriff's Office
Polk County Sheriff's Office
Sarasota County Sheriff's Office

Each identified agency selected provided the average salary and years of service for each position or provided the raw employee data which was converted to the average. The Leon County Sheriff's Office average salary and years of service for each position were calculated for comparison. In addition, all sworn employees for each position were separated and grouped into years of service in one year increments, with each employee's salary identified. Later in the study, additional data fields were added that included previous service time in other related positions that were factored into the years of service calculation.

In order to adjust and normalize average salaries provided by agencies out of the county with salaries of the Leon County Sheriff's Office, the Florida Price Level Index (FPLI) was utilized. The FPLI provides a mechanism to normalize salaries from outside Leon County by providing an index rate or value for regional cost-of-living differences. Leon County's value of 96.75 (Appendix A) can be compared with the value of another county. The difference between the two values can then be used to normalize the other county's salary with the Leon County market. This calculation was used for all positions from agencies located outside Leon County to derive the individual adjusted average salary by FPLI and the index adjusted weighted mean salary (Appendix B & C).

Once the indexed adjusted weighted mean salary, taking into account average years of service, had been calculated, a regression analysis was completed with the Leon County Sheriff's Office average years of service as the conditional mean. This final adjusted mean salary (regression) from the comparable agencies was correlated with the Leon County Sheriff's Office average salary and years of service with statistical deviations noted. These deviations were then analyzed to determine market competitiveness and salary compression issues.

SECTION THREE – ANALYSIS RESULTS

Market Competitiveness

The Leon County Sheriff's Office position salary grades and averages were compared with the salary ranges and indexed adjusted weighted mean salaries from comparable agencies. It was noted that in all positions the Leon County Sheriff's Office hiring salary ranges were within ten percent (10%) or less, and in some cases exceeded, other comparable agencies in the study. It was also noted that the average salary for all Leon County Sheriff's Office positions, with the exception of corrections sergeant and corrections captain, were within ten percent (10%) of the final adjusted mean salaries of all comparable agencies. One noted variable that had a possible interaction with the corrections sergeant and captain positions was the fact that some comparable agencies had no distinction in pay grades between law

Sworn Salary Analysis Report

enforcement and corrections ranked positions. The Leon County Sheriff's Office utilizes separate distinct pay grades for law enforcement and corrections ranked positions. The analysis supports that the Leon County Sheriff's Office current sworn salary grades and hiring salary ranges are overall competitive with the local and state of Florida law enforcement and corrections markets.

Salary Compression and Years of Service Separation

Though the data in the study supports that the Leon County Sheriff's Office hiring pay ranges are competitive with the market, it also provides relevant indicators of salary compression in the years of service separation in all sworn positions. Salary compression occurs when there is only a small difference in pay between employees, regardless of their skills, experience or years of service. It can also occur when the market rate for a given position outpaces the salary adjustments historically given by an agency to its existing employees. Therefore, potential candidates for a position can only be recruited by offering as much or more than senior employees in the same positions.

In the case of the Leon County Sheriff's Office, clear compression issues have been identified in the years of service separation as evidenced by two significant indicators:

- Review of years of service separation in the LCSO employee data does not show a consistent percentage of separation between each year of service – i.e. 3% between 5 years of service and 6 years of service (Appendix D).
- The deviation between the LCSO average salary and years of service and the regression calculated mean salary of the comparable agencies for the majority of the positions ranges from +8.59% to -15.54%, which is representative of an inconsistent separation between years of service.

It is not unusual for both public and private employers to have a small degree of salary compression, especially in certain industries like technology and medical services. However, there is still a consistent separation value between each year of service.

LCSO employees grouped by position and then by applicable years of service show no consistent separation value between each year. Additionally, there is a consistent trend of increasing disparity of employee salaries within each year of service with increasing seniority, which is indicative of salary compression. With the anticipated retirements scheduled to occur over the next three years, not to mention any unanticipated separations, this salary compression issue will only increase if not addressed immediately. Failure to address this issue timely will only increase the future liability to the agency as the fiscal impact will only continue to rise, not to mention its impact on the morale of the employees of the Leon County Sheriff's Office and overall agency culture. The last section of the study will provide recommendations to address this issue with an implementation plan.

SECTION FOUR – RECOMMENDATIONS AND IMPLEMENTATION PLAN

As evidenced by the data and illustrated points in this report, the Leon County Sheriff's Office sworn pay ranges and hiring salaries are competitive with the market. However, salary compression within the sworn years of service separation has been identified as a critical issue requiring immediate and long-term action.

Implementation Plan

In order to address this issue, the following implementation plan of corrective action steps have either been completed or are recommended:

1. **Audit of the LCSO Compensation System:** As referenced in this report, the LCSO sworn salary structure including a detailed analysis of internal years of service separation and market benchmarking of comparable agencies was completed. This process should be completed on an annual basis to ensure internal compression and general salary competitiveness is evaluated.
Recommended Frequency: Annually **Status: Completed 4/27/15**

2. **Restructure Sworn Salary Ranges and Years of Service Separation:** Years of service separation under each position should be collated for review. The separation value between each year of service should be analyzed for consistency and compression issues. The separation value between each year of service at the time of the analysis was both inconsistent and in most cases too narrow from year to year. Following this analysis, a revised salary structure for each position was developed with a uniform separation value between each year of service. Based upon the market research performed and industry standards, 2.5% - 3% between each service year was designated for the first 10 - 15 service years, depending upon the position. After the 10 - 15 service year, the separation value was faded to 1.25% - 1.75%, depending upon the position (See Appendix E). This analysis should be performed after the audit and market benchmarking on an annual basis.
Recommended Frequency: Annually **Status: Completed 4/27/15**

3. **Realignment of Sworn Internal Salaries and Individual Equity Adjustments:** Individual salaries should then be realigned and adjusted to provide equity within each year of service. The cost of the equity adjustments can then be allocated over multiple fiscal years to decrease the fiscal impact to any one budget year, if desired. In reference to this report, it is recommended to allocate the costs associated with these equity adjustments over the next three fiscal years (2016 – 2018). The total fiscal impact allocated over the three fiscal years, including fringe benefits, for this equity realignment is estimated at \$4,563,144 (See Appendix F).
Recommended Frequency: Each Fiscal Year for 3 Years **Status: 2016 FY Submitted (5/1/15)**

4. **Succession Planning:** In order to decrease the occurrence of compression and take advantage of annual market benchmarking data, anticipated separations should be forecasted and a succession plan to fill those positions implemented. In addition, turnover data should be analyzed to forecast unanticipated separations, especially in key positions, and a succession plan implemented to cover such vacancies. Such planning will allow the agency to stay ahead of market trends, plan for recruitment and forecast the costs associated with filling such positions. All of these efforts will help alleviate any future compression issues.
Recommended Frequency: Quarterly **Status: Completed 5/1/15**

Conclusion

The Leon County Sheriff's Office continues to strive to be the leading law enforcement agency in both Leon County and the state of Florida. In doing so, an extensive market benchmarking analysis of comparable agencies was performed as well as a detailed analysis of our internal salary structure and years of service separation for all sworn positions was completed. The two main goals were to ensure hiring salary ranges were competitive and that internal salary compression did not exist in our years of service separation. After analyzing all the data gathered, hiring salary ranges were determined to be competitive, but significant salary compression issues were identified within the years of service separation. An implementation plan of four corrective action steps has been completed and is recommended to be adopted in order to correct and prevent the reoccurrence of salary compression issues.

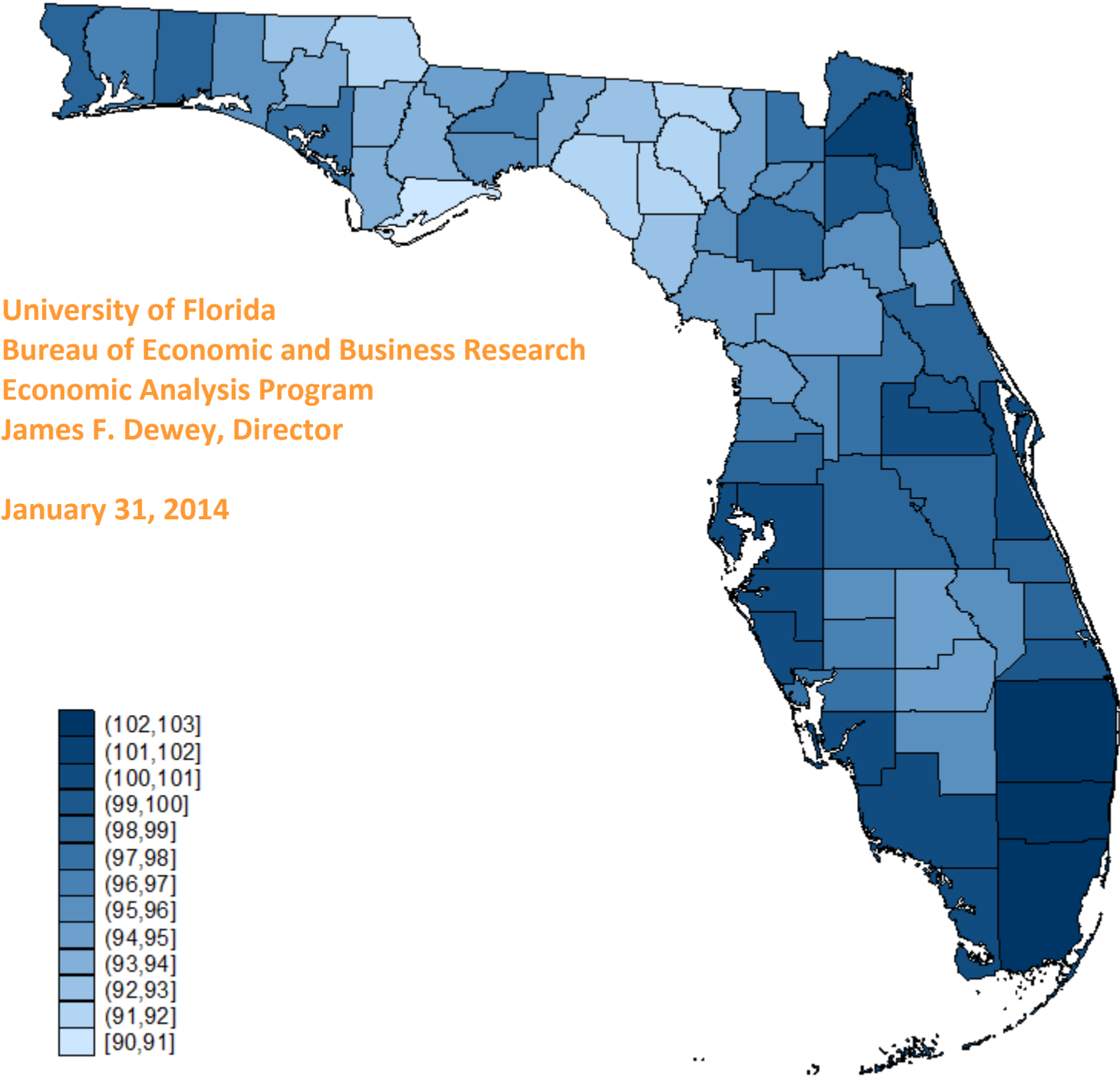
The consequences for not addressing this compression issue are three-fold:

- The fiscal impact to address this issue will only continue to rise due to increasing market demand and costs of living.
- The negative effect of salary compression on the morale of the workforce is catastrophic. With the known separations over the next three years, the Leon County Sheriff's Office cannot afford to lose additional employees for an issue that can be repaired.
- Pay compression can lead to potential Equal Pay and other Labor Law violations if it discovered that the organization has discriminated against a protected class in pay administration. The inconsistencies identified in this report have the potential of subjecting the agency to liability if not addressed.

Addressing this issue and adopting the corrective action steps recommended in the implementation plan is central to the Leon County Sheriff's Office attaining pay equity for its sworn employees, ensuring the best possible outcome in its succession planning and maintaining a positive working environment while highlighting its role as one of the preeminent law enforcement agencies in the state of Florida.

2013

Florida Price Level Index



A copy of this report may be obtained from <http://www.behr.ufl.edu> or <http://www.fldoe.org/fefp/>.

Florida Price Level Index for School Personnel			
County	2013	2012	2011
Alachua	98.27	97.81	97.53
Baker	97.03	97.06	97.23
Bay	97.56	94.27	94.81
Bradford	96.46	96.50	96.66
Brevard	100.22	101.09	101.18
Broward	102.67	103.05	103.01
Calhoun	93.26	90.12	90.63
Charlotte	97.49	98.28	98.78
Citrus	94.99	93.66	94.04
Clay	99.07	99.11	99.28
Collier	100.28	103.92	101.91
Columbia	94.85	94.96	95.48
Dade	102.51	101.34	101.73
De Soto	96.48	96.72	97.14
Dixie	92.88	92.44	92.17
Duval	101.43	101.47	101.64
Escambia	98.20	95.32	95.36
Flagler	94.38	94.04	94.94
Franklin	90.67	91.36	91.92
Gadsden	94.19	92.94	93.74
Gilchrist	95.02	94.58	94.30
Glades	94.50	97.59	96.18
Gulf	93.98	92.06	92.08
Hamilton	91.47	91.77	91.31
Hardee	95.30	96.05	96.21
Hendry	95.62	97.61	97.11
Hernando	96.77	96.72	97.00
Highlands	94.29	93.62	94.09
Hillsborough	100.75	101.37	101.65
Holmes	92.23	91.71	91.04
Indian River	98.47	100.15	98.67
Jackson	91.79	92.27	92.39
Jefferson	93.94	91.15	91.38
Lafayette	91.44	91.01	90.75
Lake	97.02	96.43	96.95
Lee	100.87	102.15	102.67
Leon	96.75	93.87	94.08
Levy	94.86	94.42	94.15
Liberty	93.01	93.68	90.86
Madison	92.32	89.82	90.13
Manatee	100.05	101.85	102.02
Marion	94.97	95.51	95.83
Martin	99.24	101.76	99.30
Monroe	100.24	102.96	104.03
Nassau	98.67	98.71	98.88
Okaloosa	98.76	98.20	97.48
Okeechobee	95.07	96.90	95.55
Orange	100.49	99.88	100.42
Osceola	98.96	97.95	98.10
Palm Beach	102.18	104.90	103.78
Pasco	98.83	98.65	98.93
Pinellas	100.87	100.11	99.89
Polk	98.17	97.87	98.48
Putnam	95.30	95.33	95.50
Saint Johns	98.02	98.05	98.23
Saint Lucie	98.91	99.73	98.15
Santa Rosa	96.41	94.68	93.98
Sarasota	100.97	101.22	99.66
Seminole	99.17	99.33	99.35
Sumter	95.45	95.65	95.49
Suwannee	91.81	91.65	93.78
Taylor	92.00	90.86	92.32
Union	95.38	95.42	95.58
Volusia	98.25	95.78	96.19
Wakulla	95.27	94.74	92.94
Walton	95.69	96.70	97.33
Washington	93.74	91.24	91.10

The Florida Price Level Index (FPLI) was established by the Legislature as the basis for the District Cost Differential (DCD) in the Florida Education Finance Program. In this role, the FPLI is used to represent the costs of hiring equally qualified personnel across school districts. Since 1995, and at the request of the Legislature, the Bureau of Economic and Business Research (BEBR) at the University of Florida has performed an ongoing review of the methodology of the FPLI and has made appropriate recommendations to improve it. Since 2000, BEBR has also been responsible for calculating the FPLI. To denote its intended use as an adjustment factor for school personnel costs, the index presented in this report is referred to as the FPLI for School Personnel, or FPLI_SP. Note that this is a cross-sectional measure that compares relative wage levels among Florida's 67 counties and does not measure inflation from one year to the next.

Results

The table on this page presents the index for 2013, which is constructed so that the population-weighted average is 100. The median Floridian, ranked by county FPLI_SP, lives in Hillsborough County, with an index value of 100.75. That is, less than half of the state's residents live in counties with index values that are greater than 100.75, less than half in counties with index values that are less than 100.75, and the rest live in Hillsborough County. The 7 counties with index values over 100.75 together account for 44.4 percent of the state's population and the 59 counties with index values below 100.75 together account for 49.1 percent of the state's population. The map on the cover displays the distribution of the FPLI_SP across the state. Index values tend to be higher in more populous counties. As population density increases workers face higher housing costs, longer commutes, or both, for which they must be compensated in the form of higher wages. Of course, factors other than

housing prices affect wages in a market economy, so relative wages do not track relative housing prices exactly.

About the FPLI

Use of the FPLI in the DCD assumes districts must offer salaries that will support similar standards of living to attract equally qualified personnel. It further assumes that the FPLI measures the relative costs of maintaining a given standard of living across Florida's counties—that is, the FPLI is used as a Cost of Living Index (COLI) in the DCD.

The Consumer Price Index (CPI), constructed by the U.S. Bureau of Labor Statistics (BLS) using the concept of a COLI as a framework, is perhaps the best known example of a price index.¹ Indeed, use of the FPLI to index costs from one Florida county to the next parallels the use of the CPI by the Federal Government to index Social Security funds from one year to the next. The CPI calculation, however, is not static—the BLS continually evaluates and improves its methods. Numerous adjustments are made to measured price data to make the CPI more appropriate in its intended use as a COLI for comparisons across time periods at a given location.² BEBR's work on the FPLI since 1995 has been aimed at making it more accurate and appropriate in its use as a COLI for comparisons across locations at a given point in time.

At a given location, factors other than the monetary costs of goods and services that significantly affect the compensation needed to maintain a given standard of living are nearly the same from one year to the next. Variations in climate from year to year, for example, can usually be ignored

¹ Question 4 under "Frequently Asked Questions" at the CPI homepage <http://www.bls.gov/cpi/home.htm> discusses this point. Chapter 17 of the *BLS Handbook of Methods*, which may be accessed at the same web site, contains more detail.

² Links to documentation for many hedonic adjustments may be found at <http://www.bls.gov/cpi/home.htm>

when estimating changes in the cost of living. Across locations, however, such factors as climate, cultural and recreational opportunities, and services and taxes vary widely. In turn, variations in these factors affect workers' standards of living and thus the ability of employers—including school districts—to hire personnel. Thus, a COLI intended to make comparisons across space must allow for variation in such factors.³ Beginning with the 2003 FPLI, BEBR has used data on private market wages to construct an index of the relative compensation required to attract equally qualified workers across Florida's school districts. Referred to as the FPLI_SP, this index is more appropriate for comparing the costs of hiring equally qualified personnel for identical jobs across locations at a given point in time.⁴

Across areas, other things being equal, places that are more productive, and thus more attractive to firms, will have higher wages and prices, while places that are more pleasant in which to live, and thus more attractive to workers, will have lower wages and higher prices. Consequently, a simple weighted average of the relative prices of purchased goods and services is inferior to the FPLI_SP as a COLI in a spatial context. In areas that are otherwise less attractive to live in, relative wages will exceed relative prices, while in areas that are otherwise more attractive to live in, relative prices will exceed relative wages.

Within areas, firms that must locate closer to the urban core must pay higher wages than firms free to locate near suburban or outlying areas. That is because those who work at firms located in the urban core must either pay higher

housing costs or endure longer commutes. Further, the larger the difference between housing costs in the urban core and in suburban and outlying areas, the larger this pay difference will be. Therefore, types of jobs that tend to be concentrated farther from the urban core will show less difference in average wages between cities with high housing costs and cities with low housing costs than types of jobs that tend to be concentrated nearer the urban core. Therefore, BEBR controls for occupational centrality in constructing the FPLI. Similarly, productivity in some occupations may be more sensitive than average to city size or city income, and BEBR also controls for these affects.

In calculating the FPLI_SP, BEBR uses statistical techniques to estimate a raw index of wages for comparable workers employed in jobs of comparable centralization of employment across counties. Wage data for this calculation consist of average wages for over 700 occupations across Florida's 67 counties. Although data for each specific occupation are not available for all 67 counties, data for many individual occupations are available in even small counties. The Florida Department of Economic Opportunity's Bureau of Labor Market Statistics collects these data as part of the U.S. Bureau of Labor Statistics' Occupational Employment Statistics (OES) Survey. Measures of occupational centralization are calculated from the US Census Public Use Microdata Sample and are used to capture differing adjustments across occupations with differing propensities to locate near the urban core.

Once the raw index has been calculated, additional techniques are used to smooth statistical variation. First, BEBR generates predicted index values for each county based on the correlation between the raw index and characteristics related to labor market outcomes, for example population density. This predicted index and the raw index are then combined by calculating a weighted average of the two. To illustrate, if the weight placed on the

predicted index in the weighted average were 0.4, the weight placed on the raw index would be 0.6. The weights for each county are calculated to maximize the precision of the resulting estimate. Therefore, the higher the precision of the predicted index relative to the raw index, the higher the weight placed on the predicted index and the lower the weight placed on the raw index. Second, wages in nearby counties cannot differ too much from one another without inducing workers to commute from the low wage county to the high wage county. Therefore BEBR applies geographic smoothing to ensure differences in the index estimates for nearby counties are not inconsistent with their geographic proximity.

Summary

This report presented the 2013 FPLI_SP and the methodology used in its calculation. The index uses extensive data on wages, occupational characteristics, and local characteristics to estimate the relative wage level needed to maintain a given standard of living for occupations comparable to school personnel across Florida's counties. Although many things affect counties' FPLI_SP position, counties that are urban tend to have higher values.

³ In terms of the CPI methodology adapted to a spatial context, this would be analogous to a full hedonic adjustment to the price of land across space to reflect all factors affecting standards of living that are determined with choice of residential location.

⁴ In the 2003 FPLI Report, what is now designated as the FPLI_SP was named the Low Centrality FPLI_A.

Leon County Sheriff's Office

FY2016 Law Enforcement Salary Analysis

FPLI* adjusted comparison

This table compares the average Law Enforcement salaries of the listed agencies. The salaries are adjusted for regional cost-of-living differences using the Florida Price Level Index. The "Index Adj Weighted Mean" accounts for the difference in the average salary and average years of service of the peer group. The "Index Adj Weighted Mean" is regression calculated based on the LCSO average years.

	Deputy			Sergeant			Lieutenant			Captain			Major		
	Avg Salary	Adj avg by FPLI*	Avg YOS	Avg Salary	Adj avg by FPLI*	Avg YOS	Avg Salary	Adj avg by FPLI*	Avg YOS	Avg Salary	Adj avg by FPLI*	Avg YOS	Avg Salary	Adj avg by FPLI*	Avg YOS
* Florida Price Level Index 2013															
** Regression calculated mean based on LCSO years of service															
Tallahassee PD	\$ 62,979	\$ 62,979	12	\$ 82,462	\$ 82,462	18	\$ 97,371	\$ 97,371	23	\$ 105,525	\$ 105,525	20	\$ 110,500	\$ 110,500	28
Collier SO	\$ 57,796	\$ 55,761	13	\$ 68,624	\$ 66,208	17	\$ 100,055	\$ 96,533	26	\$ 114,103	\$ 110,086	27	\$ 121,325	\$ 117,054	19
Sarasota SO	\$ 59,370	\$ 56,889	12	\$ 76,819	\$ 73,608	20	\$ 91,760	\$ 87,925	25	\$ 108,006	\$ 103,492	26	\$ 122,302	\$ 117,190	29
Hillsborough SO	\$ 73,797	\$ 70,867	11	\$ 84,651	\$ 81,290	20	\$ 101,841	\$ 97,798	24	\$ 106,825	\$ 102,584	20	\$ 120,817	\$ 116,020	23
Polk SO	\$ 48,197	\$ 47,500	10	\$ 62,853	\$ 61,944	17	\$ 72,787	\$ 71,734	19	\$ 85,452	\$ 84,216	22	\$ 100,424	\$ 98,971	26
Manatee SO	\$ 56,105	\$ 54,255	11	\$ 73,673	\$ 71,243	18	\$ 86,529	\$ 83,675	23	\$ 99,457	\$ 96,177	24	\$ 120,291	\$ 116,323	23
*Index Adj Weighted (YOS) Mean	\$ 58,183		11.50	\$ 73,120		18.33	\$ 89,872		23.33	\$ 100,621		23.17	\$ 112,390		24.67
**Regression calculated Mean	\$ 58,165			\$ 75,127			\$ 88,775			\$ 103,775			\$ 112,473		
LCSO															
Average Salary and YOS	\$ 53,270		11.57	\$ 69,831		18.94	\$ 86,029		23.21	\$ 95,828		27.20	\$ 123,046		25.00
% LCSO Above/Below Mean:	-9.19%			-7.58%			-3.19%			-8.29%			8.59%		
# LCSO Above/Below Mean:	\$ (4,894)			\$ (5,296)			\$ (2,746)			\$ (7,947)			\$ 10,573		

Proposed FY16-FY18 comparison

This table compares the average salaries of the LCSO and the "Index Adjusted Weighted Mean" from the above table over the next three fiscal years. The LCSO salaries are calculated each year based on FY16 personell costs. The mean salaries are estimated using a flat 3% COLA each year.

	Deputy			Sergeant			Lieutenant			Captain			Major		
	Adj Annual Salary			Adj Annual Salary			Adj Annual Salary			Adj Annual Salary			Adj Annual Salary		
	FY16	FY17	FY18	FY16	FY17	FY18	FY16	FY17	FY18	FY16	FY17	FY18	FY16	FY17	FY18
** Est using a flat 3% COLA.															
Index Adj Weighted Mean**	\$ 59,910	\$ 61,707	\$ 63,558	\$ 77,381	\$ 79,702	\$ 82,093	\$ 91,438	\$ 94,181	\$ 97,007	\$ 106,888	\$ 110,095	\$ 113,398	\$ 115,847	\$ 119,322	\$ 122,902
LCSO	\$ 56,402	\$ 59,732	\$ 63,271	\$ 73,402	\$ 77,166	\$ 81,132	\$ 89,323	\$ 92,760	\$ 96,348	\$ 100,907	\$ 106,265	\$ 111,919	\$ 125,986	\$ 129,001	\$ 132,094
% LCSO Above/Below Mean:	-6.22%	-3.31%	-0.45%	-5.42%	-3.29%	-1.18%	-2.37%	-1.53%	-0.68%	-5.93%	-3.60%	-1.32%	8.05%	7.50%	6.96%
# LCSO Above/Below Mean:	\$ (3,507)	\$ (1,975)	\$ (287)	\$ (3,978)	\$ (2,536)	\$ (961)	\$ (2,115)	\$ (1,421)	\$ (659)	\$ (5,982)	\$ (3,830)	\$ (1,479)	\$ 10,139	\$ 9,679	\$ 9,192

Appendix C

Leon County Sheriff's Office

FY2016 Corrections Salary Analysis

FPLI* adjusted comparison

This table compares the average Corrections salaries of the listed agencies. The salaries are adjusted for regional cost-of-living differences using the Florida Price Level Index. The "Index Adj Weighted Mean" accounts for the difference in the average salary and average years of service of the peer group. The "Index Adj Weighted Mean" is regression calculated based on the LCSO average years.

	Correctional Officer			Sergeant			Lieutenant			Captain		
	Avg Salary	Adj avg by FPLI*	Avg YOS	Avg Salary	Adj avg by FPLI*	Avg YOS	Avg Salary	Adj avg by FPLI*	Avg YOS	Avg Salary	Adj avg by FPLI*	Avg YOS
* Florida Price Level Index 2013												
** Regression calculated mean based on LCSO years of service												
Collier SO	\$ 46,854	\$ 45,205	6	\$ 64,170	\$ 61,911	15	\$ 89,175	\$ 86,036	18	\$ 114,103	\$ 110,086	27
Sarasota SO	\$ 49,808	\$ 47,726	9	\$ 76,126	\$ 72,944	15	\$ 91,725	\$ 87,891	21	\$ 108,006	\$ 103,492	26
Alachua	\$ 42,254	\$ 41,600	9	\$ 60,055	\$ 59,126	18	\$ 73,070	\$ 71,940	19	\$ 89,371	\$ 87,989	26
Marion	\$ 44,023	\$ 44,848	12	\$ 58,754	\$ 59,855	19	\$ 67,338	\$ 68,600	25	\$ 108,151	\$ 110,178	26
Polk SO	\$ 46,854	\$ 46,176	8	\$ 65,266	\$ 64,322	19	\$ 75,776	\$ 74,680	21	\$ 90,213	\$ 88,908	24
Manatee	\$ 53,609	\$ 51,841	10	\$ 74,140	\$ 71,695	20	\$ 85,983	\$ 83,147	21	\$ 99,577	\$ 96,292	23
*Index Adj Weighted (YOS) Mean		\$ 46,318	10.00		\$ 64,909	20.00		\$ 78,325	21.00		\$ 99,763	23.00
**Regression calculated Mean		\$ 46,102			\$ 64,510			\$ 71,088			\$ 104,356	
LCSO												
Average Salary and YOS		\$ 42,170	8.43		\$ 56,536	19.21		\$ 71,986	25.33		\$ 90,323	26.67
% LCSO Above/Below Average:		-9.32%			-14.10%			1.25%			-15.54%	
# LCSO Above/Below Average:		\$ (3,932)			\$ (7,973)			\$ 898			\$ (14,033)	

Proposed FY16-FY18 Comparison

This table compares the average salaries of the LCSO and the "Index Adjusted Weighted Mean" from above over the next three fiscal years. The LCSO salaries are calculated each year based on FY16 staff. The mean salaries are estimated using a flat 3% COLA each year.

	Correctional Officer			Sergeant			Lieutenant			Captain		
	Adj Annual Salary			Adj Annual Salary			Adj Annual Salary			Adj Annual Salary		
	FY16	FY17	FY18	FY16	FY17	FY18	FY16	FY17	FY18	FY16	FY17	FY18
** Est using a flat 3% COLA.												
Index Adj Weighted Mean**	\$ 47,485	\$ 48,910	\$ 50,377	\$ 66,445	\$ 68,438	\$ 70,492	\$ 73,221	\$ 75,418	\$ 77,680	\$ 107,487	\$ 110,712	\$ 114,033
LCSO	\$ 42,170	\$ 46,774	\$ 49,280	\$ 59,066	\$ 61,718	\$ 64,501	\$ 71,986	\$ 82,590	\$ 88,521	\$ 94,902	\$ 99,716	\$ 104,775
% LCSO Above/Below Average:	-12.60%	-4.57%	-2.23%	-12.49%	-10.89%	-9.29%	-1.72%	8.68%	12.25%	-13.26%	-11.03%	-8.84%
# LCSO Above/Below Average:	\$ (5,315)	\$ (2,135)	\$ (1,097)	\$ (7,379)	\$ (6,720)	\$ (5,990)	\$ (1,235)	\$ 7,172	\$ 10,841	\$ (12,585)	\$ (10,996)	\$ (9,258)

Appendix D

Review of years of service separation example

Employee ID	Title	Annual Salary	SVC YEARS	Current Hire Date
11507	Deputy	\$44,983.48	4.29	10/25/2010
11509	Deputy	\$44,983.48	4.29	10/25/2010
11508	Deputy	\$44,983.48	4.29	10/25/2010
11454	Deputy	\$44,983.48	4.29	10/25/2010
10109	Deputy	\$44,983.48	4.55	11/6/2007
10610	Deputy	\$44,983.48	4.72	5/21/2010
11469	Deputy	\$44,983.48	4.77	5/3/2010
11470	Deputy	\$44,983.48	4.77	5/3/2010
11471	Deputy	\$44,983.48	4.77	5/3/2010
11442	Deputy	\$44,983.48	4.77	5/3/2010
Average		\$44,983.48		

11443	Deputy	\$44,983.48	5.17	12/7/2009
11415	Deputy	\$44,983.48	5.46	8/24/2009
11419	Deputy	\$44,983.48	5.46	8/24/2009
11350	Deputy	\$44,983.48	5.46	8/24/2009
11416	Deputy	\$44,983.48	5.46	8/24/2009
11417	Deputy	\$44,983.48	5.46	8/24/2009
11406	Deputy	\$44,983.48	5.62	6/26/2009
11004	Deputy	\$44,096.30	5.92	1/6/2014
Average		\$44,872.58		

Appendix E

Sworn Salary Ranges and Years of Service Separation

Law Enforcement

Deputy

	Step	Annual	Bi-weekly	Hourly
Step	%	Rate	Rate	Rate
1		43437.19	1670.66	20.88
2	3.00%	44740.31	1720.78	21.51
3	3.00%	46082.51	1772.40	22.16
4	3.00%	47464.99	1825.58	22.82
5	3.00%	48888.94	1880.34	23.50
6	3.00%	50355.61	1936.75	24.21
7	3.00%	51866.28	1994.86	24.94
8	3.00%	53422.26	2054.70	25.68
9	3.00%	55024.93	2116.34	26.45
10	3.00%	56675.68	2179.83	27.25
11	3.00%	58375.95	2245.23	28.07
12	3.00%	60127.23	2312.59	28.91
13	3.00%	61931.05	2381.96	29.77
14	3.00%	63788.98	2453.42	30.67
15	3.00%	65702.65	2527.02	31.59
16	1.75%	66852.44	2571.25	32.14
17	1.75%	68022.36	2616.24	32.70
18	1.75%	69212.75	2662.03	33.28
19	1.75%	70423.98	2708.61	33.86
20	1.75%	71656.40	2756.02	34.45
21	1.75%	72910.38	2804.25	35.05
22	1.75%	74186.31	2853.32	35.67
23	1.75%	75484.57	2903.25	36.29
24	1.75%	76805.55	2954.06	36.93
25	1.25%	77765.62	2990.99	37.39
26	1.25%	78737.69	3028.37	37.85
27	1.25%	79721.92	3066.23	38.33
28	1.25%	80718.44	3104.56	38.81
29	1.25%	81727.42	3143.36	39.29
30	1.25%	82749.01	3182.65	39.78
31	1.25%	83783.38	3222.44	40.28
32	1.25%	84830.67	3262.72	40.78
33	1.25%	85891.05	3303.50	41.29
34	1.25%	86964.69	3344.80	41.81
35	1.25%	88051.75	3386.61	42.33
36	1.25%	89152.39	3428.94	42.86

Sgt

	Step	Annual	Bi-weekly	Hourly
Step	%	Rate	Rate	Rate
1		63788.98	2453.42	30.67
2	2.50%	65383.70	2514.76	31.43
3	2.50%	67018.29	2577.63	32.22
4	2.50%	68693.75	2642.07	33.03
5	2.50%	70411.10	2708.12	33.85
6	2.50%	72171.37	2775.82	34.70
7	2.50%	73975.66	2845.22	35.57
8	2.50%	75825.05	2916.35	36.45
9	2.50%	77720.68	2989.26	37.37
10	2.50%	79663.69	3063.99	38.30
11	1.75%	81057.81	3117.61	38.97
12	1.75%	82476.32	3172.17	39.65
13	1.75%	83919.65	3227.68	40.35
14	1.75%	85388.25	3284.16	41.05
15	1.75%	86882.54	3341.64	41.77
16	1.75%	88402.99	3400.11	42.50
17	1.75%	89950.04	3459.62	43.25
18	1.75%	91524.16	3520.16	44.00
19	1.75%	93125.84	3581.76	44.77
20	1.75%	94755.54	3644.44	45.56

Lt

	Step	Annual	Bi-weekly	Hourly
	%	Rate	Rate	Rate
1		71795.06	2761.35	34.52
2	2.50%	73589.93	2830.38	35.38
3	2.50%	75429.68	2901.14	36.26
4	2.50%	77315.42	2973.67	37.17
5	2.50%	79248.31	3048.01	38.10
6	2.50%	81229.52	3124.21	39.05
7	2.50%	83260.25	3202.32	40.03
8	2.50%	85341.76	3282.38	41.03
9	2.50%	87475.31	3364.43	42.06
10	2.50%	89662.19	3448.55	43.11
11	1.75%	91231.28	3508.90	43.86
12	1.75%	92827.82	3570.30	44.63
13	1.75%	94452.31	3632.78	45.41
14	1.75%	96105.23	3696.35	46.20
15	1.75%	97787.07	3761.04	47.01
16	1.75%	99498.34	3826.86	47.84
17	1.75%	101239.56	3893.83	48.67
18	1.75%	103011.25	3961.97	49.52
19	1.75%	104813.95	4031.31	50.39
20	1.75%	106648.20	4101.85	51.27

Captain

LCSO	Step	Annual	Bi-weekly	Hourly
Sgt	%	Rate	Rate	Rate
1		90947.83	3497.99	43.72
2	2.50%	93221.53	3585.44	44.82
3	2.50%	95552.06	3675.08	45.94
4	2.50%	97940.87	3766.96	47.09
5	2.50%	100389.39	3861.13	48.26
6	2.50%	102899.12	3957.66	49.47
7	2.50%	105471.60	4056.60	50.71
8	2.50%	108108.39	4158.01	51.98
9	2.50%	110811.10	4261.97	53.27
10	2.50%	113581.38	4368.51	54.61

Major

LCSO	Step	Annual	Bi-weekly	Hourly
Sgt	%	Rate	Rate	Rate
1		105433.46	4055.13	50.69
2	2.50%	108069.30	4156.51	51.96
3	2.50%	110771.03	4260.42	53.26
4	2.50%	113540.31	4366.93	54.59
5	2.50%	116378.81	4476.11	55.95
6	2.50%	119288.28	4588.01	57.35
7	2.50%	122270.49	4702.71	58.78
8	2.50%	125327.25	4820.28	60.25
9	2.50%	128460.43	4940.79	61.76
10	2.50%	131671.95	5064.31	63.30

Corrections

co

	Step	Annual	Bi-weekly	Hourly
Step	%	Rate	Rate	Rate
1		36412.00	1400.46	17.51
2	3.00%	37504.36	1442.48	18.03
3	3.00%	38629.49	1485.75	18.57
4	3.00%	39788.38	1530.32	19.13
5	3.00%	40982.03	1576.23	19.70
6	3.00%	42211.49	1623.52	20.29
7	3.00%	43477.83	1672.22	20.90
8	3.00%	44782.17	1722.39	21.53
9	3.00%	46125.63	1774.06	22.18
10	3.00%	47509.40	1827.28	22.84
11	3.00%	48934.68	1882.10	23.53
12	3.00%	50402.72	1938.57	24.23
13	3.00%	51914.81	1996.72	24.96
14	3.00%	53472.25	2056.62	25.71
15	3.00%	55076.42	2118.32	26.48
16	1.75%	56040.25	2155.39	26.94
17	1.75%	57020.96	2193.11	27.41
18	1.75%	58018.83	2231.49	27.89
19	1.75%	59034.16	2270.54	28.38
20	1.75%	60067.25	2310.28	28.88
21	1.75%	61118.43	2350.71	29.38
22	1.75%	62188.00	2391.85	29.90
23	1.75%	63276.29	2433.70	30.42
24	1.75%	64383.63	2476.29	30.95
25	1.75%	65510.34	2519.63	31.50
26	1.25%	66329.22	2551.12	31.89
27	1.25%	67158.34	2583.01	32.29
28	1.25%	67997.81	2615.30	32.69
29	1.25%	68847.79	2647.99	33.10
30	1.25%	69708.38	2681.09	33.51
31	1.25%	70579.74	2714.61	33.93
32	1.25%	71461.99	2748.54	34.36
33	1.25%	72355.26	2782.89	34.79
34	1.25%	73259.70	2817.68	35.22
35	1.25%	74175.45	2852.90	35.66
36	1.25%	75102.64	2888.56	36.11

Sgt

	Step	Annual	Bi-weekly	Hourly
LCSO	%	Rate	Rate	Rate
1		47509.40	1827.28	22.84
2	3.00%	48934.68	1882.10	23.53
3	3.00%	50402.72	1938.57	24.23
4	3.00%	51914.81	1996.72	24.96
5	3.00%	53472.25	2056.62	25.71
6	3.00%	55076.42	2118.32	26.48
7	3.00%	56728.71	2181.87	27.27
8	3.00%	58430.57	2247.33	28.09
9	3.00%	60183.49	2314.75	28.93
10	3.00%	61988.99	2384.19	29.80
11	1.75%	63073.80	2425.92	30.32
12	1.75%	64177.59	2468.37	30.85
13	1.75%	65300.70	2511.57	31.39
14	1.75%	66443.46	2555.52	31.94
15	1.75%	67606.22	2600.24	32.50
16	1.75%	68789.33	2645.74	33.07
17	1.75%	69993.14	2692.04	33.65
18	1.75%	71218.02	2739.15	34.24
19	1.75%	72464.34	2787.09	34.84
20	1.75%	73732.47	2835.86	35.45
21	1.75%	75022.78	2885.49	36.07
22	1.75%	76335.68	2935.99	36.70
23	1.75%	77671.56	2987.37	37.34
24	1.75%	79030.81	3039.65	38.00

Capt

	Step	Annual	Bi-weekly	Hourly
	%	Rate	Rate	Rate
1		74018.10	2846.85	35.59
2	2.50%	75868.55	2918.02	36.48
3	2.50%	77765.27	2990.97	37.39
4	2.50%	79709.40	3065.75	38.32
5	2.50%	81702.13	3142.39	39.28
6	2.50%	83744.69	3220.95	40.26
7	2.50%	85838.30	3301.47	41.27
8	2.50%	87984.26	3384.01	42.30
9	2.50%	90183.87	3468.61	43.36
10	2.50%	92438.46	3555.33	44.44
11	1.75%	94056.14	3617.54	45.22
12	1.75%	95702.12	3680.85	46.01
13	1.75%	97376.91	3745.27	46.82
14	1.75%	99081.00	3810.81	47.64
15	1.75%	100814.92	3877.50	48.47
16	1.25%	102075.11	3925.97	49.07
17	1.25%	103351.04	3975.04	49.69
18	1.25%	104642.93	4024.73	50.31
19	1.25%	105950.97	4075.04	50.94
20	1.25%	107275.36	4125.98	51.57
21	1.25%	108616.30	4177.55	52.22
22	1.25%	109974.00	4229.77	52.87
23	1.25%	111348.68	4282.64	53.53
24	1.25%	112740.54	4336.17	54.20
25	1.25%	114149.79	4390.38	54.88

Lt

	Step	Annual	Bi-weekly	Hourly
	%	Rate	Rate	Rate
1		58430.57	2247.33	28.09
2	2.50%	59891.34	2303.51	28.79
3	2.50%	61388.62	2361.10	29.51
4	2.50%	62923.33	2420.13	30.25
5	2.50%	64496.42	2480.63	31.01
6	2.50%	66108.83	2542.65	31.78
7	2.50%	67761.55	2606.21	32.58
8	2.50%	69455.59	2671.37	33.39
9	2.50%	71191.98	2738.15	34.23
10	2.50%	72971.78	2806.61	35.08
11	1.75%	74248.78	2855.72	35.70
12	1.75%	75548.14	2905.70	36.32
13	1.75%	76870.23	2956.55	36.96
14	1.75%	78215.46	3008.29	37.60
15	1.75%	79584.23	3060.93	38.26
16	1.75%	80976.95	3114.50	38.93
17	1.75%	82394.05	3169.00	39.61
18	1.75%	83835.94	3224.46	40.31
19	1.75%	85303.07	3280.89	41.01
20	1.75%	86795.88	3338.30	41.73
21	1.75%	88314.81	3396.72	42.46
22	1.75%	89860.31	3456.17	43.20
23	1.75%	91432.87	3516.65	43.96
24	1.75%	93032.94	3578.19	44.73
25	1.75%	94661.02	3640.81	45.51

Appendix F

Three year comparison 3% COLA to recommended market based salary adjustments for Law enforcement and Corrections sworn personnel only

Law Enforcement				Corrections			
3% Sworn Only	FY16	FY17	FY18	3% Sworn Only	FY16	FY17	FY18
51100 Executive Salary	71,325	71,325	71,325	51100 Executive Salary	71,325	71,325	71,325
51200 Regular Salary	18,167,857	18,625,773	19,097,421	51200 Regular Salary	13,855,330	14,202,765	14,560,614
51300 Other Salary	278,512	278,512	278,512	51300 Other Salary	0	0	0
51400 Overtime	864,950	865,418	865,932	51400 Overtime	728,450	728,450	728,450
51500 Incentive Pay	167,445	167,445	167,445	51500 Incentive Pay	46,260	46,260	46,260
52100 Fica/Medicare	1,467,754	1,502,456	1,538,111	52100 Fica/Medicare	1,104,027	1,130,183	1,156,963
52200 Retirement	3,369,565	3,460,995	3,555,187	52200 Retirement	2,568,224	2,638,424	2,710,718
52300 Life & Health	3,845,347	3,847,648	3,850,020	52300 Life & Health	3,546,478	3,548,262	3,550,087
52400 Workers' Comp	458,359	471,440	484,424	52400 Workers' Comp	352,448	361,907	371,679
52500 Unemployment Comp	10,000	10,000	10,000	52500 Unemployment Comp	20,000	20,000	20,000
	28,701,114	29,301,012	29,918,377		22,292,542	22,747,576	23,216,096
STEP Sworn Only	FY16	FY17	FY18	STEP Sworn Only	FY16	FY17	FY18
51100 Executive Salary	71,325	71,325	71,325	51100 Executive Salary	71,325	71,325	71,325
51200 Regular Salary	18,487,487	19,303,026	20,167,791	51200 Regular Salary	14,101,923	14,719,780	15,373,753
51300 Other Salary	278,512	278,512	278,512	51300 Other Salary	0	0	0
51400 Overtime	864,950	865,418	865,932	51400 Overtime	728,450	728,450	728,450
51500 Incentive Pay	167,445	167,445	167,445	51500 Incentive Pay	46,260	46,260	46,260
52100 Fica/Medicare	1,492,228	1,553,780	1,619,046	52100 Fica/Medicare	1,122,972	1,169,801	1,219,157
52200 Retirement	3,435,520	3,599,631	3,773,689	52200 Retirement	2,619,095	2,745,051	2,878,369
52300 Life & Health	3,845,347	3,849,341	3,853,575	52300 Life & Health	3,546,478	3,549,526	3,552,765
52400 Workers' Comp	428,473	449,454	471,213	52400 Workers' Comp	329,362	344,829	361,148
52500 Unemployment Comp	10,000	10,000	10,000	52500 Unemployment Comp	20,000	20,000	20,000
	29,081,287	30,147,932	31,278,528		22,585,865	23,395,022	24,251,227
Difference over 3% COLA	380,173	846,920	1,360,151		293,323	647,446	1,035,131
Combined	FY16	FY17	FY18	Three year total	4,563,144		
	673,496	1,494,366	2,395,282				



Sheriff Mike Wood

LEON COUNTY SHERIFF'S OFFICE

February 13, 2015

Leon County Courthouse
Vincent S. Long, County Administrator
301 S. Monroe Street
Tallahassee, FL 32301

Re: Leon County Sheriff's Office FY2016 Budget Planning


Dear Administrator Long,

The Leon County Sheriff's Office strives to attract and retain the most qualified personnel to provide law enforcement services to this great county. Almost a decade ago, inconsistencies in salary ranges within the agency were identified. With the Board of County Commissioners' assistance, we were able to implement an intensive realignment process that resulted in equality to staff salary ranges. The long term vision has always been to implement a step pay plan that ensured salaries were competitive in the local and statewide law enforcement and corrections industries. Despite our best efforts, the Leon County Sheriff's Office has been unsuccessful in this goal due to budget constraints. Though the Board of County Commissioners has graciously implemented Cost of Living Adjustments over the last several years, it has only helped slow the ever increasing salary disparity between our agency and the Tallahassee Police Department.

Preliminary benchmark pay studies have shown that our agency has fallen further behind in its ability to provide competitive compensation. It is my wish to institute a true step pay plan for all sworn personnel that realigns salary ranges based upon law enforcement and corrections experience while making our sworn personnel equitable with other local sworn personnel and competitive with other state agencies. The process to achieve this goal may encompass multiple fiscal years but I have made this a priority and am committed to its success.

I would like for our staffs to work together in developing an updated pay plan that is reasonable, equitable and competitive, to be considered during this current budget cycle. I ask for your guidance, assistance and support in achieving this important goal.

Sincerely,



Mike Wood, Sheriff



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Office Phone (850) 606-3300 ★ Jail Phone (850) 606-3500
Please visit us on the web at: www.leoncountysos.com

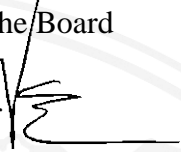


Leon County Board of County Commissioners

Cover Sheet for Budget Discussion #8

June 23, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: Adoption of Proposed Market-Based Revisions to the Classification and Pay Plan

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator
Lead Staff/ Project Team:	Candice Wilson, Human Resources Director

Fiscal Impact:

This item has a fiscal impact of \$182,934 to bring employees up to the proposed market pay grade minimums, including associated fringe benefit costs.

Staff Recommendation:

- Option #1: Adopt the proposed revised minimum rates of pay as reflected in the proposed revised Pay Plan (Attachment #1).
- Option #2: Adopt proposed new Section 4.06, "Market Adjustment" as part of Leon County's Personnel Policies and Procedures (Attachment #2).
- Option #3: Adopt proposed revised Section 5.02, "Administration" of Leon County's Personnel Policies and Procedures (Attachment #3)
- Option #4: Direct staff to bring employees to the minimum pay rate for their pay grade, as identified in the proposed revised Pay Plan, if their current pay rate is less than that amount.
- Option #5: Direct staff, as part of the annual budget process, to continue to review and recommend adjustments to the County's Pay Plan in order to achieve and maintain market competitiveness.

Report and Discussion

Background:

Leon County has a traditional salary structure, which places position classifications into pay grades, with minimum and maximum rates of pay established for each pay grade (Pay Plan). The Pay Plan considers the County's need for internal equity among job classifications, based upon criteria such as job duties, responsibilities, necessary knowledge, skills, abilities, and so forth (this is done using point factors). Additionally, to be an effective recruiter and to retain a well-qualified workforce, the Pay Plan must offer competitive rates of pay, that also provide for employees upward growth and professional development (this is done using market pricing). Employees are typically hired at or near the minimum of the pay grade for their job classification and progress, through the course of their career, towards the maximum pay rate, generally as a result of cost of living and merit based increases.

The County's Pay Plan was initially developed as a result of a study conducted by the Waters Consulting Group, and was implemented as part of the FY 1992/93 budget. Subsequently, some market adjustments have been made to the Pay Plan. For example, (a) minimum and maximum pay rates were adjusted upward by approximately 6% for a small segment of the Pay Plan effective October 1, 2009 (this impacted pay grades 73 through 80, which are the lower paying pay grades); (b) minimum and maximum pay rates were adjusted upward by 5% for Emergency Medical Technicians and by 10% for Paramedics effective October 1, 2013; (c) effective October 1, 2014, market adjustments were made for certain Probation and Supervised Pretrial Release classifications and as part of the EMS Professional Development Career Path.

Section 5.02 of Leon County's Personnel Policies and Procedures stipulates that Human Resources will maintain the salary schedule, including conducting general salary surveys periodically from which recommendations may be made to adjust the schedule. Due to budget constraints, broad-based market adjustments have not been recommended in a number of years, and across-the-board market increases to pay grade minimum and maximum rates of pay have not been made since October 1, 2005. As a point of comparison, Florida's minimum rate of pay was \$6.15/hour in 2005 and it currently is \$8.05/hour (a 31% increase). Consistent with Section 5.02, staff recently conducted a general salary survey of benchmark positions.

Historically, the Board's position has been to provide competitive wages by maintaining a salary structure 5% above the market average. Said another way, in order to attract and retain quality employees, the County's compensation philosophy has been to lead its market peers by 5% above the 50th percentile in terms of minimum and maximum rates of pay for comparable positions. The Waters Study, the 1995 MIS Compensation Study, and the 2002 Leon County Sheriff's Office's Compensation Study each recommended, and in each instance the Board approved, a 5% above the market average position. However, as discussed in the analysis section below, the County's current minimum rates of pay lag the market.

Analysis:

While the rising cost of living certainly impacts employees' purchasing power, the Consumer Price Index or other cost of living indicators do not directly affect the market rate for a particular occupation. The competitive rate of pay for a position is determined by supply and demand considerations, and what comparable agencies pay within the market. Therefore, to determine if

modifications to the Pay Plan may be warranted on this basis, staff conducted a high-level market assessment.

Salary Survey Methodology – In the market assessment, peer employers with similar characteristics and service offerings as the County were surveyed to determine the market pay range for selected position classifications (benchmark positions).

- *Market Peers* - A total of 10 Florida county market peers were selected for the salary survey (Alachua, Collier, Escambia, Lake, Manatee, Osceola, St. Lucie, Pasco, St. Johns, and Volusia), as well as the State of Florida and the City of Tallahassee. Data collected from peers outside of Leon County were adjusted for cost of living differences, which is discussed later in this item.
- *Benchmark Positions* – A total of 20 benchmark positions were identified for the survey, which represented approximately 25% of the filled positions. The benchmark positions reflect a cross-section of positions that are common classifications among Florida county governments, clearly and concisely described, with similar work responsibilities and entry-level requirements. The process excluded positions where pay is determined outside of the scope of the County's Pay Plan, such as Commissioners, Commission Aides and appointed positions.

Once the market peers and benchmark positions were identified, classification and pay plan information was obtained from the peer organizations and compared with Leon County's. The analysis of such market data provides a snapshot of the County's overall competitiveness with its market peers in terms of its salary structure.

Prior to presenting the analysis, it is important to discuss the salary structure of two market peers. The State of Florida and the City of Tallahassee utilize broadband pay structures rather than the more common traditional pay grade structure that Leon County and the surveyed peer counties utilize. On average, studies have found that more than 80% of employers use traditional salary structures, while approximately 7% use broadband structures.

Traditional salary structures are organized around multiple pay grades that enable employees to be promoted from one pay grade to another, with minimum and maximum levels of pay defined for each pay grade and job classification. This recognizes differing rates of pay for the job performed and guarantees a reasonable level of control over employee pay.

In comparison with traditional pay grade structures, broadband pay structures consolidate a large number of pay grades into a few pay grades with wide salary ranges (broadbands). Unlike a traditional salary structure, the broadband does not represent the minimum and maximum amount of pay for a particular job within the structure, and managers exercise greater autonomy to set rates of pay for individual employees. Studies have identified challenges in administering broadband pay plans, with mixed results. There are cost control considerations, as banding gives managers more latitude in what they pay employees. Some studies have found that broadband structures resulted in more rapid increases in payroll costs than traditional structures, and employers paying above the going market rate. Even if managers are given latitude to establish employee pay rates only within their current budget availability, the employer is responsible for continued funding on a go forward basis. Distributed management flexibility and autonomy opens the potential for managerial abuses and pay disparities in different areas of the

organization, where employees with similar responsibilities have earnings that are thousands of dollars apart. This can result in requests for pay equity adjustments, charges of favoritism, and harm employee morale. Only a few managers setting inappropriate rates of pay can call an entire pay system into question, with individual decisions across the organization being difficult to justify. Additionally, broadbanding makes it more difficult to establish market comparisons for jobs.

While the State of Florida utilizes a broadband system, positions are classified under both a traditional pay grade structure and within a broadband structure. Florida Management Services staff advised that positions are budgeted as classified under the traditional pay grade structure; however the traditional pay grade minimums do not dictate what state agencies may offer as starting pay. The hiring rate decision is delegated to state agencies as long as they have dollars to support their decisions. It appears, from State of Florida job advertisements, that positions are regularly advertised with a minimum pay rate consistent with the position's placement in the traditional pay grade system, rather than its broadband placement. Therefore, staff was able to identify and utilize State of Florida data for market comparisons.

City of Tallahassee staff advised that the minimum rate of pay within a band is usually used for temporary workers, and that rates of hire are made at the department's discretion. Rates of hire are typically more than the pay band minimum but do not typically exceed the "Maximum Hiring Rate" for the position. The amount that the Maximum Hiring Rate exceeds the pay band minimum varies from one position to another, but averages 72% above the pay band minimum (and ranged as high as 123% above the pay band minimum). Due to these factors, using the City's rates of pay for market comparison purposes was not possible.

Cost of Living Adjustment - Realizing there are significant differences in the cost of living in other areas of the state, staff adjusted the minimum and maximum rates of pay reported by peer counties located outside of Leon County to reflect cost of living differences. The cost of living data source was the most recent "Florida Price Level Index 2013" (FPLI). The FPLI, established by the Florida Legislature as the basis for the District Cost Differential in the Florida Education Finance Program, is used to represent the costs of hiring equally qualified personnel across school districts. The following calculation was used to allow salary dollars from peer Florida counties to be compared in spending power relevant to Leon County:

$$\frac{\text{Cost of Living Index Difference}}{\text{(between the surveyed entities and Leon County)}} \times \frac{\text{Reported Minimum or Maximum Rate of Pay}}{\text{Maximum Rate of Pay}} = \frac{\text{Adjusted Minimum or Maximum Rate of Pay}}{\text{Maximum Rate of Pay}}$$

Market Competitiveness - It is important to note that the minimum or maximum pay rate for a position classification in comparison to the market is not an assessment of an individual employee's salary being equally above or below the market. But it does speak to the County's ability to recruit and retain a talented workforce. If starting pay is significantly lower than the market would offer, the County may find itself losing out to market peers when it seeks to fill a position, and/or it may lose employees as soon as a better-paying job comes along. If the County were to have a maximum pay rate significantly lower than the market, it would be a disincentive for experienced employees to remain.

In addition to the market survey data, it is relevant to consider the following related factors.

1. The difference between Florida's minimum wage, and the minimum rate Leon County pays its lowest classified positions, is compressing. Florida law requires a new minimum wage calculation each year on September 30, based on the percentage increase in the federal Consumer Price Index for Urban Wage Earners and Clerical Workers in the South region for the 12-month period prior to September 1. If that calculation is higher than the federal rate, the State's rate would then take effect the following January.
 - In October 2005, Leon County paid a minimum of \$7.82/hour for its lowest paid positions (pay grade (PG) 73), which was 27% more than Florida's \$6.15/hour minimum wage rate.
 - Currently, Leon County pays a minimum of \$8.23/hour for its lowest paid positions, which is 2% more than Florida's \$8.05/hour minimum wage rate.
 - If Leon County increased its minimum rate of pay by the same rate Florida increased its minimum wage, the minimum pay rate for PG 73 would be \$10.24/hour (24% more), and if it kept pace with Social Security Cost of Living Adjustments, it would be \$9.90/hour (20% more) (Attachment #4).
2. Sources report that various businesses are increasing their minimum pay rates in an effort to attract and retain talent.
 - Ikea ties its minimum wage to MIT's Living Wage Calculator (which estimates the minimum wage a worker needs to make to meet their basic needs depending upon where they live) for each of its U.S. locations. The calculator estimates the rate for one adult in Leon County at \$9.44/hour.
 - GAP's minimum pay is \$9.00/hour, which will increase to \$10.00/hour in June 2015.
 - Costco's starting pay is \$11.50/hour.
 - Whole Foods' minimum pay is \$10.00/hour.
 - Wal-Mart's minimum increased to \$9.00/hour in April, 2015 and is scheduled to increase to \$10.00/hour in 2016.

Certainly, when one considers benefit costs such as retirement and health care, Leon County's total compensation cost for its lowest paid workers likely exceeds that paid by many of the businesses cited above for their lowest paid workers, but reports such as these indicate there are pressures within the market to increase minimum rates of pay to recruit and retain a skilled workforce.

3. Due to differences in compensation policy, the actual scope of the position surveyed and its requirements, minimum and maximum rates of pay that are within 5% of the market average or median are considered by many agencies to be competitive in the labor market for salary survey purposes.

Market Findings – Based on the data gathered for 20 benchmark positions from 11 market peers, adjusted for cost of living differences, the following can be determined. *It should be noted that these are pay range differentials and not salary differentials, and are not indications that incumbents in these positions are over or under paid.*

1. Below Market at the MINIMUM of the Pay Ranges

- a. At the minimum of the respective pay range, the County is approximately 17.8% below the market median (deviations from the market median varied by classification surveyed). Staff utilized the market median, as averages can be very sensitive to abnormally low or high values, while medians are much less affected by outliers. The median is the exact midpoint of the relevant market data collected for a surveyed position, with 50% of the market data below and 50% of the market data above.
 - b. At the minimum of the respective pay range, 19 of the 20 positions surveyed are below the market median (Leon County's minimum rate of pay, for 19 out of 20 benchmark positions, lags the market median minimum rate of pay for comparable positions).
2. Competitive at the MAXIMUM of the Pay Ranges
 - a. At the maximum of the respective pay range, the County is approximately 5% above the market median.
 - b. At the maximum of the respective pay range, 16 of the 20 positions surveyed meet or exceed the market median (Leon County's maximum rate of pay, for 16 out of 20 benchmark positions, leads the market median maximum rate of pay for comparable positions by approximately 5%). As previously stated, due to differences in compensation policy, the actual scope of the position surveyed and its requirements, a salary within 5% of the market median is considered by many agencies to be competitive in the labor market for salary survey purposes.
3. Wider Pay Ranges Than the Market - Leon County's comparatively wide pay range spread is the reason the County is generally below the market at the minimum of the pay ranges, while generally competitive at the maximum of the pay ranges. Pay range spread is the difference between the minimum and maximum pay rate for each pay grade. The range spread should provide room for employees within pay grades with different experience levels, and provide room for employees to advance within their classification. For the surveyed positions, the median spread between the relevant pay grade minimums and maximums was 54% for market peers and 94% for Leon County. In addition to its market peers, staff reviewed additional classification and pay studies that were recently completed to identify recently adopted pay range spreads: Charlotte County – 65% spread all pay grades; Monroe County – 55% spread all pay grades; and Pasco County – average spread of 79% (ranging from 51% to 85%).

Taken together, the market survey results indicate that Leon County's pay ranges are not competitive with the minimum rates of pay in the market, but pay grade maximums are, in general, competitive within the market. The pay grade structure warrants a market-based upward adjustment to the pay grade minimums. Recommended FY 2015/16 market adjustment actions are identified in Table 1.

Table 1 - FY 2015/16 Market Adjustment Recommendations
<p>1. Adopt the proposed revised Pay Schedule (Attachment #1) which includes:</p> <p>a. A 10% market adjustment increase to the minimum pay rate for non-EMS pay grades; <i>(Note: If approved, this would increase the minimum paid for Leon County's lowest classifications (PG 73) from \$8.23/hour to \$9.05/hour).</i></p> <p>b. A 5% market adjustment increase to the minimum pay rate for EMS pay grades that <u>are not included</u> in the Professional Development Career Path adopted in FY 14/15; <i>(Note: As a 5% market adjustment was made in FY 14/15 for these classifications, the two-year impact would be a 10% market adjustment increase for the following positions: EMS Supply Technician, Charge Paramedic, Field Operations Supervisor (Captain), Quality Improvement & Education Manager, Division Manager, and Director). No market adjustment is recommended for the EMS pay grades that are included in the Professional Development Career Path, as market adjustments were made in FY 13/14 and in FY 14/15. The proposed revised Pay Schedule identifies Career Path positions)</i></p> <p>c. No market adjustment to the maximum pay rates. <i>(Note: Current maximum rates of pay are competitive within the market)</i></p>
<p>2. Bring employees to the minimum pay rate for their pay grade, as identified in the proposed revised Pay Schedule, if their current pay rate is less than that amount.</p>
<p>3. Adopt proposed new Section 4.06, "Market Adjustment" as part of Leon County's Personnel Policies and Procedures (Attachment #2). <i>(Note: The proposed language stipulates in part, "...If their position was moved to a higher paying pay grade: (1) They will be brought to the minimum of the new pay range if their current rate of pay is below the minimum rate of pay for their position's new pay grade and/or pay range...")</i> Further discussion regarding this recommendation is provided below.</p>

Adopt New Section 4.06, Market Adjustment - Consistent with the Board's direction during the FY 2014/15 budget process, staff recommendations include the Board's adoption of a revision to Leon County's Personnel Policies and Procedures to add a new Section 4.06 Market Adjustment (Attachment #2). During last year's budget process, the Board directed staff to adjust the pay for those employees, who are currently earning below the minimum market adjusted rate for their positions, up to the approved minimum market rate. This is consistent with staff's current recommendations. However, as Board policy is currently silent with respect movement of positions to higher or lower pay grades in response to market adjustments, staff has drafted a new Section 4.06 Market Adjustment to address this issue.

As discussed during the FY 2014/15 budget process, market adjustments are not upward reclassifications as defined and provided for under Section 4.03 of the Personnel Policies and Procedures. Upward reclassifications are position advancements resulting from significant changes in duties and responsibilities that are assigned to a position, thereby resulting in the position being assigned to a classification with a higher pay range.

Maintain or Improve Leon County's Position in the Market – If adopted, the proposed revised market adjustments is a fiscally prudent step to improve the County's market position:

minimum rates of pay for non-EMS pay grades will increase by 10%, and minimum pay rates for EMS pay grades that are not included in the Professional Development Career Path will increase by 5%. However, at the minimum of the respective pay ranges, the County is currently approximately 17.8% below the market median (deviations from the market median varied by classification surveyed). Therefore staff anticipates some classifications will require future market adjustments to become competitive. Additionally, the County will need to continue its efforts to achieve and keep pace with its peers in terms of employee salaries, reviewing and adjusting its pay plan, as warranted, on an annual basis.

With respect to further improving and maintaining is market competitiveness, staff is recommending three courses of action to be taken annually, contingent upon budget availability: (1) adjusting pay grade minimums and maximums consistent with the rate that the Florida Minimum wage rate increases; (2) contacting peers annually to determine their approach to pay plan adjustments; and (3) identifying job classifications with market-based recruitment or retention challenges. These recommendations, identified in Table 2, will work to ensure that external equity is achieved and maintained. Any pay grade changes made with respect to these market-based factors will not impact an individual employee's rate of pay, unless their rate of pay is less than the minimum rate of pay approved by the Board for their job classification.

Table 2 – Annual Market Adjustment Recommendations	
1. Adopt proposed revised Section 5.02, “Administration” of Leon County’s Personnel Policies and Procedures (Attachment #3)	
<i>(Note: The proposed language stipulates in part, “...This also includes an annual adjustment to pay grade minimums and maximums in an amount equal to the percentage change in the Florida Minimum Wage (the “Florida Minimum Wage Adjustment”), which shall take effect on October 1, unless the County Administrator otherwise recommends, and the Board approves, that a Florida Minimum Wage Adjustment will not be made for a particular year....”).</i>	
2. Direct staff, as part of the annual budget process, to continue to review and recommend adjustments to the County’s pay plan in order to achieve and maintain market competitiveness, as follows:	
<ul style="list-style-type: none"> a. To survey peer counties to identify average movement of peer pay levels; b. To identify classifications with market-based recruitment or retention challenges; and c. To recommend pay plan adjustments which recognize budgetary constraints and are consistent with the County’s compensation philosophy: to maintain a competitive pay plan by having ranges established by 5% above the 50th percentile in terms of minimum and maximum rates of pay for similar positions. 	

Grade Placement Analysis – An organization with a large percentage of employees at the pay grade minimum can cause employee morale issues, as newly hired employees may have a salary similar to those with more experience. Conversely, a large percentage of employees at the pay grade maximum can indicate employees are capping out in their current salary range too frequently, and wider pay range spreads or additional pay grade may be warranted to prevent employee retention issues. Staff analyzed the placement of 639 employees relative to their pay grade range (employees who are part of the EMS Professional Development Career Path adopted in FY 2014/15 were not included), and found:

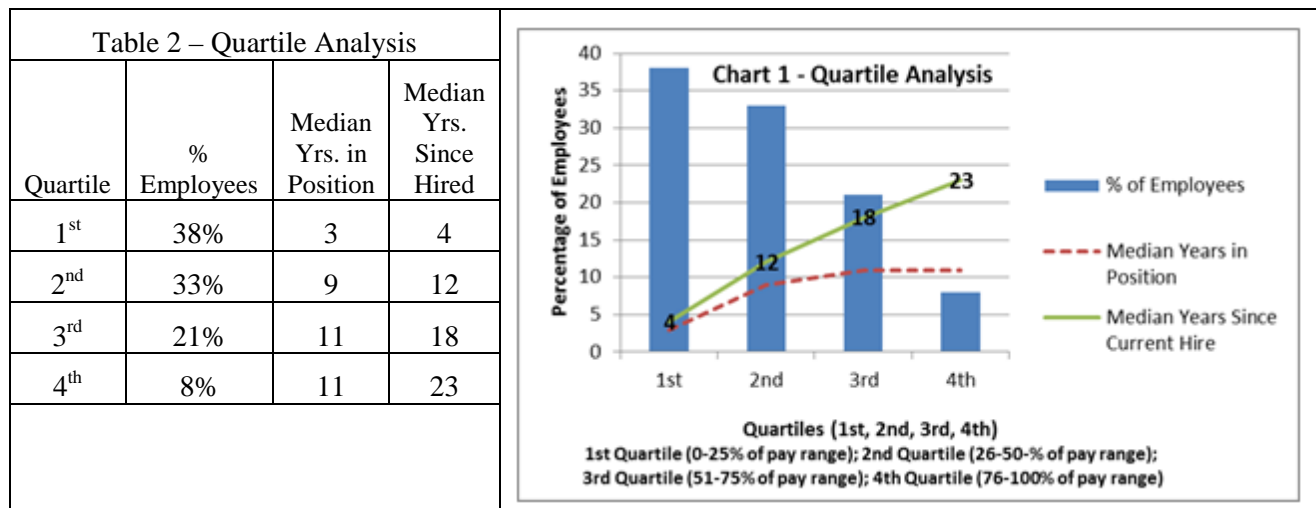
1. Only 19 employees (3%) are at their pay grade minimum (these employees had a median tenure of less than a year in their current position).
2. Only eight employees (1%) are at their pay grade maximum.

This analysis indicates that the County does not have a large number of employees at the salary range extremes.

Quartile Analysis and Compression Considerations – Salary compression occurs when long-term employees are being paid approximately the same wage as new employees with little relevant experience, within the same job classifications. If salary compression is an issue, employers can consider compression adjustments to employee salaries, typically based on employees’ years of service within their current job classification or years of service with the employer, to provide a pay spread between new hires and tenured employees.

A quartile analysis was conducted to identify how employees are progressing, overall, through their pay ranges. One should expect that there would broadly be a positive correlation between employees’ years of service within a position and employees’ progression through their respective a pay grade. The quartile analysis helps identify if clustering of salaries in a given quartile may be occurring, which could indicate salary compression.

This analysis was based on 639 employees (employees who are part of the EMS Professional Development Career Path adopted in FY 14/15 were not included in the analysis). The relevant pay grade for each employee was divided into four equal quartiles, and employees were assigned a quartile based on where their current rate of pay fell. For example, employees in the 1st Quartile have rates of pay within 0 - 25% of their pay range; and employees in the 4th Quartile have rates of pay within 76% - 100% of their pay range. Additionally, their tenure of employment in their current position and with the County was factored in. The results of the quartile analysis, summarized in Table 2 and Chart 1, reveal a positive correlation between employees’ tenure of employment and upward movement through employees’ pay grade. Widespread salary compression is not indicated.



Salary Placement – When positions are adjusted within a pay system, resulting in increased minimum rates of pay, employees who are currently paid less than the new pay grade minimum are typically brought up to the new pay grade minimum for their position, which is consistent with staff’s recommendation and the proposed new Section 4.06, “Market Adjustment”. Additionally, if salary compression is an issue, salary compression adjustments may be warranted.

116 of the 639 employees analyzed (18%) are within 10% of their pay grade minimum, with a median tenure of 1.6 years in their current position, and 2.5 years with Leon County. If the proposed revised Pay Schedule is adopted, it is anticipated that the pay for these employees would be brought to the new pay grade minimum, with a median pay increase of \$0.60/hour. Additionally, they would be eligible for a performance based pay increase, depending upon their job performance, if the Board includes such performance-based increases as part of the FY 2015/16 budget. There are no indications, based on staff’s analysis, that widespread salary compression is an issue, and staff recommendations do not include compression adjustments in employee pay.

Of note, Monroe and Pasco counties adopted new pay plans in 2014, which included market increases to pay grade minimums. While both salary studies recommended salary “compression” adjustments: (a) Monroe County approved raising employee’s minimum pay to the new pay grade minimum if they were currently paid less than that amount, but made no “compression” adjustment (those already paid above the new minimum did not receive a pay increase), and (b) Pasco County approved raising employee’s minimum pay to the bottom of the new pay range, but no less than \$9.64/hour (Pasco’s “living wage” rate) and adjusted the employee’s minimum by 1% for each year of County service up to a maximum of 5 years (those already paid more than this adjusted minimum did not receive a pay increase).

Options:

1. Adopt the proposed revised minimum rates of pay as reflected in the proposed revised Pay Plan (Attachment #1).
2. Adopt proposed new Section 4.06, “Market Adjustment” as part of Leon County’s Personnel Policies and Procedures (Attachment #2).
3. Adopt proposed revised Section 5.02, “Administration” of Leon County’s Personnel Policies and Procedures (Attachment #3)
4. Direct staff to bring employees to the minimum pay rate for their pay grade, as identified in the proposed revised Pay Plan, if their current pay rate is less than that amount.
5. Direct staff, as part of the annual budget process, to continue to review and recommend adjustments to the County’s Pay Plan in order to achieve and maintain market competitiveness.
6. Board direction.

Recommendation:

Options #1, #2, #3, #4, and #5.

Attachments:

1. Current and Proposed Pay Plan (Pay Grade Minimums and Maximums)
2. Proposed New Section 4.06, Leon County Personnel Policies and Procedures, “Market Adjustment”
3. Proposed revised Section 5.02, “Administration” of Leon County’s Personnel Policies and Procedures
4. Social Security Cost of Living Adjustments, Florida Minimum Wage, Leon County PG 73 Minimum Pay (Since 2005)

Current and Proposed Revised Pay Plan (Pay Grade Minimums and Maximums)
(Revisions to the Current Pay Plan, Included in the Proposed Revised Pay Plan, are Highlighted)

Pay Grade	Current Pay Schedule							Proposed Revised Pay Plan								
	Hourly Rate			Est. Annual Hrs.	EMS - Equiv. Hrs. Paid (with Over-time)	Est. Annual (Rounded)		% Increase from Current		Proposed Hourly Rate						
	Min.	Max.	Min. to Max. Spread			Minimum	Maximum	Min.	Max	Min. (Proposed Inc.)	Max. (Same as Current)	Min. to Max. Spread	EMS Position	Shift	Career Path (CP) or Not CP	Sys Status Included or Excluded
73	\$8.23	\$15.96	94%	2,080	-	\$17,108	\$33,206	10%	0	\$9.05	\$15.96	76%	-	-	-	-
74	\$8.64	\$16.76	94%	2,080	-	\$17,964	\$34,866	10%	0	\$9.50	\$16.76	76%	-	-	-	-
75	\$9.07	\$17.60	94%	2,080	-	\$18,862	\$36,609	10%	0	\$9.98	\$17.60	76%	-	-	-	-
76	\$9.52	\$18.48	94%	2,080	-	\$19,805	\$38,440	10%	0	\$10.47	\$18.48	77%	-	-	-	-
77	\$10.00	\$19.40	94%	2,080	-	\$20,795	\$40,362	10%	0	\$11.00	\$19.40	76%	-	-	-	-
78	\$10.50	\$20.37	94%	2,080	-	\$21,835	\$42,380	10%	0	\$11.55	\$20.37	76%	-	-	-	-
79	\$11.02	\$21.39	94%	2,080	-	\$22,927	\$44,499	10%	0	\$12.12	\$21.39	76%	-	-	-	-
80	\$11.57	\$22.46	94%	2,080	-	\$24,073	\$46,724	10%	0	\$12.73	\$22.46	76%	-	-	-	-
81	\$12.22	\$23.81	95%	2,080	-	\$25,427	\$49,521	10%	0	\$13.44	\$23.81	77%	-	-	-	-
82	\$13.26	\$26.00	96%	2,080	-	\$27,580	\$54,088	10%	0	\$14.59	\$26.00	78%	-	-	-	-
83	\$14.40	\$28.48	98%	2,080	-	\$29,956	\$59,230	10%	0	\$15.84	\$28.48	80%	-	-	-	-
84	\$15.68	\$31.30	100%	2,080	-	\$32,625	\$65,096	10%	0	\$17.25	\$31.30	81%	-	-	-	-
85	\$17.04	\$34.20	101%	2,080	-	\$35,450	\$71,136	10%	0	\$18.74	\$34.20	82%	-	-	-	-
54	\$17.04	\$34.50	102%	2,080	-	\$35,444	\$71,756	10%	0	\$18.74	\$34.50	84%	-	-	-	-
86	\$18.57	\$37.28	101%	2,080	-	\$38,634	\$77,551	10%	0	\$20.43	\$37.28	82%	-	-	-	-
55	\$18.92	\$38.31	102%	2,080	-	\$39,347	\$79,686	10%	0	\$20.81	\$38.31	84%	-	-	-	-
87	\$20.24	\$40.64	101%	2,080	-	\$42,109	\$84,540	10%	0	\$22.26	\$40.64	83%	-	-	-	-
56	\$20.99	\$42.52	103%	2,080	-	\$43,665	\$88,437	10%	0	\$23.09	\$42.52	84%	-	-	-	-
88	\$22.07	\$44.30	101%	2,080	-	\$45,899	\$92,152	10%	0	\$24.28	\$44.30	82%	-	-	-	-
57	\$23.32	\$47.22	102%	2,080	-	\$48,496	\$98,211	10%	0	\$25.65	\$47.22	84%	-	-	-	-
89	\$24.49	\$49.16	101%	2,080	-	\$50,948	\$102,261	10%	0	\$26.94	\$49.16	82%	-	-	-	-
90	\$25.72	\$51.62	101%	2,080	-	\$53,495	\$107,374	10%	0	\$28.29	\$51.62	82%	-	-	-	-
58	\$25.87	\$52.37	102%	2,080	-	\$53,813	\$108,921	10%	0	\$28.46	\$52.37	84%	-	-	-	-
57SR	\$27.98	\$56.66	103%	2,080	-	\$58,196	\$117,853	10%	0	\$30.78	\$56.66	84%	-	-	-	-
59	\$28.72	\$58.15	102%	2,080	-	\$59,741	\$120,949	10%	0	\$31.59	\$58.15	84%	-	-	-	-
58SR	\$31.05	\$62.84	102%	2,080	-	\$64,576	\$130,706	10%	0	\$34.16	\$62.84	84%	-	-	-	-

Current and Proposed Revised Pay Plan (Pay Grade Minimums and Maximums)
(Revisions to the Current Pay Plan, Included in the Proposed Revised Pay Plan, are Highlighted)

Pay Grade	Current Pay Schedule							Proposed Revised Pay Plan									
	Hourly Rate			Est. Annual Hrs.	EMS - Equiv. Hrs. Paid (with Over-time)	Est. Annual (Rounded)		% Increase from Current		Proposed Hourly Rate							
	Min.	Max.	Min. to Max. Spread			Minimum	Maximum	Min.	Max	Min. (Proposed Inc.)	Max. (Same as Current)	Min. to Max. Spread	EMS Position	Shift	Career Path (CP) or Not CP	Sys Status Included or Excluded	
60	\$31.88	\$64.55	102%	2,080	-	\$66,303	\$134,264	10%	0	\$35.07	\$64.55	84%	-	-	-	-	
59SR	\$34.47	\$69.78	102%	2,080	-	\$71,689	\$145,139	10%	0	\$37.92	\$69.78	84%	-	-	-	-	
61	\$35.38	\$71.65	103%	2,080	-	\$73,596	\$149,033	10%	0	\$38.92	\$71.65	84%	-	-	-	-	
60SR	\$38.25	\$77.46	103%	2,080	-	\$79,563	\$161,117	10%	0	\$42.08	\$77.46	84%	-	-	-	-	
62	\$39.27	\$79.53	103%	2,080	-	\$81,692	\$165,427	10%	0	\$43.20	\$79.53	84%	-	-	-	-	
63	\$43.59	\$88.28	103%	2,080	-	\$90,678	\$183,624	10%	0	\$47.95	\$88.28	84%	-	-	-	-	
EMS Pay Grades																	
E1S	\$13.01	\$24.69	90%	2,184	2,262	\$29,429	\$55,849	0	0	\$13.01	\$24.69	90%	EMT I	12 Hr Night	CP	Sys Stat Inc.	
E1S	\$13.01	\$24.69	90%	2,184	2,288	\$29,767	\$56,491	0	0	\$13.01	\$24.69	90%	EMT I	12 Hr Day	CP	Sys Stat Inc.	
E1S	\$13.01	\$24.69	90%	2,184	2,392	\$31,120	\$59,058	0	0	\$13.01	\$24.69	90%	EMT I	14 Hr	CP	Sys Stat Inc.	
E1S	\$13.01	\$24.69	90%	2,340	2,470	\$32,135	\$60,984	0	0	\$13.01	\$24.69	90%	EMT I	9 Hr	CP	Sys Stat Inc.	
E1	\$10.25	\$21.93	114%	2,912	3,328	\$34,112	\$72,983	0	0	\$10.25	\$21.93	114%	EMT I	24/48, PT, PRN	CP	Sys Stat Exc.	
E2S	\$13.51	\$25.76	91%	2,184	2,262	\$30,560	\$58,269	0	0	\$13.51	\$25.76	91%	EMT II	12 Hr Night	CP	Sys Stat Inc.	
E2S	\$13.51	\$25.76	91%	2,184	2,288	\$30,911	\$58,939	0	0	\$13.51	\$25.76	91%	EMT II	12 Hr Day	CP	Sys Stat Inc.	
E2S	\$13.51	\$25.76	91%	2,184	2,392	\$32,316	\$61,618	0	0	\$13.51	\$25.76	91%	EMT II	14 Hr	CP	Sys Stat Inc.	
E2S	\$13.51	\$25.76	91%	2,340	2,470	\$33,370	\$63,627	0	0	\$13.51	\$25.76	91%	EMT II	9 Hr	CP	Sys Stat Inc.	
E2	\$10.75	\$23.00	114%	2,912	3,328	\$35,776	\$76,544	0	0	\$10.75	\$23.00	114%	EMT II	24/48, PT, PRN	CP	Sys Stat Exc.	
PS	\$16.47	\$31.42	91%	2,184	2,262	\$37,255	\$71,072	0	0	\$16.47	\$31.42	91%	Paramedic	12 Hr Night	CP	Sys Stat Inc.	
PS	\$16.47	\$31.42	91%	2,184	2,288	\$37,683	\$71,889	0	0	\$16.47	\$31.42	91%	Paramedic	12 Hr Day	CP	Sys Stat Inc.	
PS	\$16.47	\$31.42	91%	2,184	2,392	\$39,396	\$75,157	0	0	\$16.47	\$31.42	91%	Paramedic	14 Hr	CP	Sys Stat Inc.	
PS	\$16.47	\$31.42	91%	2,340	2,470	\$40,681	\$77,607	0	0	\$16.47	\$31.42	91%	Paramedic	9 Hr	CP	Sys Stat Inc.	
P	\$12.94	\$27.89	116%	2,912	3,328	\$43,064	\$92,818	0	0	\$12.94	\$27.89	116%	Paramedic	24/48, PT, PRN	CP	Sys Stat Exc.	
P1S	\$16.97	\$32.50	92%	2,184	2,262	\$38,386	\$73,515	0	0	\$16.97	\$32.50	92%	Paramedic I	12 Hr Night	CP	Sys Stat Inc.	
P1S	\$16.97	\$32.50	92%	2,184	2,288	\$38,827	\$74,360	0	0	\$16.97	\$32.50	92%	Paramedic I	12 Hr Day	CP	Sys Stat Inc.	
P1S	\$16.97	\$32.50	92%	2,184	2,392	\$40,592	\$77,740	0	0	\$16.97	\$32.50	92%	Paramedic I	14 Hr	CP	Sys Stat Inc.	
P1S	\$16.97	\$32.50	92%	2,340	2,470	\$41,916	\$80,275	0	0	\$16.97	\$32.50	92%	Paramedic I	9 Hr	CP	Sys Stat Inc.	

Current and Proposed Revised Pay Plan (Pay Grade Minimums and Maximums)
(Revisions to the Current Pay Plan, Included in the Proposed Revised Pay Plan, are Highlighted)

Pay Grade	Current Pay Schedule							Proposed Revised Pay Plan								
	Hourly Rate			Est. Annual Hrs.	EMS - Equiv. Hrs. Paid (with Over-time)	Est. Annual (Rounded)		% Increase from Current		Proposed Hourly Rate						
	Min.	Max.	Min. to Max. Spread			Minimum	Maximum	Min.	Max	Min. (Proposed Inc.)	Max. (Same as Current)	Min. to Max. Spread				
													EMS Position	Shift	Career Path (CP) or Not CP	Sys Status Included or Excluded
P1	\$13.44	\$28.97	116%	2,912	3,328	\$44,728	\$96,412	0	0	\$13.44	\$28.97	116%	Paramedic I	24/48, PT, PRN	CP	Sys Stat Exc.
P2S	\$17.47	\$33.64	93%	2,184	2,262	\$39,517	\$76,094	0	0	\$17.47	\$33.64	93%	Paramedic II-Level 1	12 Hr Night	CP	Sys Stat Inc.
P2S	\$17.47	\$33.64	93%	2,184	2,288	\$39,971	\$76,968	0	0	\$17.47	\$33.64	93%	Paramedic II-Level 1	12 Hr Day	CP	Sys Stat Inc.
P2S	\$17.47	\$33.64	93%	2,184	2,392	\$41,788	\$80,467	0	0	\$17.47	\$33.64	93%	Paramedic II-Level 1	14 Hr	CP	Sys Stat Inc.
P2S	\$17.47	\$33.64	93%	2,340	2,470	\$43,151	\$83,091	0	0	\$17.47	\$33.64	93%	Paramedic II-Level 1	9 Hr	CP	Sys Stat Inc.
P2	\$13.94	\$30.11	116%	2,912	3,328	\$46,392	\$100,206	0	0	\$13.94	\$30.11	116%	Paramedic II-Level 1	24/48, PT, PRN	CP	Sys Stat Exc.
P22S	\$17.72	\$33.64	90%	2,184	2,262	\$40,083	\$76,094	0	0	\$17.72	\$33.64	90%	Paramedic II-Level 2	12 Hr Night	CP	Sys Stat Inc.
P22S	\$17.72	\$33.64	90%	2,184	2,288	\$40,543	\$76,968	0	0	\$17.72	\$33.64	90%	Paramedic II-Level 2	12 Hr Day	CP	Sys Stat Inc.
P22S	\$17.72	\$33.64	90%	2,184	2,392	\$42,386	\$80,467	0	0	\$17.72	\$33.64	90%	Paramedic II-Level 2	14 Hr	CP	Sys Stat Inc.
P22S	\$17.72	\$33.64	90%	2,340	2,470	\$43,768	\$83,091	0	0	\$17.72	\$33.64	90%	Paramedic II-Level 2	9 Hr	CP	Sys Stat Inc.
P22	\$14.19	\$30.11	112%	2,912	3,328	\$47,224	\$100,206	0	0	\$14.19	\$30.11	112%	Paramedic II-Level 2	24/48, PT, PRN	CP	Sys Stat Exc.
ESS	\$10.50	\$20.37	94%	2,184	2,262	\$23,751	\$46,077	5%	0	\$11.03	\$20.37	85%	EMS Supply Tech.	12 Hr Night	Not CP	N/A
ESS	\$10.50	\$20.37	94%	2,184	2,288	\$24,024	\$46,607	5%	0	\$11.03	\$20.37	85%	EMS Supply Tech.	12 Hr Day	Not CP	N/A
CPS	\$18.22	\$39.36	116%	2,184	2,262	\$41,214	\$89,032	5%	0	\$19.13	\$39.36	106%	Charge Paramedic	12 Hr Night	Not CP	N/A
CPS	\$18.22	\$39.36	116%	2,184	2,288	\$41,687	\$90,056	5%	0	\$19.13	\$39.36	106%	Charge Paramedic	12 Hr Day	Not CP	N/A
C1	\$22.04	\$44.64	103%		2,080	\$45,848	\$92,858	5%	0	\$23.14	\$44.64	93%	Field Op. Super./Capt.		Not CP	N/A
C2	\$24.48	\$49.58	103%		2,080	\$50,921	\$103,121	5%	0	\$25.71	\$49.58	93%	Quality Imp. & Educ. Mgr		Not CP	N/A
C3	\$27.17	\$54.98	102%		2,080	\$56,504	\$114,368	5%	0	\$28.52	\$54.98	93%	Division Mgr.		Not CP	N/A
C4	\$30.16	\$61.06	102%		2,080	\$62,728	\$126,996	5%	0	\$31.67	\$61.06	93%	Director		Not CP	N/A

EMS Differentials – No Changes from the Current Pay Plan

¹ EMS Differentials (see Notes)							
Position and Schedule	System Status – Per Hour	High Plus (Evenings, Nights) – Per Hour	Dispatch Communication Officer - Per Hour	Field Training Officer Substitute – Per Hour	Critical Care Paramedic Substitute – Per Hour	Charge Paramedic Substitute – Per Hour	Special Services Pay (Transport) – Per 12-hr. Block of Time (for availability)
All Shift Schedules, Other Than 24/48 Hour Shift (includes System Status Differential) - FULL TIME EMPLOYEES (NON-PRN)							
EMT I	N/A	\$0.51	\$2.29	N/A	N/A	N/A	\$15.00
EMT II	N/A	\$0.51	\$2.29	N/A	N/A	N/A	\$15.00
Paramedic	N/A	\$0.51	\$2.29	N/A	N/A	N/A	\$15.00
Paramedic I	N/A	\$0.51	\$2.29	\$0.40	\$3.71	\$6.00	\$15.00
Paramedic II - Level 1 & Level 2	N/A	\$0.51	\$2.29	N/A	N/A	\$6.00	\$15.00
Full Time 24/48 Hour Schedule Employees, AND PART-TIME AND PRN EMPLOYEES, REGARDLESS OF SHIFT (¹ System Status Differential pay when applicable)							
EMT I (24/48)	\$2.76	See Notes	\$2.29	N/A	N/A	N/A	\$15.00
EMT II (24/48)	\$2.76	See Notes	\$2.29	N/A	N/A	N/A	\$15.00
Paramedic (24/48)	\$3.53	See Notes	\$2.29	N/A	N/A	N/A	\$15.00
Paramedic I (credentialed) (24/48)	\$3.53	See Notes	\$2.29	\$0.40	\$3.71	\$6.00	\$15.00
Paramedic II - Level 1 & Level 2 (24/48)	\$3.53	See Notes	\$2.29	N/A	N/A	\$6.00	\$15.00
¹ Differentials Notes: Differentials are added to eligible employees' base rate of pay for authorized hours worked and/or for their authorized availability for special services transport consistent with the following descriptions:							
a) System Status - Paid per hour worked while designated as being on system status; only available to fulltime employees on a 24/48 hour shift, and part-time and PRN employees who are on designated system status (regardless of the part-time or PRN employee's shift)							
b) High Plus - Paid per hour worked during High Plus hours; employees are not eligible for High Plus while working as part of a 24/48 hour shift; however, employees regularly assigned to a 24/48 hour shift are eligible for High Plus for hours worked during High Plus hours as part of a non-24/48 hour shift (the definition of High Plus hours is maintained by the EMS Director/designee)							
c) Dispatch Communication Officer - Paid per hour worked as a designated Dispatch Communication Officer; must be certified EMD & 911; not available to employees in a Charge Paramedic position							
d) Field Training Officer Substitute - Paid per hour worked as a designated Field Training Officer substitute; not available to employees in a Paramedic II position							
e) Critical Care Paramedic Substitute - Paid per hour worked as a designated Critical Care Paramedic substitute; not available to employees in a Paramedic II position							
f) Charge Paramedic Substitute - Paid per hour worked as a designated Charge Paramedic (system controller) substitute; not available to employees in a Charge Paramedic position, or to employees in an EMT I, EMT II, or in a Paramedic position							
g) Special Services Pay (Transport) - Payable for a 12-hour block of time for designated availability							

Classification

SECTION IV CLASSIFICATION PLAN

4.01 Contents

The Classification Plan consists of:

- A. Grouping positions into classes so that each position class:
 - 1. Requires basically the same entry qualifications;
 - 2. Can be filled by substantially the same methods of selection;
 - 3. Is of comparable value and therefore deserves the same pay range.
- B. Class titles which are descriptive of the work of the class and do not construe discriminatory bias.
- C. Written class specifications for each classification containing a statement describing the nature of the duties of the class, job qualifications, and special requirements necessary.

4.02 Administration

The Human Resources Division shall have the responsibility for the administration and maintenance of the Classification Plan.

4.02.1 Procedure: New Positions

Requests to establish new positions shall be submitted by Department/Division Directors in writing to the Human Resources Director. The Human Resources Division shall analyze the new position requested and recommend to the Department Head the appropriate title and rate of pay in accordance with the County's Classification Plan. The request, with Human Resources's recommendations, shall then be submitted through the Office of Management and Budget (OMB), to the County Administrator who shall review the request. Upon the Administrator's approval, the request shall be submitted to the Board for final approval during the normal budget process.

Classification

4.02.2 Procedure: Establishment/Abolishment of Position Class

The Human Resources Director shall, upon request of the Department/Division Director, investigate and make a recommendation through the Office of Management and Budget, to the County Administrator as to the need for establishing, consolidating, or abolishing classes to provide the most appropriate classification of positions. The County Administrator shall review the recommendation, and upon the Administrator's approval the recommendation shall be submitted to the Board for final approval during the normal budget process.

4.03 Reclassification

Positions may be reclassified when:

- A. There have been significant changes in the actual duties and responsibilities, and/or the changes are the result of organizational, technical, legal or other advancement which is of a permanent nature.
- B. An error has occurred.

Positions may not be reclassified when:

- A. An increased workload has the effect of creating the need for a new position.
- B. The added duties and responsibilities are minor in nature and would be a logical function of the class.
- C. The added duties and responsibilities are to be performed for a temporary period of not less than three (3) weeks or more than six (6) months.
- D. The effect is a raise for an employee who has reached the job range maximum; it is a reward for performance; or to correct an inequity in pay.

When an upward reclassification occurs, the employee shall be placed at the appropriate step of the new level which considers a 5% of the current salary for one grade level change, and 10% of the current salary for two or more grade level changes.

A reclassification downward is an administrative action independent of an employee's performance and should not be confused with a demotion.

Classification

In a downward reclass, when the employee's salary exceeds the maximum of the new pay range, the salary is red circled and is frozen until changes in the pay grade schedule raise the maximum above the employee's salary.

If reclassification results in the position being assigned to a class in a skill level with the same pay range as the original classification, an incumbent employee shall maintain the same pay as before classification.

4.03.1 Procedure: Reclassification

The Human Resources Division, upon request of a Department/ Division Head, or as a function of administering the Wage and Salary Program, shall analyze positions and recommend reclassification where appropriate. Upon the review of the Office of Management and Budget, and the approval of the County Administrator, the recommendation shall be submitted to the Board for final approval during the normal budget process.

4.04 Retitling

Upon request of the Department/Division Director, the Human Resources Division may recommend retitling of a position. An incumbent employee in a retitled position shall maintain the same rate of pay.

4.05 Maintenance

The Classification Plan shall be kept current by the Human Resources Division through continued audit, investigation, and review. Department/Division Directors shall notify the Human Resources Director of change of duties, responsibilities or work assignments as they occur.

4.05.1 Procedure: Job Audit

The Human Resources Division will audit positions in the organization on a regular schedule. Within a three year cycle all positions of the County will be reviewed.

Separate questionnaires (See Appendix G) will be forwarded to the supervisor and to the incumbent with an indicated return date to Human Resources. Any extension of the return date will be coordinated between the Department/Division Director, and the Compensation Officer who will conduct a job site audit. Any recommendations will be submitted to the Human Resources Director, the Department/Division Director and the appropriate OMB Liaison.

Classification

4.06 Market Adjustments

The Board of County Commissioners may approve Market Adjustments to the Classification and Pay Plan in response to a market survey, to improve recruitment and/or retention, or for other purposes. Market Adjustments may result in the movement of a classification to a higher or lower pay grade, the adjustment to the minimum and/or maximum pay rate for one or more pay grades, other modifications to the Classification and Pay Plan, or other actions. When Market Adjustments to the Classification and Pay Plan are made, unless otherwise directed by the Board, each employee shall be slotted into the new Classification and Pay Plan and:

A. If their position was moved to a higher paying pay grade:

1. They will be brought to the minimum of the new pay range if their current rate of pay is below the minimum rate of pay for their position's new pay grade and/or pay range; or
2. They will receive no adjustment to their pay as a result of the Market Adjustment if their current rate of pay is at or above the minimum rate of pay for their position's new pay grade and/or pay range.

B. If their position was moved to a lower paying pay grade, or if the minimum pay rate for their position's new pay grade and/or pay range has a lower minimum rate of pay, their current rate of pay will not be adjusted downward as a result of the Market Adjustment.

Such movements of positions as a result of Market Adjustments are not considered to be reclassifications as described in Section 4.03, whether or not such positions are filled or vacant.

Social Security COLA		Florida Minimum Wage			Leon County Pay Grade 73 (Lowest Pay Classification)						
					PG 73 Minimum Pay - Actual			If Kept Pace with Soc Sec COLA		If Kept Pace with FL Minimum Wage	
Date	% Inc.	Date	\$/Hr.	% Inc From Prior Rate	Date	\$/Hr.	% Inc From Prior Rate	\$/Hr.	% Inc. From Prior Rate	\$/Hr.	% Inc. From Prior Rate
		5/2/2005	\$6.15		10/1/2005	\$7.82		\$7.82		\$7.82	
1/1/2006	4.1%	1/1/2006	\$6.40	4.1%	10/1/2006	\$7.82	0.0%	\$8.14	4.1%	\$8.14	4.1%
1/1/2007	3.3%	1/1/2007	\$6.67	4.2%	10/1/2007	\$7.82	0.0%	\$8.41	3.3%	\$8.48	4.2%
1/1/2008	2.3%	1/1/2008	\$6.79	1.8%	10/1/2008	\$7.82	0.0%	\$8.60	2.3%	\$8.63	1.8%
1/1/2009	5.8%	1/1/2009	\$7.21	6.2%	10/1/2009	\$8.23	5.2%	\$9.10	5.8%	\$9.17	6.2%
		7/24/2009	\$7.25	0.6%				\$9.10	0.0%	\$9.22	0.6%
1/1/2010	0.0%	1/1/2010	\$7.25	0.0%	10/1/2010	\$8.23	0.0%	\$9.10	0.0%	\$9.22	0.0%
1/1/2011	0.0%	1/1/2011	\$7.25	0.0%	10/1/2011	\$8.23	0.0%	\$9.10	0.0%	\$9.22	0.0%
		6/1/2011	\$7.31	0.8%				\$9.10	0.0%	\$9.29	0.8%
1/1/2012	3.6%	1/1/2012	\$7.67	4.9%	10/1/2012	\$8.23	0.0%	\$9.43	3.6%	\$9.75	4.9%
1/1/2013	1.7%	1/1/2013	\$7.79	1.6%	10/2/2013	\$8.23	0.0%	\$9.59	1.7%	\$9.91	1.6%
1/1/2014	1.5%	1/1/2014	\$7.93	1.8%	10/3/2014 (Current)	\$8.23	0.0%	\$9.73	1.5%	\$10.08	1.8%
1/1/2015	1.7%	1/1/2015	\$8.05	1.5%				\$9.90	1.7%	\$10.24	1.5%
Cumulative Inc.	24.0%			27.45%	Cumulative Inc.			5.2%		24.00%	27.45%
Avg Annual Inc	2.4%			2.7%	Current Rate (Minimum PG 73)			\$8.23		\$8.23	
					\$ Difference (from Keeping Pace)			-\$1.67		-\$2.01	
					Inc to Keep Pace			20.28%		24.37%	
					What "Keeping Pace" Hrly Would Be			\$9.90		\$10.24	

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5.01 Contents

The procedure for establishment, maintenance, and administration of an equitable pay plan shall be applicable to all positions. The salary schedules shall include the minimum and maximum rates of pay for all skill levels. For EMS, in addition to the salary schedule, the pay plan includes shift differentials and Special Pays. The guidelines for EMS shift differentials and special pays can be found in the Emergency Medical Services Standard Operating Guidelines Manual. When an employee reaches the ceiling of a salary range they are “red circled” and receive no additional pay increases until the pay grade schedule raises the maximum above the employee’s salary or through other Board action.

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5.02 Administration

The Human Resources Division shall maintain the salary schedule, which includes the EMS shift differentials and special pays. This includes conducting a general salary survey periodically from which recommendations may be made to adjust the schedules. The salary survey shall consider prevailing pay rates and fringe benefits within the appropriate market. This also includes an annual adjustment to pay grade minimums and maximums in an amount equal to the percentage change in the Florida Minimum Wage (the "Florida Minimum Wage Adjustment"), which shall take effect on October 1, unless the County Administrator otherwise recommends, and the Board approves, that a Florida Minimum Wage Adjustment will not be made for a particular year. For example, if the Florida Minimum Wage increased 1% in January, the County's pay grade minimums and maximums would automatically increase by 1% effective October 1 of the same calendar year, unless the County Administrator otherwise recommends, and the Board approves, that the Florida Minimum Wage Adjustment not occur.

When Florida Minimum Wage Adjustments take effect, and when other proposed changes to the Pay Plan are approved by the Board, the Pay Plan shall constitute the County's pay schedule for pay grades of all positions, EMS shift differentials and special pays shall become effective as designated.

Human Resources will periodically review the various indicators such as the federal Consumer Price Index for Urban Wage Earners and Clerical Workers, the Social Security Cost of Living Adjustments, the Florida Minimum Wage Adjustment, the Florida Price Level Index and Living Wage Calculators and make a recommendation to the County Administrator on changing the indicator to be used.

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5.03 Changes in Pay

5.03.1 Promotion

Upon a promotion of one grade level, the employee will receive 5% or will be placed at the new grade minimum which ever is greater. Upon a promotion of two grade levels, the employee will receive 10% or will be placed at the new grade minimum which ever is greater.

In no case will the promotional increase place an employee's salary above the maximum of the assigned pay grade, even if this results in less than a 5% increase.

5.03.2 Demotion

Upon demotion for cause, the employee's salary will be placed on the new pay grade level at a rate determined by the Department Head based upon the recommendation of the Human Resources Director.

If the adjusted salary is above the maximum of the lower grade, the salary will be red circled until changes in the pay grade schedule raise the maximum above the employee's salary.

5.03.3 Transfer to Lower Classification

An employee may be transferred to a position in a lower pay grade, without cause, and without a pay reduction, and the transfer may not be considered a demotion if the transfer is voluntary or if it is the result of the employee's position being terminated. The employee shall not be eligible for a subsequent promotional pay increase if the employee is later transferred to a position in a pay grade equal to the position occupied prior to the initial transfer as a result of a merit promotion for a period of two years. The employee shall be eligible for pay adjustments as they occur annually. Employees placed in a higher pay grade as a result of competitive selection shall have pay established in accordance with Competitive Initial Placement.

5.04 Education Incentive Program

Benefits-eligible full-time employees with six months of service and part-time employees with two years of service earning diplomas (GED) or degrees (associate, bachelor, masters, doctorate), in job-related areas may be eligible to receive educational incentive pay for job-related diploma or degree above that required for the position at the time the employee was hired into the position

Certifications are no longer eligible for the Education Incentive Program. However, the Departments/Divisions are encouraged to pay for those certifications which are deemed job-related and beneficial to the department from their department budgets. This policy shall become effective for certifications started or completed after October 23, 2007. Current

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employees who are enrolled in or have completed a certification program prior to October 23, 2007 and have received pre-approval may provide documentation and have the certification “grandfathered” in under the previous policy.

All diplomas (GED) and degrees (associates, bachelors, masters, and doctorate) earned in job-related areas may be eligible to receive a 5% educational incentive pay increase. All diplomas and degrees considered for educational incentive increases must be completed while employed with Leon County and without any financial assistance from the County. The maximum lifetime educational compensation benefit is 10%. No additional compensation will be approved for educational attainment once the 10% maximum has been reached. Employees who participate in the Tuition Assistance Program will not be eligible to participate in the Education Incentive Program. Requests for incentive pay increases must be received within six (6) months of completing the diploma or degree. No retroactive pay increases will be granted for diplomas or degrees completed prior to initial placement in the current position.

Employees contemplating completion of education to qualify for educational incentive pay should consult with the Human Resources Division to determine whether the diploma or degree is eligible for educational incentive compensation.

Degrees used for educational incentive pay must first be approved by Department/Division Director and Human Resources Director. The minimum class time requirement required for associate degrees must be at least 60 credit hours, bachelors degrees must be at least 120 credit hours, masters degrees must be at least 30 credit hours, and Ph.D. must be at least **72** credit hours. Degrees must be from an educational institution that is accredited by one of the accrediting bodies approved by the U. S. Department of Education.

Employees participating in the Tuition Assistance Program and/or receive any financial assistance from the County in obtaining their diploma or degree are not eligible to participate in the Education Incentive Program.

Educational Incentive pay is not an entitlement and is contingent upon the availability of funds.

In no case will an educational attainment increase place an employee's salary above the maximum of the assigned pay grade.

All educational attainment compensation must be approved by the County Administrator. The effective date of the salary increase shall be the date of approval.

This policy will become effective immediately, regardless of when diploma or degree was

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obtained.

5.04.1 Procedure: Educational Incentive

Leon County encourages employee development and knowledge expansion.

Upon completion of the diploma or degree program, the supervisor shall request proof of attainment (e.g. a copy of diploma or degree), and all supporting documentation (course curriculum, copies of receipts for course, exam, books, etc.). This proof is presented through line management to the Human Resources Director with a letter of justification for salary adjustment along with a personnel action form (PAF). The Human Resources Director will evaluate the request in accordance with County policy and will make a recommendation to the County Administrator. The line management is notified of the disposition of the request by the Human Resources Director.

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5.05 Performance Bonus

If funds for the purpose of awarding a Performance Bonus are appropriated by the Board, the Board shall determine the timing and range of amount for the award of the Performance Bonus. The Performance Bonus shall be based on a plan which:

- a. bases the award of a bonus on work performance;
- b. adequately describes the performance standards and evaluation process by which the bonus will be awarded;
- c. shall notify all employees of the applicability of a bonus plan before the beginning of the evaluation period on which a bonus will be based;
- d. provides that all regular full-time and part-time employees will be eligible to participate.

5.06 Annual Salary Adjustments

The Human Resources Director will recommend to the County Administrator, for approval by the Board, any adjustments in the salary structure or segments of the salary structure and levels of such adjustments.

Performance Pay

Career Service employees may receive an annual pay increase based on performance. The purpose of this increase is to recognize and reward those employees who are Fully Competent or Excelling in their positions during the rating period. The amount and timing of the performance pay will be determined annually by the Board of County Commissioners. Employees who are rated as Development Needed will receive a cost of living increase, which will be less than the increase that is approved for the Fully Competent and Excelling categories. Performance pay increases and cost of living increases are not guaranteed and may vary in amount contingent upon funding availability.

Senior Management, Executive Support and EMS salary increases will be determined annually by the County Administrator.

In temporary (O.P.S.) positions of longevity or seasonal return the employee may meet the requirements of annual salary adjustment movement, when the incumbent has been in the same position at least six (6) months prior to salary adjustment period or the incumbent has returned for three (3) consecutive seasons with total employment of six (6) months or more.

5.07 Other Pay Adjustments

It is anticipated that the needs of employees and departments will be met within the framework of the Wage and Salary Program; however, should unforeseen circumstances occur which may be considered in the best interest of the County, the Department Head may request a rate adjustment. This request may be submitted through the Human Resources Director to the County Administrator for approval.

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5.07.1 Retention Increase

This provision is intended to provide consideration of critical and/or unusual administration problems. A retention increase may be approved, at the County Administrator's sole discretion, in accordance with the following provisions:

A. The employee has received a documented bona fide job offer with an employer other than the County and the retention increase is a counter offer to retain the employee in their current position (job offers from other Leon County Board of County Commissioners offices, Property Appraiser, Clerk of the Circuit Court, Supervisor of Elections, Tax Collector, Sheriff or County Advisory Boards will not be deemed a bona fide job offer with an employer other than the County under this provision).

B. Retention increase decisions are not grievable through Leon County's grievance procedure unless it is alleged that such a decision was made based upon unlawful discrimination.

C. To be eligible for retention increase consideration, the affected employee must:

1. currently be employed by the County in a full-time, non-OPS position;
2. have been continuously employed in their current position for at least one (1) calendar year prior to the date the bona fide job offer was made;
3. have received at least a AMeets Expectation@ rating on their most recent performance evaluation, must currently be performing at an acceptable level, and may not have been issued a written warning within the previous twelve (12) months; and
4. not have received a retention increase within the past twenty-four (24) calendar months from the date the increase request is submitted to Human Resources.

D. The County Administrator has sole authority to determine amount offered as a retention increase within the range of 0% to 25% of the affected employee's salary. The County Administrator may approve retention increases as single or multiple salary adjustments; however, if multiple salary adjustments are made for one retention increase, the total of those salary adjustments may not exceed 25% of the affected employee's salary.

E. The retention increase must not place the employee above the maximum for their current pay grade range.

F. Retention increases are not permissible where the intent is to circumvent the provisions of other pay plan policies.

G. Retention increases recommended under this provision are subject to the availability of funds.

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5.07.2 Procedure: Retention Increase

To request a retention increase, the respective Division Director shall submit a retention increase request package to his/her Group Director and gain their approval prior to submitting the request to the Human Resources Director. Increase request packages will include, at a minimum, the following documentation:

1. validity of the job offer, preferably a copy of the written job offer;
2. the respective division's independent verification of the job offer;
3. the costs associated with replacing the employee (excluding recruitment costs);
4. a detail of the training costs Leon County incurred on the employee's behalf over the past twenty-four (24) months;
5. summation of the employee's satisfactory job performance (that the employee has performed and continues to perform at least at a "Meets Expectations" level and that they have not been issued a written warning within the previous twelve (12) months);
6. that the division's recommended increase, if approved, would not place the employee above the maximum for their current pay range;
7. salary relationships within the division;
8. recruitment and retention conditions in critical areas as may be demonstrated by (a) high turnover; (b) declined job offers; or (c) resignation letters from previous employees; and
9. whether the competitive job is comparable to the one the employee currently holds with the County.

The Human Resources Director will review the request and make his/her recommendation to the County Administrator.

Increases approved by the County Administrator will become effective at the beginning of the pay period following the date the County Administrator approved the increase.

Part Time Career Service

When employment is on a part time basis, pay shall be on an hourly basis or salaried in proportion to the average number of hours worked weekly.

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5.09 Compensation for Temporary Work in Higher Classification

In situations where the assignment or scheduling of work requires an employee to perform in a higher level classification to fill a temporary need, a new rate may be established by the Department Director after consultation with the Human Resources Director for the period of temporary assignment. In cases where a budget amendment is necessary to fund the temporary pay rate, County policies on budget amendment approvals shall apply. This provision is not to be applied in a situation of vacation replacement or cross training opportunities. An employee must work in the higher classification a minimum of three (3) full weeks and not more than three (3) months.

The rate of pay for the temporary assignment will be determined using the guidelines for a promotional increase. At the conclusion of the assignment, the employee's pay shall revert to his or her previous rate of pay. When it is established that the need may exceed three (3) months, and it is not for training, the replacement employee may be compensated at the higher rate immediately. Extensions may be approved by the County Administrator.

Any such temporary assignment shall not affect the employee's eligibility for merit pay.

5.10 Temporary Work in Training Status

Temporary Work in a training status may be initiated by either the employee or management by sending a Training Plan signed by the employee and a line manager to the Training Coordinator with a statement of understanding that there will be no adjustment in pay for training.

5.10.1 Procedure: Temporary Work in Training Status

If the assignment is solely for training purposes, the request must be accompanied by a Training Plan. The Training Plan must include a description of the task(s) to be learned, the standard measurement which will be used to determine if task(s) was/were learned, and time table for accomplishment.

5.11 Overtime

The established workweek is forty (40) hours within a seven (7) day period, Saturday through Friday. Overtime is calculated at 1-1/2 times an hour on hours worked over the established workweek. All overtime work must have prior authorization by Department/Division Director or designee. Not securing this authorization may result in disciplinary action.

Workers' Compensation Leave and Administrative Leave are "paid leave," not "hours worked." They will not be counted toward overtime.

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Leave time earned and used is recorded daily on the Official time sheet (See Appendix H1 & H2) for Career Service, Executive Support, and EMS employees. For Senior Management Service employees, time used is recorded on the Official Leave/Compensation Request Form. (See Appendix H3)

Compensation for overtime shall be administered by the following guidelines:

Executive Service and Senior Management Service employees are not eligible for overtime compensation.

Career Service, Executive Support, and EMS employees in exempt positions, according to F.L.S.A., shall not be eligible for overtime compensation. However, if overtime is worked, compensatory leave credits equal to the overtime hours worked shall be granted. The maximum accumulation is 80 hours. Additional accumulation can only be extended with the approval of the County Administrator.

Career Service and Executive Support Service employees in non-exempt positions, according to F.L.S.A., who are authorized to work overtime, shall be granted either time off (compensatory leave) at the rate of one and one-half (1-1/2) hours for each overtime hour worked or cash payment for overtime worked at the rate of one and one-half (1-1/2) times that employee's regular hourly rate of pay. EMS employees in non-exempt positions, according to the FLSA, who are authorized to work overtime, shall be paid for overtime worked at the rate of one and one-half (1-1/2) times that employee's regular hourly rate of pay. EMS employees are not eligible for compensatory leave unless authorized by the EMS Chief.

Compensatory leave or cash compensation for overtime may only be granted when actual hours of work exceed forty (40) hours during the workweek. Holidays, however, shall be considered as hours worked for purposes of this section.

If overtime is authorized using compensatory leave only, employees must be notified before the overtime is worked. Every effort should be made to schedule such leave at the earliest possible date. Requests for compensatory leave shall be made on an Official Leave/Compensation Request Form or on the Official time sheet.

Assignment of Overtime

Overtime assignments are made on a fair and equitable basis. Any scheduled work time is required duty. Failure to perform overtime, except in cases of personal emergency, or other appropriate reasons, is deemed to be insubordination. Exceptions shall be granted in cases of such emergency or other appropriately approved reason.

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Procedure: Overtime

Leave time earned and used is recorded daily on the official time sheet.

5.12 On-Call, Stand-By, and Call-Out Pay

Employees in positions that provide “emergency” service on a recurring basis may volunteer or be designated "on-call" during other than normal working hours. Employees in such "on-call" status are expected to be constantly available in order to respond immediately to the need for their services. Such employees shall receive "ON-CALL" pay consisting of a weekly premium in an amount designated by the Board, and shall be paid for the time worked.

When an emergency requires employees not scheduled for "ON-CALL" duty to be in preparedness status to come to work upon call, they are considered to be on "STAND-BY," and are compensated according to the established "ON-CALL" premium amount. Should these employees' status move from ON-CALL or STAND-BY into "CALL-OUT," or should any employee with no prior notice be called out, they are compensated from the time of the call and provided a minimum of two hours worked. Compensation differs between normal weekday (Monday thru Friday), weekend (Saturday & Sunday), and Holiday.

On-Call pay is \$10.00 per day, \$15.00 per weekend day and \$20.00 per Holiday. (Weekend days are defined as Saturday and Sunday.) Should the employee be called out, a minimum of two (2) hours pay will be granted

5.13 Emergency Guidelines for Compensation, Work Hours, and Work Assignments

The purpose of this policy is to provide guidelines for compensating employees and designating work hours and work assignments for employees of the Board of County Commissioners during a Declared Local State of Emergency (DLSOE).

The County shall make a reasonable effort to release employees from work prior to, during, and after any DLSOE to take care of personal and family related safety matters. Whether the County remains operational or shuts down operations due to a DLSOE, all employees will be required to report to work, if needed. Employees may be reassigned to other work areas and work hours altered in order to ensure continuation and restoration of community services, maintain safety, and fulfill the County's responsibilities to its citizens.

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DEFINITIONS:

DLSOE: A Declared Local State of Emergency made pursuant to the authority granted the Board of County Commissioners under Chapter 252, F.S. in accordance with the Emergency Management Ordinance (93-16).

Department Essential: An employee designated by the County, who is required to report to their regular work assignment to assist with the department's essential functions as designated in the department's Continuity of Operation Plan or emergency operating procedures.

EOC Essential: An employee not designated as Department Essential will be designated as an EOC Essential employee and assist with assigned functions at the Emergency Operations Center (EOC).

Non-Exempt (Hourly): An employee who is paid an hourly wage under the Fair Labor Standards Act (FLSA) to receive overtime pay for hours worked in excess of 40 in a workweek.

Exempt (Salaried): An employee who is paid a salary (not an hourly wage) to perform the duties and responsibilities of a job regardless of hours worked in a workweek. In accordance with the Fair Labor Standards Act, this category of employee is exempt from the overtime pay provisions of the Act.

PROCEDURE:

- A. All Leon County employees will be designated as either Department Essential in accordance with the Departments Continuation of Operations Plan (COOP) and/or emergency operating procedures; or Emergency Operations Center (EOC) Essential. Each department is responsible for making this designation for its employees and providing an annual listing of employee's assigned in each category to the Division of Volunteer Services and Human Resources by the end of March each year.
- B. Upon issuance of a DLSOE and activation of the County's EOC, the County Administrator, or designee, may initiate implementation of this policy. Emergency Management will issue the date and time that the EOC activation occurs.
- C. Upon activation of the EOC as identified above, all County employees designated as EOC Essential may be required to report to the EOC or the VRC, to assist in the County's disaster response efforts. Roles may be pre-assigned or assigned as the situation dictates.
- D. Administration: VolunteerLEON will assume the responsibility for assigning, training, and supervising County employees in their respective EOC/VRC emergency management functions.

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APPLICATION:

Non-Exempt Employees on Duty. Non-exempt Career Service employees reporting for duty during a DLSOE will be compensated as follows:

- Pay equal to their regular rate of pay for the time they are required to work during a DLSOE, up to 40 hours actually worked.
- Overtime Pay at one-and one half times their regular pay for hours actually worked over 40 hours in accordance with FLSA.
- Pay equal to their regular rate of pay for the time they would otherwise be on Administrative leave (See Personnel Policy Section 7.19 D.)
- This provision does not apply to EMS Special Risk employees.

Exempt Employees on Duty. Exempt employees reporting for duty during a DLSOE will be compensated as follows:

- Exempt Career Service and Executive Support employees will receive one hour of compensatory time for each hour worked over 40 hours in a workweek.
- Exempt Career Service, Executive Support, and Senior Management employees will receive pay equal to their regular rate of pay for the time they would otherwise be on Administrative leave.
- Senior Management employees designated as EOC Essential will be required to work, as needed, at the EOC or the VRC during a DLSOE. Senior Management employees will not receive any additional compensation for hours worked over 40 hours in a workweek.

Employees off Duty. Any employee who is off duty and is requested to report to work will be expected to report to work during a DLSOE.

- If the employee is unable to report to work due to hardship reasons at the time of the DLSOE, the employee will not be eligible for Administrative leave during a DLSOE.
- If it is determined that the employee is not needed to report to work or is not needed at the EOC, the employee will be eligible for Administrative Leave.

Employees on Approved Scheduled Leave: Any employee on scheduled leave during a DLSOE may be called in and required to report for duty, if needed. Employees on previously approved leave and who report to work shall be eligible for Administrative Leave and/or regular pay, whichever is applicable.

Employees on Extended Leave: Any employee away from work on sick leave, extended FMLA, Military Leave, Workers Compensation, or other extended leave will not be required to report for duty during a DLSOE. Employees on extended leave will not be eligible for Administrative Leave.

Hardship Exemption: Employees who are already aware that they will not be able to work during a DLSOE should request a hardship exemption approval form from their supervisor. Upon approval by the Division Director and Group Director, the approved hardship exemption form should be submitted to Human Resources and placed in the employees personnel file.

SECTION V

Pay Plan

11.01

Employees claiming hardship exemptions will not be eligible for Administrative leave during a DLSE.

Reassignment of Employees: Employees who are released from their regular job duties will be reassigned to other work areas, as needed, and will be expected to report for duty. Employees may be required to work alternative shifts during a DLSE. Non-exempt employees shall be paid their normal rate of pay for all hours actually worked, including overtime when applicable.

Required Training: Annually, the Director of Volunteer Services will determine the EOC Essential employees that will be required to complete EOC and/or VRC Training as appropriate.

Failure to Report for Duty: During a DLSE, employees who refuse to report to work may be subject to disciplinary action.

On Call/Stand By: Non-Exempt Career Service employees who are directed by appropriate supervisory or management staff to remain available to return to work during an off-duty period, in anticipation of and/or immediately after a DLSE, will receive on-call or stand by pay in accordance with established pay policies and procedures.

Temporary (OPS) Positions: Temporary employees may be expected to report for duty in anticipation of, and/or immediately after a DLSE as requested by appropriate supervisory or management staff. Temporary employees will be paid for actual hours worked in accordance with established pay policies and pay procedures.

Non-assigned employees: Employees who have not been assigned to work during a DLSE should not report to work without the approval of appropriate supervisory or management staff. Due to FLSA restrictions, this includes Career Service and Executive Support exempt and non-exempt employees who wish to volunteer at the EOC. Employees who are confined to a facility only for safety or non-job related reasons and are not performing the duties of their regular jobs or assigned jobs shall not be compensated for the time otherwise spent on the premises.

Return to Normal Conditions: Employees will return to work when notified by appropriate means. The County will use internal communication systems (telephone, Internet, etc.) and external media such as television, radio, etc, to announce the "all clear" notice for employees to return to work under recovery or normal conditions. The employee is responsible for monitoring the communication media to ensure prompt notification. Senior Management employees may adjust hours as needed to allow for periods of rest from working extended hours during a DLSE, however, managers are still responsible to ensure that all County offices are properly staffed when returning to normal conditions.

SECTION V

Pay Plan

11.01

Employees unable to report back to work that day, due to extenuating circumstances beyond their control (i.e., child care issues, storm related damages, road closures, flooding, etc.) shall not be required to return to work and may use personal annual, compensatory leave and swing days for this time.

Documentation: Employees shall be required to document and report to management all hours worked during an emergency in accordance with established pay practices, procedures and regulations.

5.14 Reinstatement Pay

When an employee is reinstated to a position in the same class, or in a different class within or below the same skill level from which he/she was previously demoted, transferred, or reclassified with no reduction in pay, the rate of pay shall not change unless it is below the minimum class to which the employee is reinstated, in which case it will go to the minimum.

5.15 Payroll

Each Department/Division is required to keep an accurate account of all hours worked and leave used by career service employees on the official time sheet. All leave taken must be documented on a Leave/Compensatory Request Form for Senior Management Service and the official time sheet for Career Service, Executive Support, and EMS employees.

Paychecks are distributed on Thursday at 10:00 a.m. for the bi-weekly payroll and at 10:00 a.m. on the morning of the next to the last business day of the month for the monthly payroll. Paychecks are distributed on Fridays for bi-weekly EMS employees.


Paychecks may be direct deposited into any banking institution. Contact the Finance/Payroll office to set up direct deposit.

Leon County Board of County Commissioners

Budget Workshop Item #9

June 23, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: Consideration of Conducting a Disparity Study Update for the Minority, Women, and Small Business Enterprise (MWSBE) Program

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:	Cristina Paredes, Director of the Office of Economic Vitality Shanea Wilks, Director, Minority, Women, and Small Business Enterprise Division

Fiscal Impact:

This item has been budgeted within the FY 2016 Tentative Budget in the amount of \$250,000.

Staff Recommendation:

Option #1: Approve \$250,000 for a quantitative disparity study for the MWSBE Program.

Option #2: Direct staff to issue a Request for Proposals to conduct the quantitative disparity study.

Report and Discussion

Background:

The 2009 Disparity Study Update, prepared by MGT of America (the “MGT Study”), was accepted by the Board during its October 27, 2009 meeting, subsequent to its October 13, 2009 workshop regarding the draft report (Attachment #1). Disparities studies are performed to serve as the evidentiary basis for continued race/gender based programs. The overall objective for the disparity study update in 2009 was to determine if data supported a “compelling interest” for the County to maintain a program to provide minority- and woman-owned business enterprises greater opportunities to participate in County procurement activities as goods and services providers.

To meet the requirements of the U.S. Supreme Court’s ruling in *City of Richmond v. J.A. Croson Co.*; narrow tailoring under the *Croson* standard requires that remedial goals be in line with measure availability. The Supreme Court in *Croson* recognized statistical measures of disparity that compared the number of qualified and available MWBEs with the rate of municipal construction dollars actually awarded to MWBEs in order to demonstrate disparity. MWBE programs must be limited in their geographical scope to the boundaries of the enacting government’s market place. In order for the County to comply with the U.S. Supreme Court’s ruling, the County must demonstrate a compelling governmental interest for minority and gender-based goals, which would include evidence of prior discrimination in the field/industry, and the goals must be narrowly tailored to remedy the effects of the prior discrimination.

The MGT Study states that, generally, utilization ratios of “80 percent or higher – indicating close to full participation – are not significant”, noting the court referenced the Equal Employment Opportunity Commission’s (EEOC) “80 percent rule”, which establishes this rule as the threshold for determining a prima facie (at first look) case of discrimination. The MGT Study further noted there is no standard measurement to evaluate levels of utilization within a procurement context; however, in the context of employment discrimination, an employment disparity ratio below 80 percent indicates a “substantial disparity.”

The 2009 MGT Disparity Study Update identified the number of available MWBEs within the market area, and categorized these firms by business category, race, and gender. Businesses classified as MWBEs were firms that were at least 51% owned and controlled by members of one of the following race/gender groups, whether or not they were county-certified MWBEs (African Americans, Hispanic Americans, Asian Americans, Native Americans, and Nonminority Women).

Based on statistical disparities between the percentage of funds expended with MWBEs in the market area and the number of available MWBEs, the MGT Study provided evidence to support a narrowly tailored program to promote the County’s utilization of MWBEs. The 2009 Disparity Study Update included proposed MWBE aspirational targets, which the Board incorporated in Policy No. 96-1, “Purchasing and Minority/Women Business Enterprise Policy” (Attachment #2).

This budget discussion item is essential to the Strategic Initiatives that the Board approved during its January 27, 2015 meeting, as a part of 2012 – 2016 Strategic Plan:

- **(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)
- **(EC7)** - Promote the local economy by protecting jobs and identifying local purchasing, contracting and hiring opportunities. (2013)
- **(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.
- **(G3)** – Sustain a culture that respects, engages, and empowers citizens in important decisions facing the community. (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.

Analysis:

This budget discussion item seeks Board direction on the future of the Minority, Women, and Small Business Enterprise Programs. During the March 10, 2015 meeting, staff presented the Board with a status report of Minority and Women-Owned Business Enterprise Expenditures. Within the report, staff indicated a budget discussion item would be brought forth during the development of the FY 2016 budget. In addition, the Board would be provided with options relative to a new disparity study update to the one presented in 2009 by MGT of America and County staff.

The remainder of the analysis section addresses the following:

- An overview of the County's MWSBE Program
- Disparity Studies
- Small Business Enterprise Program

Leon County's Minority, Women, and Small Business Enterprise Program

Currently, Leon County operates the Minority and Women-Owned Business Enterprise (MWBE) and Small Business Enterprise (SBE) Programs through the MWSBE Division. Both programs have certification processes which, if successfully completed, allow for certified vendors to participate within the County's procurement opportunities. Both are currently administered based upon the 2009 MGT Disparity Study, which is the latest study to review the MWSBE Program.

Minority/Women Business Enterprise (MWBE) Program

The County adopted an MWBE policy in 1987. The program has been successful in providing opportunities for minority/women owned businesses to secure business with the County that may not have occurred without the program. Through certification, training and outreach, the program continues to have a positive impact on the targeted community.

Leon County's MWBE Program is a race/gender specific program whereby utilization of certified minority and women owned businesses is achieved through the identification of procurement opportunities for MWBEs within Leon County projects. The MWBE Program's

overall objective is to promote parity of MWBE firms in Leon County procurement activities through the utilization of aspirational targets and other means.

While co-located with the Purchasing Division, the MWSBE Division operates separately based upon the recommendation of the 2000 Disparity Study, an earlier study conducted by MGT of America. The Study also commended the County for elevating the MWBE Program to division level to improve the internal and external perception of the County's commitment to the Program's success; and for the co-location of the Divisions facilitating greater interaction and creating synergies of operations. The MWSBE Program is composed of two, separate program areas:

1. The MWBE component focuses on firms owned and operated by minorities and women; and,
2. The SBE component focuses on businesses that meet the small business criteria in terms of their size and net worth, regardless of the owner's gender or ethnicity.

In addition, the County and the City of Tallahassee share an Interlocal Agreement which encourages full participation by local MWBE's in the County's procurement processes and fosters more economic development throughout the community. The Agreement enables the County and the City to streamline the certification process for the MWBE applicants in the local market area, which consists of: Leon, Gadsden, Jefferson, and Wakulla counties. Leon County and the City MWBE Offices act as a one-stop shop, thus eliminating the need for multiple certifications. In addition, both jurisdictions mutually recognize the certifications of the other for the purposes of procurement opportunities. The current Agreement was approved by the Board on February 9, 2010.

Leon County's Small Business Enterprise (SBE) Program

During June 2006, the Board approved the establishment of the Small Business Enterprise (SBE) Program. The County currently operates a limited SBE Program. The purpose of the SBE Program is foster growth in Leon County's economy by affording small businesses an opportunity to gain experience, knowledge, and training to compete and secure contracts with Leon County. Unlike the MWBE Program, the SBE Program is race and gender neutral. The SBE Program is structured to reserve procurement opportunities for exclusive competition among SBE's when at least three SBE's are certified in the relevant procurement category and are available to compete for the procurement opportunity. According to County policy, the projects that are released through the SBE program have an estimated contract cost of less than \$100,000 (which varies across the business categories). Attachment #3 lists the criteria for procurement opportunities for SBE projects. A project cannot be recommended for the SBE Program if these criteria are not met. These requirements allow local certified businesses an opportunity to compete with companies of similar size, capacity, and net worth.

Policy Coordination with the City of Tallahassee's SBE Policy

County MWSBE staff and City of Tallahassee staff meet periodically to discuss policy changes and potential impacts to programs administered by both jurisdictions based upon the current executed Interlocal Agreement. The City of Tallahassee made several policy changes in January 2014; however, not all changes have been implemented to date, including a new City SBE Program. County and City staff continue to ensure, as much as possible, continuity, and

consistency exists between the two programs. These meetings will include discussion relative to the City's SBE Program, its implementation, and inclusion within the Interlocal Agreement.

Disparity Study Update for the MWSBE Program

As previously stated, the County must demonstrate a compelling governmental interest for minority and gender-based goals in order to comply with the U.S. Supreme Court's ruling in *City of Richmond v. J.A. Croson*. Disparities studies are performed to serve as the evidentiary basis for continued race/gender based programs and the goals must be narrowly tailored to remedy the effects of the prior discrimination. Currently, the County MWSBE program operates under the recommendations made in the MGT October 15, 2009 Disparity Study Update, which includes statistical analysis of the differences between expenditures with MWBEs (utilization) and the proportionate share of qualified contractors within the market area which are qualified, willing and able to perform a particular service for the County and provides the legal basis for the program. Following *Richmond v. Croson* and a similar Supreme Court ruling that applied to federal agencies in *Adarand v. Peña*, **the U.S. Commission on Civil Rights issued a report in May 2006 (Disparity Studies as Evidence of Discrimination) recommending that localities discard disparity studies conducted using data that is more than five years old, as the "results are too outdated to justify preferential awards given today." This guidance is utilized to withstand the legal challenges that may arise due to race/gender based programs that must satisfy strict scrutiny tests by showing a compelling governmental interest for maintaining such programs.**

The findings and recommendations by the U.S. Commission on Civil Rights does not legally compel the County to perform a disparity study update but it will ensure that the County's MWBE program is based on timely and legally sufficient market information. An updated study may also serve as a deterrent to unnecessary procurement litigation. In order to continue the MWBE program and minimize the threat of litigation, the Board may wish to conduct a quantitative disparity study that focuses on the factual data analysis associated with the program which is the basis for determining the aspirational targets by industry. The following narrative details the components of a quantitative disparity study recommended for the continuance of the MWBE Program.

Quantitative Disparity Study

A quantitative disparity study is statistically focused in nature and designed to establish or maintain the legal validity of an MWBE program. In September 2008, the Board directed staff to engage MGT of America to prepare an update to the County's aspirational targets related to minority and women-owned businesses. The overall objective of the disparity study was to determine if data supports a "compelling interest" for the County to maintain a program to provide minority and women-owned business enterprises greater opportunities to participate in

County procurement activities as goods and services providers. The study was based upon MGT's review of the County's contractual and procurement data for the period of October 1, 2004 through September 30, 2008. The final report was completed and presented to the Board on October 15, 2009 and is referred to as the 2009 Disparity Study Update.

The 2009 Disparity Study Update focused primarily on statistical analysis (utilization and availability, disparity, and private sector utilization and disparity analyses); and, included a legal and programmatic review. It was conducted for a total cost of \$110,000. The current estimated costs associated with a quantitative disparity study ranges from \$250,000 to \$300,000.

Considerations for Next Steps:

As mentioned previously, a 2006 U.S. Commission on Civil Rights report recommends that localities discard disparity studies conducted using data that is more than five years old. Based upon this recommendation and the concern for unnecessary litigation, the Board may wish to consider moving forward with funding of a quantitative disparity study update. The tentative FY 2016 budget includes \$250,000 toward conducting a disparity study. A quantitative disparity study update is estimated to cost between \$250,000 and \$300,000.

Small Business Enterprise (SBE) Program

Another option for the Board's consideration is transitioning from the MWSBE program to an SBE program. As mentioned previously, the purpose of the County's SBE program is to foster growth in Leon County's economy by affording small businesses an opportunity to gain experience, knowledge, and training to compete and secure contracts. Unlike the MWBE Program, the SBE Program is race and gender neutral so it is not required to be supported by a disparity study. SBE programs offered by state and local governments focus on small businesses interested in maximizing their procurement opportunities with those governmental entities.

Previously, the Board contemplated transitioning to an SBE Program during the development of the FY 2012 budget (Attachment #4). The Board was presented with a report that contained information relative to the MWSBE Program, the differences between MWSBE goals and SBE goals, a listing of the few jurisdictions in the state that continue to use race and gender specific goals, and recommended policy revisions if the Board wished to transition to an SBE Program. While most urbanized Florida counties and cities offer race and gender neutral small business programs, very few jurisdictions have continued to utilize gender specific programs like the County's MWBE Program. Below is a listing of Florida local governments that still have race and gender specific programs similar to Leon County:

- Hillsborough County
- City of Hollywood
- City of Tallahassee
- City of Tampa
- Orange County
- Osceola County
- City of Orlando
- Polk County
- City of Jacksonville

Ultimately, the Board accepted staff's report as presented; and, directed staff to continue to review the SBE Program and its policies to increase small business participation. Should the Board choose to consider transitioning to an SBE-only program; staff will bring forth an agenda item analyzing components and best practices of SBE programs across the state as well as revisions to the SBE policy. In addition, the Board may wish to consider hiring a consultant to ensure the program functionality is consistent with SBE trends; and, to address the revisions to Policy 96-1, Purchasing and Minority, Women, and Small Business Enterprise Policy that will be necessary.

Conclusion

In summary, the County continues to demonstrate its support of the local business community, including the minority, women-owned, and small business owners interested in participating in the organization's procurement opportunities, through the MWSBE Division. Due to the importance that the Board places on supporting small business, organizational support is demonstrated throughout the County's 2015 Strategic Plan. If the Board chooses to proceed with an update to the 2009 Disparity Study, staff would then recommend engaging in a quantitative disparity study, estimated to cost \$250,000 to \$300,000. Historically, MGT of America has conducted disparity studies for the County. The Board has the option to issue a Request for Proposals (RFP) to conduct the disparity study or to waive the formal bid process and direct staff come back with an Agreement with MGT of America for a disparity study update as it has done in the past. Should the Board wish to continue the MWBE program and ensure its legal validity, staff recommends issuing an RFP for a quantitative disparity study update (Options #1 & #2).

Should the Board choose to consider transitioning to an SBE-only program, the Board may wish to consider hiring a consultant to ensure the program functionality is consistent with SBE trends by examining best practices; and, to address the revisions to Policy 96-1, Purchasing and Minority, Women, and Small Business Enterprise Policy that will be necessary.

Options:

1. Approve \$250,000 for a quantitative disparity study for the MWSBE Program.
2. Direct staff to issue a Request for Proposals to conduct the quantitative disparity study.
3. Waive the formal bid process and bring back to the Board an agreement with MGT of America for the recommended disparity study.
4. Approve the transition to an SBE-only program and direct staff to bring back an agenda item to consider hiring a consultant to recommend SBE best practices, policy revisions, and to ensure that the program is consistent with current SBE trends.
5. Board Direction.

Recommendation:

Options #1 and #2 are included in the tentative FY2016 budget.

Attachments:

1. 2009 Disparity Study Update
2. Purchasing and Minority, Women and Small Business Enterprise Policy (Policy 96-1)
3. SBE Program Overview
4. Budget Discussion Item #4, March 17, 2011 Budget Hearings

Final Report

Leon County
Board of County
Commissioners

Disparity Update Study



October 15, 2009



*Leon County Board of County
Commissioners*

Disparity Update Study

FINAL REPORT

Submitted to:
Mr. Parwez Alam
County Administrator
County Administrator's Office
Leon County Courthouse
Tallahassee, Florida 32301



2123 Centre Pointe Boulevard
Tallahassee, Florida 32308-4930
(850) 386-3191

October 15, 2009

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1.0 INTRODUCTION

1.0 INTRODUCTION

In October 2008, the Board of Commissioners for Leon County, Florida (County) contracted MGT of America, Inc. (MGT), to conduct a minority- and woman-owned business enterprise (M/WBE) program study update. The study consisted of fact finding to determine whether the M/WBE program had eliminated active discrimination; to determine the effects of past discrimination in County procurement and contracting, and to what extent; and to evaluate various options for future program development if discrimination existed.

1.1 Objective

The purpose of the disparity study was to:

- Examine what, if any, barriers may have resulted in disparities in the utilization of available M/WBEs and non-M/W/Bes, and examine and summarize related findings from other similar studies that encompass the County's relevant marketplace.
- Identify from the most accurate sources the availability of M/WBEs that are ready, willing, and able to do business with the County in the relevant market area.
- Analyze the contracting and expenditure data of the County to determine its utilization of M/WBEs.
- Determine the extent to which any identified disparities in the utilization of available M/WBEs by the County might be impacted by discrimination.
- Recommend programs to remedy the effects of any discrimination identified, and to reduce or eliminate any other marketplace barriers that adversely affect the contract participation of such minority-, woman-, and small-business enterprises (M/W/SBEs) and non-M/W/SBEs.

Governmental entities like the County have authorized disparity studies in response to the *City of Richmond v. J. A. Croson Co.*¹ (Croson) decision to determine whether there is a compelling interest for remedial procurement programs. Recommendations resulting from such studies are used to narrowly tailor any resulting programs to specifically address findings of underutilization attributable to unfair business practices.

The results of the County's study are found in this report. Throughout the chapters that follow, MGT presents its findings, analyses, and recommendations. This chapter summarizes the objectives for the study, the technical approach used to accomplish the objectives, the major tasks undertaken, and an overview of the organization of the report.

¹ *City of Richmond v. J. A. Croson, Co.*, 488 U.S. 469 (1989).

1.2 Technical Approach

In conducting the study and preparing recommendations, MGT followed a carefully designed work plan that allowed MGT study team members to fully analyze availability, utilization, and disparity with regard to M/WBE participation. MGT's approach has been tested in over 129 jurisdictions and proven reliable to meet the study's objectives. The work plan consisted of, but was not limited to, the following major tasks:

- Conducting a legal review.
- Establishing data parameters and finalizing a work plan.
- Reviewing policies, procedures and programs.
- Conducting utilization analyses.
- Determining the availability of qualified firms.
- Analyzing the utilization and availability data for disparity analyses.
- Conducting disparity analyses of the relevant private market.
- Providing information on best practices in small and M/WBE business development.
- Identifying narrowly tailored race- and gender-based and race- and gender-neutral remedies.
- Preparing the final report for this study.

1.3 Report Organization

In addition to this introductory chapter, this report contains the following sections which provide MGT's findings as to the presence, or absence, of disparity in the County's procurement and contracting practices. The study reviewed County contract and procurement data from the period of October 1, 2003, through September 30, 2008. The overview of each chapter is as follows:

- **Chapter 2.0** presents an overview of controlling legal precedents that impact remedial procurement programs.
- **Chapter 3.0** presents a review of the County's procurement policies and procedures and an analysis of its M/WBE program and race- and gender-neutral efforts.
- **Chapter 4.0** presents the methodology used to determine the County's relevant market area and statistical analysis of vendor utilization by the County as well as the availability of firms for procurement activities.

- **Chapter 5.0** provides a discussion of the levels of disparity for prime contractors and subcontractors and a review of the multivariate analysis for the County.
- **Chapter 6.0** presents an analysis of the presence of disparity in the private sector and its effect on the ability of firms to win procurement contracts from the County.
- **Chapter 7.0** presents an overview of the program design and practices of M/W/SBE and DBE programs for federal, state, and local governments.
- **Chapter 8.0** provides a summary of the findings presented in this report with conclusions, commendations, and recommendations.²

MGT recommends reading the report in its entirety to understand the basis for the recommendations presented in **Chapter 8.0**.

² **Chapter 8.0** is designed to provide a summary of the overall report, conclusions drawn from the study and MGT's recommendations. **Chapter 8.0** serves as an Executive Summary for the Study.

2.0 LEGAL REVIEW

2.0 LEGAL REVIEW

2.1 Introduction

This chapter provides legal background for Leon County. The material that follows does not constitute legal advice to Leon County on minority- and woman-owned business (M/WBE) programs, affirmative action, or any other matter. Instead, it provides a context for the statistical and anecdotal analyses that appear in subsequent chapters of this report.

The Supreme Court decision in *City of Richmond v. J.A. Croson Company (Croson)*¹ and later cases have established and applied the constitutional standards for an affirmative action program. This chapter identifies and analyzes those decisions, summarizing how courts evaluate the constitutionality of race- and gender-specific programs. Decisions of the Eleventh Circuit, which includes Leon County, offer the most directly binding authority, but where those decisions leave issues unsettled, the review considers decisions from other circuits.

By way of a preliminary outline, the courts have determined that an affirmative action program involving governmental procurement of goods or services must meet the following standards:

- A remedial, race-conscious program is subject to strict judicial scrutiny under the Equal Protection Clause of the Fourteenth Amendment to the United States Constitution.
 - Strict scrutiny has two basic components: a compelling governmental interest in the program and narrow tailoring of the program.
 - To survive the strict scrutiny standard, a remedial, race-conscious program must be based on a compelling governmental interest.
 - * “Compelling interest” means the government must prove past or present racial discrimination requiring remedial attention.
 - * There must be a specific “strong basis in the evidence” for the compelling governmental interest.
 - * Statistical evidence is preferred and possibly necessary as a practical matter; anecdotal evidence is permissible and can offer substantial support, but it more than likely cannot stand on its own.
 - A program designed to address the compelling governmental interest must be narrowly tailored to remedy the identified discrimination.
 - * “Narrow tailoring” means the remedy must fit the findings.
 - * The evidence showing compelling interest must guide the tailoring very closely.

¹ 488 U.S. 469 (1989).

- * Race-neutral alternatives must be considered first.
- A lesser standard, intermediate judicial scrutiny, applies to programs that establish gender preferences.
- * To survive the intermediate scrutiny standard, a remedial, gender-conscious program must serve important governmental objectives and be substantially related to the achievement of those objectives.
- * The evidence does not need to be as strong and the tailoring does not need to be as specific under the lesser standard.

2.2 Standards of Review for Race- and Gender-Specific Programs

2.2.1 Race-Specific Programs: The Croson Decision

Croson established the framework for testing the validity of programs based on racial discrimination. In 1983, the Richmond City Council (the Council) adopted a Minority Business Utilization Plan (the Plan) following a public hearing in which citizens testified about historical societal discrimination. In adopting the Plan, the Council also relied on a study indicating that “while the general population of Richmond was 50 percent black, only 0.67 percent of the City’s prime construction contracts had been awarded to minority businesses in the 5-year period from 1978 to 1983.”²

The evidence before the Council also established that a variety of state and local contractor associations had little or no minority business membership. The Council relied on statements by a Council member whose opinion was that “the general conduct of the construction industry in this area and the State, and around the nation, is one in which race discrimination and exclusion on the basis of race is widespread.”³ There was, however, no direct evidence of race discrimination on the part of the City in its contracting activities, and no evidence that the City’s prime contractors had discriminated against minority-owned subcontractors.⁴

The Plan required the City’s prime contractors to subcontract at least 30 percent of the dollar amount of each contract to one or more minority-owned business enterprise (MBE). The Plan did not establish any geographic limits for eligibility. Therefore, an otherwise qualified MBE from anywhere in the United States could benefit from the 30 percent set-aside.

J.A. Croson Company, a non-MBE mechanical plumbing and heating contractor, filed a lawsuit against the city of Richmond alleging that the Plan was unconstitutional because it violated the Equal Protection Clause of the Fourteenth Amendment. After a considerable record of litigation and appeals, the Fourth Circuit struck down the Richmond Plan and the Supreme Court affirmed this decision.⁵ The Supreme Court determined that strict scrutiny was the appropriate standard of judicial review for MBE programs, so that a race-conscious program must be based on a compelling governmental interest and be narrowly tailored to

² Id. at 479-80.

³ Id. at 480.

⁴ Id.

⁵ Id. at 511.

achieve its objectives. This standard requires a firm evidentiary basis for concluding that the underutilization of minorities is a product of past discrimination.⁶

2.2.2 Gender-Specific Programs

The Supreme Court has not addressed the specific issue of a gender-based classification in the context of a woman-owned business enterprise (WBE) program. *Croson* was limited to the review of an MBE program. In evaluating gender-based classifications, the Court has used what some call “intermediate scrutiny,” a less stringent standard of review than the “strict scrutiny” applied to race-based classifications. Intermediate scrutiny requires that classifying persons on the basis of sex “must carry the burden of showing an exceedingly persuasive justification for the classification.”⁷ The classification meets this burden “only by showing at least that the classification serves ‘important governmental objectives and that the discriminatory means employed’ are ‘substantially related to the achievement of those objectives.’”⁸

Several federal courts have applied intermediate scrutiny to WBE programs and yet have found the programs to be unconstitutional.⁹ Nevertheless, in *Coral Construction v. King County*, the Ninth Circuit upheld a WBE program under the intermediate scrutiny standard.¹⁰ Even using intermediate scrutiny, the court in *Coral Construction* noted that some degree of discrimination must be demonstrated in a particular industry before a gender-specific remedy may be instituted in that industry. As the court stated, “the mere recitation of a benign, compensatory purpose will not automatically shield a gender-specific program from constitutional scrutiny.”¹¹ Indeed, one court has questioned the concept that it might be easier to establish a WBE program than it is to establish an MBE program.¹²

More recently, the Tenth Circuit, on the second appeal in *Concrete Works of Colorado v. City of Denver (Concrete Works IV)*,¹³ approved the constitutionality of a WBE program based on evidence comparable to that supporting an MBE program that the court also upheld in the same decision. Unlike *Coral Construction*, however, *Concrete Works IV* offered no independent guidance on the level of evidence required to support a WBE program.

⁶ Id. at 493.

⁷ *Mississippi Univ. for Women v. Hogan*, 458 U.S. 718, 724 (1982) (quoting *Kirchberg v. Feenstra*, 450 U.S. 455, 461 (1981)); see also *United States v. Virginia*, 518 U.S. 515, 531 (1996), *Tuan Anh Nguyen v. INS*, 533 U.S. 53, 60 (2001).

⁸ *Mississippi Univ. for Women*, *supra*, at 724 (quoting *Wengler v. Druggists Mut. Ins. Co.*, 446 U.S. 142, 150 (1980)); see also *Virginia*, *supra*, at 533, *Nguyen*, *supra*, at 60.

⁹ See *Assoc. Util. Contrs. v. Baltimore*, 83 F. Supp. 2d 613 (D Md 2000); *Eng’g Contrs. Ass’n of S. Florida, Inc. v. Dade County*, 122 F.3d 895 (11th Cir. 1997); *Builders Ass’n of Greater Chicago v. County of Cook*, 256 F.3d 642 (7th Cir. 2001). The Eighth Circuit did not address the application of intermediate scrutiny to WBE participation in the federal DBE program in *MnDOT*, 345 F.3d 964 (8th Cir. 2003); cert. denied, 158 L.Ed. 2d 729 (2004) – 541 U.S. 1041 *Sherbrooke Turf, Inc. v.*

¹⁰ *Coral Constr. Co. v. King County*, 941 F.2d 910 (9th Cir. 1991), cert. denied, 502 U.S. 1033 (1992).

¹¹ Id. at 932.

¹² *Builders Ass’n of Greater Chicago*, 256 F.3d at 644. See also *States Paving Co. v. Washington State DOT*, 407 F.3d 983, 991, n.6 (9th Cir. 2005) (rejecting need for separate analysis of WBE program under intermediate scrutiny).

¹³ 321 F.3d 950 (10th Cir. 2003).

2.2.3 An Overview of the Applicable Case Law

Croson did not find a compelling justification for a complete MBE program. *Croson* found the city of Richmond's evidence to be inadequate as a matter of law. Nevertheless, more recent cases in other federal circuits have addressed applications of the law that were not considered in *Croson*. Thus, it becomes necessary to look to the decisions of other federal circuits to predict what level of evidence might be required to establish an affirmative action program.

The discussion in this review will also attend closely to the most relevant decisions in the area of government contracting. Justice O'Connor, distinguishing her majority opinion on affirmative action in law school admissions from her opinions in government contracting cases, wrote:

*Context matters when reviewing race-based governmental action under the Equal Protection Clause. . . . Not every decision influenced by race is equally objectionable and strict scrutiny is designed to provide a framework for carefully examining the importance and the sincerity of the reasons advanced by the governmental decision maker for the use of race in that particular context.*¹⁴

Further, some caution must be exercised in relying upon opinions of the federal district courts, which make both findings of fact and holdings of law. As to holdings of law, the district courts are ultimately subject to rulings by their circuit courts. As to matters of fact, their decisions depend heavily on the precise record before them, in these cases frequently including matters such as evaluations of the credibility and expertise of witnesses. Such findings are not binding precedents outside of their districts, even if they indicate the kind of evidence and arguments that might succeed elsewhere.

Finally, the ways in which municipalities participate in national disadvantaged business enterprise (DBE) programs is a specialized issue distinct from that of supporting municipal programs, even if the same kinds of evidence and same levels of review apply. In *Adarand Constructors, Inc. v. Peña*,¹⁵ the Supreme Court did decide that federal DBE programs should be examined by the same strict scrutiny standard that *Croson* mandated for state and local programs. Nevertheless, cases considering national DBE programs have many important distinctions from cases considering municipal programs, particularly when it comes to finding a compelling governmental interest.¹⁶ The national DBE cases have somewhat more application in determining whether a local program is narrowly tailored (to be discussed in Section 2.6).¹⁷

¹⁴ *Grutter v. Bollinger*, 539 U.S. 306, 327 (2003).

¹⁵ *Adarand Constructors, Inc. v. Peña*, 515 U.S. 200-227 (1995).

¹⁶ See *Adarand Constructors, Inc. v. Slater*, 228 F.3d 1147-1165 (10th Cir. 2000), cert. granted in part sub nom., *Adarand Constructors, Inc. v. Mineta*, 532 U.S. 967 (2001); cert. dismissed as improvidently granted, 534 U.S. 103 (2001); *Sherbrooke Turf*, 345 F.3d at 970-1.

¹⁷ Recently the Ninth Circuit ruled in *Western States Paving Co. v. Washington State DOT* that specific evidence of discrimination was necessary at a state level in order for the implementation of race-conscious goals to be narrowly tailored. *States Paving Co.*, 407 F.3d at 997-8. In *Northern Contracting v. Illinois DOT*, the district court, while not striking down the program, also required the Illinois DOT to develop local evidence of discrimination sufficient to justify the imposition of race-conscious goals. In this sense, for these cases narrow tailoring still requires factual predicate information to support race-conscious program elements in a DBE program. *N. Contr. v. Illinois*, No. 00 4515 (ND IL 2004), decided 3/3/04 (2004 U.S. Dist. LEXIS 3226) 139-160.

Thus, the majority of this review will be based on decisions of the federal circuit courts applying *Croson* to city or county programs designed to increase participation by M/WBEs in government contracting. This is not a large body of case law. While other cases are useful as to particular points, only a small number of circuit court cases have reviewed strictly local M/WBE programs and given clear, specific, and binding guidance about the adequacy of a complete factual record including thorough, local disparity studies with at least some statistical analysis. Further, in one of the three directly applicable circuit court cases, the Third Circuit evaded the issue of compelling justification after lengthy discussion, holding that the Philadelphia M/WBE program was unconstitutional because it was not narrowly tailored.¹⁸

Ultimately, only two circuit court decisions since *Croson* have passed definitively on thorough, strictly local disparity studies: *Engineering Contractors Association of South Florida, Inc.*,¹⁹ and *Concrete Works IV*.²⁰ In *Engineering Contractors*, the Eleventh Circuit ultimately upheld the district court finding that Dade County's disparity studies were not adequate to support an M/WBE program, at least in the face of rebuttal evidence.²¹ By contrast, in *Concrete Works IV*, the Tenth Circuit, after holding that the district court had used an improper standard for weighing the evidence, went on to evaluate the evidence and determine that it was adequate as a matter of law to establish a compelling justification for Denver's program. The Supreme Court refused to hear the appeal in *Concrete Works IV*,²² although the refusal in itself has no precedential effect. The dissent to that denial, written by Justice Scalia with the Chief Justice joining, argues that these cases may mark a split in approach among the circuits that will need to be reconciled.

2.3 To Withstand Strict Scrutiny, an MBE Program Must Be Based on Thorough Evidence Showing a Compelling Governmental Interest

For government contracting programs, courts have yet to find a compelling governmental interest for affirmative action other than remedying discrimination in the relevant marketplace. In other arenas, diversity has served as a compelling governmental interest for affirmative action. For example, the Ninth Circuit upheld race-based admission standards at an experimental elementary school in order to provide a more real world education experience.²³ More recently, in *Petit v. City of Chicago*, the Seventh Circuit relied on *Grutter v. Bollinger* in stating that urban police departments had "an even more compelling need for diversity" than universities and upheld the Chicago program "under the *Grutter* standards."²⁴ The recent holding that other compelling interests may support affirmative action does not yet appear to have any application to public contracting.²⁵

¹⁸ *Contractors Ass'n of E. Penn. Inc. v. City of Philadelphia*, 91 F.3d 586, 605 (3rd Cir. 1996).

¹⁹ 122 F.3d 895.

²⁰ 321 F.3d 950.

²¹ Compare *Cone Corp. v. Hillsborough County*, 908 F.2d 908 (11th Cir. 1990), an earlier decision of the Eleventh Circuit reversing summary judgment against an MBE program where more limited statistical evidence was found adequate to require a trial on the merits in the face of a relatively weak challenge.

²² *Concrete Works of Colo. v. City of Denver*, Scalia, J. dissenting, 540 U.S. 1027, 1027-35 (2003).

²³ *Hunter v. Regents of the Univ. of Cal.*, 190 F.3d 1061 (9th Cir. 1999).

²⁴ *Petit v. City of Chicago*, 352 F.3d 1111, 1114 (7th Cir. 2003).

²⁵ *Grutter v. Bollinger*, 539 U.S. 306 (2003). For an argument that other bases could serve as a compelling interest in public contracting, see Michael K. Fridkin, "The Permissibility of Non-Remedial Justifications for Racial Preferences in Public Contracting," 24 *N. Ill. U. L. Rev.* 509-510 (Summer 2004).

Croson identified two necessary factors for establishing racial discrimination sufficiently to demonstrate a compelling governmental interest in establishing an M/WBE program. First, there needs to be identified discrimination in the relevant market.²⁶ Second, “the governmental actor enacting the set-aside program must have somehow perpetuated the discrimination to be remedied by the program,”²⁷ either actively or at least passively with the “infusion of tax dollars into a discriminatory industry.”²⁸

Although the Supreme Court in *Croson* did not specifically define the methodology that should be used to establish the evidentiary basis required by strict scrutiny, the Court did outline governing principles. Lower courts have expanded the Supreme Court’s *Croson* guidelines and have applied or distinguished these principles when asked to decide the constitutionality of state, county, and city programs that seek to enhance opportunities for minorities and women.

2.3.1 Post-Enactment Evidence

The Supreme Court in *Croson* found pre-enactment evidence of discrimination insufficient to justify the program. The defendant in *Croson* did not seek to defend its program based on post-enactment evidence. However, following *Croson*, a number of circuits did defend the use of post-enactment evidence to support the establishment of a local public affirmative action program.²⁹ Some cases required both pre-enactment and post-enactment evidence.³⁰

The Supreme Court case in *Shaw v. Hunt*³¹ raised anew the issue of post-enactment evidence in defending local public sector affirmative action programs. *Shaw* involved the use of racial factors in drawing voting districts in North Carolina. In *Shaw*, the Supreme Court rejected the use of reports providing evidence of discrimination in North Carolina because the reports were not developed before the voting districts were designed. Thus, the critical issue was whether the legislative body believed that discrimination had existed before the districts were drafted.³² Following the *Shaw* decision, two districts courts rejected the use of post-enactment evidence in the evaluation of the constitutionality of local minority business programs.³³

2.3.2 Agency Evidence

An agency contemplating an M/WBE program should have evidence expressly and specifically linked to the agency itself. The Fifth Circuit criticized the city of Jackson for commissioning a disparity study but not adopting the findings of the study.³⁴ A district court in New Jersey struck down a set-aside involving New Jersey casino licenses that was

²⁶ *Croson*, 488 U.S. at 492.

²⁷ *Coral Construction*, 941 F.2d at 916.

²⁸ *Id.*

²⁹ See *Eng’g Contrs. Ass’n of S. Florida, Inc. v. Dade County*, 122 F.3d 895, 911 (11th Cir. 1997); *Contrs. Ass’n of E. Philadelphia v. Philadelphia*, 6 F.3d 990, 1009 n.18 (2nd Cir. 1993); *Concrete Works of Colorado, Inc. v. City and County of Denver*, 36 F.3d 1513, 1521 (10th Cir. 1994).

³⁰ See *Coral Construction Co. v. King County*, 941 F.2d 910-920 (9th Cir. 1991).

³¹ *Shaw v. Hunt*, 517 U.S. 899 (1996).

³² *Id.* at 910.

³³ *AUC v. Baltimore*, 83 F. Supp. 2d 613, 620-22 (D. Md. 2000); *West Tenn. ABC v. Memphis City Schools*, 64 F. Supp. 2d 714, 718-21 (W.D. Tenn. 1999).

³⁴ *Scott v. City Of Jackson*, 199 F.3d 206, 218 (1999).

based on the factual predicate study for the state of New Jersey M/WBE program, which did not cover the casino industry.³⁵

2.3.3 Outreach Programs

There is some debate about whether or not outreach programs are subject to strict scrutiny. In *Peightal v. Metropolitan Dade County*, the Eleventh Circuit treated recruiting and outreach efforts as “race-neutral” policies.³⁶ Other lower court cases have stated that expanding the pool disadvantages no one and thus a distinction should be made between inclusive and exclusive outreach.³⁷ Similarly, in *Allen v. Alabama State Bd. Of Education*, a case involving teacher certification examinations, the Eleventh Circuit stated that the,

*Board must be conscious of race in developing the examination, choosing test items to minimize any racially disparate impact within the framework of designing a valid and comprehensive teaching examination. Nothing in Adarand requires the application of strict scrutiny to this sort of race-consciousness.*³⁸

However, in *Virdi v. DeKalb County School District*, litigation involving a minority vendor program (MVP), the Eleventh Circuit stated that,

*It is well settled that “all racial classifications imposed by government must be analyzed by a reviewing court under strict scrutiny”. Grutter v. Bollinger, 539 U.S. 306, 326, 123 S. Ct. 2325, 2337 (2003) (quoting Adarand Constructors, Inc. v. Peña, 515 U.S. 200, 227, 115 S.Ct. 2097, 2113 (1995)). To the extent that Defendants argue that the MVP did not contain racial classifications because it did not include set-asides or mandatory quotas, we note that strict scrutiny applies to all racial classifications, not just those creating binding racial preferences. The MVP includes racial classifications. It is therefore subject to strict scrutiny.*³⁹

2.3.4 Disabled Business Enterprise

Disabled business enterprise programs are quite common in federal, state, and local government. Section 15(g) of the Small Business Act provides for a goal of not less than 3 percent utilization of service-disabled veteran businesses in federal contracting.⁴⁰ Section 36 of that Act grants the authority to set-aside for service-disabled veteran-owned businesses.⁴¹ These policies were strengthened and reaffirmed in October 2004, in Executive Order 13360. The U.S. Army alone projects \$1.8 billion in set-asides to service-disabled veteran-owned businesses in FY 2008.⁴²

³⁵ *Ass’n. for Fairness in Business, Inc. v. New Jersey*, 82 F. Supp. 2d 353, 361 (D.N.J. 2000).

³⁶ 26 F.3d 154, 1557-58 (11th Cir. 1994).

³⁷ *Shuford v. Alabama State Bd. of Educ.*, 897 F. Supp. 1535, 1551-52 (M.D. Ala. 1995).

³⁸ . 164 F.3d 1347, 1352 (11th Cir.1999).

³⁹ 135 Fed. Appx. 262, 267, 2005 U.S. App. LEXIS 11203 (11th Cir. 2005).

⁴⁰ 15 U.S.C. 644(g).

⁴¹ 15 U.S.C. 657f.

⁴² U.S. Army Office of Small Business Programs, www.vetbiz.gov/library/Army.pdf

Disabled business enterprise programs are also common at the state and local government level and are often a component of an M/WBE program.⁴³ Some local government agencies, in particular California and Connecticut, also set aside government contracts for disabled business enterprises or disabled veteran's business enterprises. California follows the federal program with a 3 percent disabled goal.⁴⁴ The state of Connecticut set aside 25 percent of its project for SBEs and then 25 percent of the SBE program is for certified M/WBEs. Disabled firms are classified as minority firms for purposes of the rule.⁴⁵ There are also state laws granting preferences of some sort to the disabled, and particularly the service disabled veterans.⁴⁶

While there has been an extensive body of case law involving the Americans for Disabilities Act, there have been no federal court cases challenging the constitutionality of disabled business enterprises under the Equal Protection clause. There are at least two reasons for this absence of a court record. First, at the state and local government level, these programs are typically very small, having only a handful of participants. Second, and more importantly, the U.S. Supreme Court has not ruled that the disabled are a suspect class and thus government programs addressing the disabled are not subject to strict scrutiny, or even intermediate scrutiny.⁴⁷ Instead programs both favoring and hampering the disabled are subject to the rational relationship test, the lowest level of judicial scrutiny. Nevertheless, this report will separately analyze data on disabled business enterprises.

2.4 Sufficiently Strong Evidence of Significant Statistical Disparities Between Qualified Minorities Available and Minorities Utilized Will Satisfy Strict Scrutiny and Justify a Narrowly Tailored M/WBE Program

The Supreme Court in *Croson* stated that "where gross statistical disparities can be shown, they alone in a proper case may constitute *prima facie* proof of a pattern or practice of discrimination."⁴⁸ But the statistics must go well beyond comparing the rate of minority presence in the general population to the rate of prime construction contracts awarded to MBEs. The Court in *Croson* objected to such a comparison, indicating that the proper statistical evaluation would compare the percentage of qualified MBEs in the relevant market with the percentage of total municipal construction dollars awarded to them.⁴⁹

⁴³ See North Carolina, Executive Order #150 and General Statutes 143-48 & 143-128.2(g)(1)(2)(3), Philadelphia, Executive Order 05 Relating To The Participation Of Minority, Women And Disabled Businesses In City Contracts, March 2005; Rhode Island GL 37-2.2-3, (procurement of Goods and services are available from certified Rhode Island Disability Business Enterprises (dbes) whose workforce consists of more than 75% persons with disabilities or certified nonprofit rehabilitation facilities); The regional Texas certification agencies certify for disabled business enterprises.

⁴⁴ California Executive Order D-43-01, June 22, 2001. California Disabled Veteran Business Enterprise Set Aside Program (establishes a goal for state entities to award at least 3% of their contracts for materials, supplies, equipment, alterations, repairs, or improvements to disabled veteran business enterprises. A 2001 act (Assembly Bill 941) requires the departments subject to this goal to appoint disabled veteran business enterprise advocates).

⁴⁵ Executive Order D-37-1

⁴⁶ See Fl. Stat. §295.07(1) (1991) (exempting disabled veterans from specific hiring procedures and employment exams for state jobs); Fl. Stat. §196.031 (1991) (hiring preferences for disabled veterans).

⁴⁷ *City of Cleburne v. Cleburne Living Center*, 473 U.S. 432 (1985) (no rational basis for discriminatory application of special use permit for group home for mentally disabled).

⁴⁸ *Croson*, 488 U.S. at 501, quoting *Hazelwood School Division v. United States*, 433 U.S. 299, 307-308 (1977).

⁴⁹ *Id.* at 502.

To meet this more precise requirement, courts have accepted the use of a disparity index.⁵⁰ The Supreme Court in *Croson* recognized statistical measures of disparity that compared the number of qualified and available M/WBEs with the rate of municipal construction dollars actually awarded to M/WBEs in order to demonstrate discrimination in a local construction industry.⁵¹ The Ninth Circuit has stated, “In our recent decision [*Coral Construction*] we emphasized that such statistical disparities are ‘an invaluable tool’ in demonstrating the discrimination necessary to establish a compelling interest.”⁵²

2.4.1 Determining Availability

To perform proper disparity analysis, the government must determine “availability”—the number of qualified minority contractors willing and able to perform a particular service for the municipality. In *Croson*, the Court stated:

*Where there is a significant statistical disparity between the number of qualified minority contractors willing and able to perform a particular service and the number of such contractors actually engaged by the locality or the locality’s prime contractors, an inference of discriminatory exclusion could arise.*⁵³

An accurate determination of availability also permits the government to meet the requirement that it “determine the precise scope of the injury it seeks to remedy” by its program.⁵⁴ Following *Croson*’s statements on availability, lower courts have considered how legislative bodies may determine the precise scope of the injury sought to be remedied by an MBE program. Nevertheless, the federal courts have not provided clear guidance on the best data sources or techniques for measuring M/WBE availability.

Different forms of data used to measure availability give rise to particular controversies. Census data have the benefit of being accessible, comprehensive, and objective in measuring availability. In *Contractors Ass’n of Eastern Pennsylvania, Inc.*, the Third Circuit, while noting some of the limitations of census data, acknowledged that such data could be of some value in disparity studies.⁵⁵ In that case, the city of Philadelphia’s consultant calculated a disparity using data showing the total amount of contract dollars awarded by the City, the amount that went to MBEs, and the number of African American construction firms. The consultant combined these data with data from the Census Bureau on the number of construction firms in the Philadelphia Standard Metropolitan Statistical Area.⁵⁶ Despite the district court’s reservations about mixing data sources, the Third Circuit appeared to have been prepared to accept such data had it ruled on the showing of a compelling interest.

⁵⁰ See *Engineering Contractors Ass’n of South Florida, Inc.*, 122 F.3d at 914; *Concrete Works IV*, 321 F.3d at 964-69.

⁵¹ *Croson*, 488 U.S. at 503-504.

⁵² *Ass’d. General Contrs. of California, Inc. v. Coalition for Economic Equity*, 950 F.2d 1401, 1414 (9th Cir. 1991) (*AGCC II*) citing *Coral Construction*, 941 F.2d at 918; see also *Croson*, 488 U.S. at 509.

⁵³ *Croson*, 488 U.S. at 509 (emphasis added).

⁵⁴ *Id.* at 498.

⁵⁵ *Contractors Assn v. Philadelphia*, 91 F.3d 586, 604 (3rd Cir 1996).

⁵⁶ *Contractors Association of Eastern Pennsylvania, Inc.*, 91 F.3d at 604.

At least one commentator has suggested using bidder data to measure M/WBE availability,⁵⁷ but *Croson* does not require the use of bidder data to determine availability. In *Concrete Works*, in the context of the plaintiffs' complaint that the city of Denver had not used such information, the Tenth Circuit noted that bid information also has its limits.⁵⁸ Firms that bid may not be qualified or able, and firms that do not bid may be qualified and able, to undertake agency contracts.

2.4.2 Racial Classifications

In determining availability, choosing the appropriate racial groups to consider becomes an important threshold interest.⁵⁹ In *Croson*, the Supreme Court criticized the city of Richmond's inclusion of "Spanish speaking, Oriental, Indian, Eskimo, or Aleut persons" in its affirmative action program.⁶⁰ These groups had not previously participated in City contracting and "The random inclusion of racial groups that, as a practical matter, may never have suffered from discrimination in the construction industry in Richmond suggests that perhaps the City's purpose was not in fact to remedy past discrimination."⁶¹ To evaluate availability properly, data must be gathered for each racial group in the marketplace. The Federal Circuit has also required that evidence as to the inclusion of particular groups be kept reasonably current.⁶²

2.4.3 Relevant Market Area

Another issue in availability analysis is the definition of the relevant market area. Specifically, the question is whether the relevant market area should be defined as the area from which a specific percentage of purchases is made, the area in which a specific percentage of willing and able contractors may be located, or the area determined by a fixed geopolitical boundary.

The Supreme Court has not yet established how the relevant market area should be defined, but some circuit courts have done so, including the Tenth Circuit in *Concrete Works II*, the first appeal in the city of Denver litigation.⁶³ *Concrete Works of Colorado*, a non-M/WBE construction company, argued that *Croson* precluded consideration of discrimination evidence from the six-county Denver Metropolitan Statistical Area (MSA), so Denver should use data only from within the city and county of Denver. The Tenth Circuit, interpreting *Croson*, concluded, "The relevant area in which to measure discrimination . . . is the local construction market, but that is not necessarily confined by jurisdictional boundaries."⁶⁴ The court further stated, "It is important that the pertinent data closely relate to the jurisdictional area of the municipality whose program we scrutinize, but here Denver's contracting activity, insofar as construction work is concerned, is closely related to the Denver MSA."⁶⁵

⁵⁷ LaNoue, George R., "Who Counts? Determining the Availability of Minority Businesses for Public Contracting After *Croson*," 21 *Harv. J. L. and Pub. Pol.* 793, 833-834 (1998).

⁵⁸ *Concrete Works IV*, 321 F.3d at 983-84.

⁵⁹ Racial groups, as the term is used herein, include both racial and ethnic categories.

⁶⁰ 488 U.S. at 506.

⁶¹ *Id.*

⁶² *Rothe Development Co. v. U.S. Dept. of Defense*, 262 F.3d 1306, 1323 (Fed. Cir. 2003).

⁶³ *Concrete Works II*, 36 F.3d at 1520.

⁶⁴ *Id.*

⁶⁵ *Id.*

The Tenth Circuit ruled that because more than 80 percent of Denver Department of Public Works construction and design contracts were awarded to firms located within the Denver MSA, the appropriate market area should be the Denver MSA, not the city and county of Denver alone.⁶⁶ Accordingly, data from the Denver MSA were “adequately particularized for strict scrutiny purposes.”⁶⁷

2.4.4 Firm Qualifications

Another availability consideration is whether M/WBE firms are qualified to perform the required services. In *Croson*, the Supreme Court noted that although gross statistical disparities may demonstrate *prima facie* proof of discrimination, “when special qualifications are required to fill particular jobs, comparisons to the general population (rather than to the smaller group of individuals who possess the necessary qualifications) may have little probative value.”⁶⁸ The Court, however, did not define the test for determining whether a firm is qualified.

Considering firm qualifications is important not only to assess whether M/WBEs in the relevant market area can provide the goods and services required, but also to ensure proper comparison between the number of qualified M/WBEs and the total number of similarly qualified contractors in the marketplace.⁶⁹ In short, proper comparisons ensure the required integrity and specificity of the statistical analysis. For instance, courts have specifically ruled that the government must examine prime contractors and subcontractors separately when the M/WBE program is aimed primarily at one or the other.⁷⁰

2.4.5 Willingness

Croson requires that an “available” firm must be not only qualified but also willing to provide the required services.⁷¹ In this context, it can be difficult to determine whether a business is willing. Courts have approved including businesses in the availability pool that may not be on the government’s certification list. In *Concrete Works II*, Denver’s availability analysis indicated that while most MBEs and WBEs had never participated in City contracts, “almost all firms contacted indicated that they were interested in [municipal work].”⁷² In *Contractors Association of Eastern Pennsylvania, Inc.*, the Third Circuit explained, “[i]n the absence of some reason to believe otherwise, one can normally assume that participants in a market with the ability to undertake gainful work will be ‘willing’ to undertake it.”⁷³ The court went on to note:

[P]ast discrimination in a marketplace may provide reason to believe the minorities who would otherwise be willing are discouraged from trying to secure the work. . . . [I]f there has been discrimination in City contracting, it is to be expected that [African American] firms may be discouraged from applying, and the low numbers [of African American firms seeking to

⁶⁶ Id.

⁶⁷ Id.

⁶⁸ *Croson*, 488 U.S. at 501 (quoting *Hazelwood School Dist. v. United States*, 433 U.S. 299, 308, n.13 (1977)).

⁶⁹ See *Hazelwood School Dist.*, 433 U.S. at 308; *Contractors Ass’n*, 91 F.3d at 603.

⁷⁰ *W. H. Scott Constr. Co. v. City of Jackson*, 199 F.3d 206, 218 (5th Cir.1999).

⁷¹ *Croson*, 488 U.S. at 509.

⁷² *Concrete Works II*, 36 F.3d at 1529, quoting, *Appellant’s Appendix*.

⁷³ *Contractors Association of Eastern Pennsylvania, Inc.*, 91 F.3d at 603 (in original quotation marks).

prequalify for City-funded contracts] may tend to corroborate the existence of discrimination rather than belie it.⁷⁴

Even so, the strongest possible disparity study would also present information about the willingness of M/WBEs to perform the required services.

2.4.6 Ability

Another availability consideration is whether the firms being considered are able to perform a particular service. Those who challenge affirmative action often question whether M/WBE firms have the “capacity” to perform particular services.

The Eleventh Circuit accepted a series of arguments that firm size has a strong impact on “ability” to enter contracts, that M/WBE firms tend to be smaller, and that this smaller size, not discrimination, explains the resulting disparity.⁷⁵ By contrast, the Tenth Circuit in *Concrete Works II* and *IV* recognized the shortcomings of this treatment of firm size.⁷⁶ *Concrete Works IV* noted that the small size of such firms can itself be a result of discrimination.⁷⁷ The Tenth Circuit acknowledged the city of Denver’s argument that a small construction firm’s precise capacity can be highly elastic.⁷⁸ Under this view, the relevance of firm size may be somewhat diminished. Further, the Eleventh Circuit was dealing with a statute which itself limited remedies to M/WBEs that were smaller firms by definition.⁷⁹

2.4.7 Statistical Evidence of Discrimination in Disparity Studies

While courts have indicated that anecdotal evidence may suffice without statistical evidence, no case without statistical evidence has been given serious consideration by any circuit court. In practical effect, courts require statistical evidence. Further, the statistical evidence needs to be held to appropriate professional standards.⁸⁰

The Eleventh Circuit has addressed the role of statistical significance in assessing levels of disparity in public contracting. Generally, disparity indices of 80 percent or higher—indicating close to full participation—are not considered significant.⁸¹ The court referenced the Equal Employment Opportunity Commission’s disparate impact guidelines, which establish the 80 percent test as the threshold for determining a *prima facie* case of discrimination.⁸² According to the Eleventh Circuit, no circuit that has explicitly endorsed using disparity indices has held that an index of 80 percent or greater is probative of discrimination, but they have held that indices below 80 percent indicate “significant disparities.”⁸³

⁷⁴ Id. at 603-04.

⁷⁵ *Eng’g. Contr. of S. Florida, Inc.* 122 F.3d at 917-18, 924.

⁷⁶ *Concrete Works II*, 36 F.3d at 1528-29; *Concrete Works IV*, 321 F.3d at 980-92.

⁷⁷ *Concrete Works IV*, 321 F.3d at 982.

⁷⁸ Id. at 981

⁷⁹ *Eng’g Contrs. Ass’n of S. Florida, Inc.*, 122 F.3d at 900.

⁸⁰ See *Contrs. Ass’n of E. Pennsylvania, Inc.*, 91 F.3d at 599-601.

⁸¹ *Eng’g Contrs. Ass’n of S. Florida, Inc.*, 122 F.3d at 914.

⁸² Id. at 914, citing 29 C.F.R. § 1607.4D (concerning the disparate impact guidelines and threshold used in employment cases).

⁸³ *Eng’g Contrs. Ass’n of S. Florida, Inc.*, 122 F.3d at 914, citing *Contrs. Ass’n of E. Pennsylvania, Inc.*, 6 F.3d at 1005 (crediting disparity index of 4 percent) and *Concrete Works II*, 36 F.3d at 1524 (crediting disparity indices ranging from 0 percent to 3.8 percent).

In support of the use of standard deviation analyses to test the statistical significance of disparity indices, the Eleventh Circuit observed that “[s]ocial scientists consider a finding of two standard deviations significant, meaning there is about one chance in 20 that the explanation for the deviation could be random and the deviation must be accounted for by some factor other than chance.”⁸⁴ With standard deviation analyses, the reviewer can determine whether the disparities are substantial or statistically significant, lending further statistical support to a finding of discrimination. On the other hand, if such analyses can account for the apparent disparity, the study will have little if any weight as evidence of discrimination.

Further, the interpretations of the studies must not assume discrimination has caused the disparities, but must account for alternative explanations of the statistical patterns.⁸⁵ The Third and Fifth Circuits have also indicated that statistics about prime contracting disparity have little, if any, weight when the eventual M/WBE program offers its remedies solely to subcontractors.⁸⁶

2.4.8 Anecdotal Evidence of Discrimination in Disparity Studies

Most disparity studies present anecdotal evidence along with statistical data. The Supreme Court in *Croson* discussed the relevance of anecdotal evidence and explained: “[E]vidence of a pattern of individual discriminatory acts can, if supported by appropriate statistical proof, lend support to a local government’s determination that broader remedial relief is justified.”⁸⁷ Although *Croson* did not expressly consider the form or level of specificity required for anecdotal evidence, the Ninth Circuit has addressed both issues.

In *Coral Construction*, the Ninth Circuit addressed the use of anecdotal evidence alone to prove discrimination. Although King County’s anecdotal evidence was extensive, the court noted the absence in the record of any statistical data in support of the program. Additionally, the court stated, “While anecdotal evidence may suffice to prove individual claims of discrimination, rarely, if ever, can such evidence show a *systemic pattern of discrimination necessary for the adoption of an affirmative action plan*.”⁸⁸ The court concluded, by contrast, that “the combination of convincing anecdotal and statistical evidence is potent.”⁸⁹

Regarding the appropriate form of anecdotal evidence, the Ninth Circuit in *Coral Construction* noted that the record provided by King County was “considerably more extensive than that compiled by the Richmond City Council in *Croson*.”⁹⁰ The King County record contained “affidavits of at least 57 minority or [female] contractors, each of whom complain[ed] in varying degree[s] of specificity about discrimination within the local construction industry.”⁹¹ The *Coral Construction* court stated that the M/WBE affidavits “reflect[ed] a broad spectrum of the contracting community” and the affidavits “certainly

⁸⁴ *Eng’g Contrs. Ass’n of S. Florida, Inc.*, 122 F.3d at 914 quoting *Peightal v. Metropolitan Dade County*, 26 F.3d 1545, 1556 n.16 (11th Cir. 1994) (quoting *Waisome v. Port Authority*, 948 F.2d 1370, 1376 (2nd Cir. 1991)).

⁸⁵ *Eng’g Contrs. Ass’n of S. Florida, Inc.*, 122 F.3d at 922.

⁸⁶ *Contrs. Ass’n of E. Pennsylvania, Inc.*, 91 F.3d at 599 (3rd Cir.); *W.H. Schott Constr. Co.*, 199 F.3d at 218 (5th Cir.)

⁸⁷ *Croson*, 488 U.S. at 509.

⁸⁸ *Coral Construction*, 941 F.2d at 919 (emphasis added).

⁸⁹ *Id.* See also *AGCC II*, 950 F.2d at 1414-1415.

⁹⁰ *Coral Construction*, 941 F.2d at 917.

⁹¹ *Id.* at 917-18.

suggest[ed] that ongoing discrimination may be occurring in much of the King County business community.”⁹²

In *Associated General Contractors of California v. Coalition for Economic Equity (AGCC II)*, the Ninth Circuit discussed the specificity of anecdotal evidence required by *Croson*.⁹³ Seeking a preliminary injunction, the contractors contended that the evidence presented by the city of San Francisco lacked the specificity required by both an earlier appeal in that case and by *Croson*.⁹⁴ The court held that the City’s findings were based on substantially more evidence than the anecdotes in the two prior cases, and “were clearly based upon dozens of specific instances of discrimination that are laid out with particularity in the record, as well as significant statistical disparities in the award of contracts.”⁹⁵

The court also ruled that the City was under no burden to identify specific practices or policies that were discriminatory.⁹⁶ Reiterating the City’s perspective, the court stated that the City “must simply demonstrate the existence of past discrimination with specificity; there is no requirement that the legislative findings specifically detail each and every instance that the legislative body ha[d] relied upon in support of its decision that affirmative action is necessary.”⁹⁷

Not only have courts found that a municipality does not have to specifically identify all the discriminatory practices impeding M/WBE utilization, but the Tenth Circuit in *Concrete Works IV* also held that anecdotal evidence collected by a municipality does not have to be verified. The court stated:

*There is no merit to [the plaintiff’s] argument that witnesses’ accounts must be verified to provide support for Denver’s burden. Anecdotal evidence is nothing more than a witness’ narrative of an incident told from the witness’ perspective and including the witness’ perceptions...Denver was not required to present corroborating evidence and [the plaintiff] was free to present its own witnesses to either refute the incidents described by Denver’s witnesses or to relate their own perceptions on discrimination in the Denver construction industry.*⁹⁸

2.5 The Governmental Entity or Agency Enacting an M/WBE Program Must Be Shown to Have Actively or Passively Perpetuated the Discrimination

In *Croson*, the Supreme Court stated, “It is beyond dispute that any public entity, state or federal, has a compelling interest in assuring that *public* dollars, drawn from the tax contributions of all citizens, do not serve to finance the evil of *private* prejudice.”⁹⁹ *Croson* provided that the government “can use its spending powers to remedy private discrimination, if it identifies that discrimination with the particularity required by the

⁹² Id.

⁹³ AGCC II, 950 F.2d at 1414-1415.

⁹⁴ See AGCC II, 950 F.2d at 1403-1405.

⁹⁵ AGCC II, 950 F.2d. at 1416. This evidence came from 10 public hearings and “numerous written submissions from the public.” Id. at 1414.

⁹⁶ Id. at 1416, n.11.

⁹⁷ Id. at 1416.

⁹⁸ *Concrete Works IV*, 321 F.3d at 989.

⁹⁹ *Croson*, 488 U.S. at 492 (emphasis added).

Fourteenth Amendment.”¹⁰⁰ The government agency’s active or passive participation in discriminatory practices in the marketplace may show the compelling interest. Defining passive participation, *Croson* stated:

*Thus, if the city could show that it had essentially become a “passive participant” in a system of racial exclusion practiced by elements of the local construction industry, we think it clear that the city could take affirmative steps to dismantle such a system.*¹⁰¹

The Tenth Circuit decision in *Adarand* concluded that evidence of private sector discrimination provided a compelling interest for a DBE program.¹⁰² Later cases have reaffirmed that the government has a compelling interest in avoiding the financing of private discrimination with public dollars.¹⁰³

Relying on this language in *Croson*, a number of local agencies have increased their emphasis on evidence of discrimination in the private sector. This strategy has not always succeeded. In the purest case, Cook County did not produce a disparity study but instead presented anecdotal evidence that M/WBEs were not solicited for bids in the private sector.¹⁰⁴ Cook County lost the trial and the resulting appeal.¹⁰⁵ Similarly, evidence of private sector discrimination presented in litigation was found inadequate in the Philadelphia and Dade County cases.¹⁰⁶ The Third Circuit stated, in discussing low MBE participation in a local contractors association in the city of Philadelphia, that “racial discrimination can justify a race-based remedy only if the city has somehow participated in or supported that discrimination.”¹⁰⁷ Nevertheless, recently in *Concrete Works IV*, the Tenth Circuit upheld the relevance of data from the private marketplace to establish a factual predicate for M/WBE programs.¹⁰⁸ That is, courts mainly seek to ensure that M/WBE programs are based on findings of active or passive discrimination in the government contracting marketplace, and not simply attempts to remedy general societal discrimination.

Courts also seek to find a causal connection between a statistical disparity and actual underlying discrimination. In *Engineering Contractors*, one component of the factual predicate was a study comparing entry rates into the construction business for M/WBEs and non-M/WBEs.¹⁰⁹ The analysis provided statistically significant evidence that minorities and women entered the construction business at rates lower than would be expected, given their numerical presence in the population and human and financial capital variables. The study argued that those disparities persisting after the application of appropriate statistical controls were most likely the result of current and past discrimination. Even so, the Eleventh Circuit criticized this study for reliance on general census data and for the lack of particularized

¹⁰⁰ *Croson*, 488 U.S. at 492. See generally Ayres, Ian and Frederick E. Vars, “When Does Private Discrimination Justify Public Affirmative Action?” 98 *Columbia Law Review* 1577 (1998).

¹⁰¹ *Croson*, 488 U.S. at 492.

¹⁰² *Adarand Contrs., Inc.*, 228 F.3d at 1155, 1164-65.

¹⁰³ *Associated Gen. Contrs. of Ohio, Inc. v. Drabik*, 214 F.3d 730, 734-35 (6th Cir. 2000). See also *Concrete Works II*, 36 F.3d at 1529; *Coral Constr. Co.*, 941 F.2d at 916.

¹⁰⁴ *Builders Ass’n of Greater Chicago v. County of Cook*, 123 F. Supp. 2d 1087, 1117 (N.D. I.L. 2000).

¹⁰⁵ *Builders Ass’n of Greater Chicago v. County of Cook*, 123 F. Supp. 2d 1087 (N.D. I.L. 2000); 256 F.3d 642, 648 (7th Cir. 2001).

¹⁰⁶ *Contrs. Ass’n of E. Pennsylvania, Inc.*, 91 F.3d at 599-602; *Engineering Contrs. Ass’n of S. Florida, Inc.*, 122 F.3d at 920-926.

¹⁰⁷ *Contrs. Ass’n of E. Pennsylvania, Inc.*, 91 F.3d at 602; see also *Webster v. Fulton County*, 51 F. Supp. 2d 1354, 1363 (N.D. G.A. 1999).

¹⁰⁸ *Concrete Works IV*, 321 F.3d at 976.

¹⁰⁹ *Engineering Contractors Ass’n of South Florida, Inc.*, 122 F.3d at 921-22.

evidence of active or passive discrimination by Dade County, holding that the district court was entitled to find that the evidence did not show compelling justification for an M/WBE program.¹¹⁰

The Seventh Circuit has perhaps set a higher bar for connecting private discrimination with government action. The trial court in the Cook County case extensively considered evidence that prime contractors simply did not solicit M/WBEs as subcontractors and considered carefully whether this evidence on solicitation served as sufficient evidence of discrimination, or whether instead it was necessary to provide further evidence that there was discrimination in hiring M/WBE subcontractors.¹¹¹ The Seventh Circuit held that this evidence was largely irrelevant.¹¹² Beyond being anecdotal and partial, evidence that contractors failed to solicit M/WBEs on Cook County contracts was not the same as evidence that M/WBEs were denied the opportunity to bid.¹¹³ Furthermore, such activities on the part of contractors did not necessarily implicate the county as even a passive participant in such discrimination as might exist because there was no evidence that the county knew about it.¹¹⁴

Interestingly, some courts have been willing to see capital market discrimination as part of the required nexus between private and public contracting discrimination, even if capital market discrimination could arguably be seen as simply part of broader societal discrimination. In *Adarand v. Slater*, the Tenth Circuit favorably cited evidence of capital market discrimination as relevant in establishing the factual predicate for the federal DBE program.¹¹⁵ The same court, in *Concrete Works IV*, found that barriers to business formation were relevant insofar as this evidence demonstrated that M/WBEs were “precluded from the outset from competing for public construction contracts.”¹¹⁶ Along related lines, the court also found a regression analysis of census data to be relevant evidence showing barriers to M/WBE formation.¹¹⁷

Courts have come to different conclusions about the effects of M/WBE programs on the private sector evidence itself. For instance, is M/WBE participation in public sector projects higher than on private sector projects simply because the M/WBE program increases M/WBE participation in the public sector, or is such a pattern evidence of private sector discrimination? The Seventh Circuit raised the former concern in the recent Cook County litigation.¹¹⁸ *Concrete Works IV*, however, expressly cited as evidence of discrimination that M/WBE contractors used for business with the city of Denver were not used by the same prime contractors for private sector contracts.¹¹⁹

Finally, is evidence of a decline in M/WBE utilization following a change in or termination of an M/WBE program relevant and persuasive evidence of discrimination? The Eighth Circuit in *Sherbrooke Turf* and the Tenth Circuit in *Concrete Works IV* did find that such a decline in

¹¹⁰ Id. at 922.

¹¹¹ *Builders Ass’n of Chicago*, 123 F.Supp. 2d at 1112-1116.

¹¹² *Builders Ass’n of Greater Chicago*, 256 F.3d at 645.

¹¹³ Id.

¹¹⁴ Id.

¹¹⁵ *Adarand Contrs., Inc.*, 228 F.3d at 1169-70.

¹¹⁶ *Concrete Works IV*, 321 F.2d at 977. The district court had rejected evidence of credit market discrimination as adequate to provide a factual predicate for an M/WBE program. *Concrete Works of Colorado, Inc. v. City of Denver*, 86 F.Supp. 2d 1042, 1072-73 (D Co. 2000) (*Concrete Works III*).

¹¹⁷ Id. at 967.

¹¹⁸ *Builders Ass’n of Greater Chicago*, 256 F.3d at 645.

¹¹⁹ *Concrete Works IV*, 321 F.3d at 984-85.

M/WBE utilization was evidence that prime contractors were not willing to use M/WBEs in the absence of legal requirements.¹²⁰ Other lower courts have arrived at similar conclusions.¹²¹

2.6 To Withstand Strict Scrutiny, an M/WBE Program Must Be Narrowly Tailored to Remedy Identified Discrimination

The discussion of compelling interest in the court cases has been extensive, but narrow tailoring may be the more critical issue. Many courts have held that even if a compelling interest for the M/WBE program can be found, the program has not been narrowly tailored.¹²² Moreover, *Concrete Works IV*,¹²³ a case that did find a compelling interest for a local M/WBE program, did not consider the issue of narrow tailoring. Instead, the Tenth Circuit held that the plaintiffs had waived any challenge to the original ruling of the district court¹²⁴ that the program was narrowly tailored.

Nevertheless, the federal courts have found that the DBE program established pursuant to federal regulations (49 CFR, Part 26) and issued under the Transportation Equity Act (TEA-21) (1998) has been narrowly tailored to serve a compelling interest.¹²⁵ The federal courts had previously ruled that there was a factual predicate for the federal Department of Transportation (DOT) DBE program, but that in its earlier versions the program was not narrowly tailored.¹²⁶ The more recent rulings provide some guidance as to what program configurations the courts will judge to be narrowly tailored. The Eleventh Circuit in particular has identified the following elements of narrow tailoring: (1) the necessity for the relief and the efficacy of alternative remedies; (2) the flexibility and duration of the relief, including the availability of waiver provisions; (3) the relationship of numerical goals to the relevant labor market; and (4) the impact of the relief on the rights of innocent third parties.¹²⁷

2.6.1 Race-Neutral Alternatives

Concerning race-neutral alternatives, the Supreme Court in *Croson* concluded that a governmental entity must demonstrate that it has evaluated the use of race-neutral means to increase MBE participation in contracting or purchasing activities. In upholding the narrow tailoring of federal DBE regulations, the Eighth Circuit noted that those regulations “place strong emphasis on ‘the use of race-neutral means to increase minority business participation in government contracting’.”¹²⁸ The Tenth Circuit had noted that the DBE regulations provided that “if a recipient can meet its overall goal through race-neutral means, it must implement its program without the use of race-conscious contracting

¹²⁰ *Concrete Works IV*, 321 F.3d at 985; *Sherbrooke Turf, Inc.*, 345 F.3d at 973.

¹²¹ See *Northern Contracting, Inc. v. Illinois*, No. 00 4515 (ND IL 2004) – 2004 U.S. Dist. LEXIS 3226 150-1.

¹²² *Contrs. Ass’n of E. Pennsylvania, Inc.*, 91 F.3d at 606; *Eng’g Contrs. Ass’n of S. Florida, Inc.*, 122 F.3d at 926-929; *Verdi v. DeKalb County Sch. Dist.*, 135 Fed. Appx. 262, 268, 2005 WL 38942 (11th Cir. 2005).

¹²³ *Concrete Works IV*, 321 F.3d at 992-93.

¹²⁴ *Concrete Works of Colo., Inc. v. City of Denver*, 823 F.Supp. 821, 844-845 (D.Co. 1993) (*Concrete Works I*).

¹²⁵ *Adarand Constrs., Inc.*, 228 F.3d at 1158, 1187; *Sherbrooke Turf Inc.*, 345 F.3d at 968-969, 974; *W. States Paving Co. v. Wash. State DOT*, 407 F.3d 983 (9th Cir. 2005).

¹²⁶ *In re Sherbrooke Sodding*, 17 F. Supp. 2d 1026, 1034-35, 1037 (D.Minn. 1998) (*Sherbrooke I*) (finding the program was not narrowly tailored). In 1996, before the new DBE regulations, the district court in Colorado, upon remand from the 1995 U.S. Supreme Court, had made a similar ruling in *Adarand Constrs., Inc. v. Peña*, 965 F. Supp. 1556, 1581 (D.Co. 1997).

¹²⁷ *Engineering Contractors*, 122 F.3d at 973 (citing *Ensley Branch*, 31 F.3d at 1569).

¹²⁸ *Sherbrooke Turf, Inc.*, 345 F. 3d at 972, quoting *Adarand Constrs., Inc.*, 515 U.S. at 237-38.

measures, and enumerate a list of race-neutral measures.”¹²⁹ Those measures included “helping overcome bonding and financing obstacles, providing technical assistance, [and] establishing programs to assist start-up firms.”¹³⁰

Strict scrutiny does not mandate that every race-neutral measure be considered and found wanting. The Eighth Circuit also affirmed that “Narrow tailoring does not require exhaustion of every conceivable race neutral alternative,” but it does require “serious, good faith consideration of workable race-neutral alternatives.”¹³¹

2.6.2 Flexibility and Duration of the Remedy

The Eighth Circuit also found that “the revised DBE program has substantial flexibility.”¹³²

*A State may obtain waivers or exemptions from any requirement and is not penalized for a good faith failure to meet its overall goal. In addition, the program limits preferences to small businesses falling beneath an earnings threshold, and any individual whose net worth exceeds \$ 750,000 cannot qualify as economically disadvantaged.*¹³³

DBE and M/WBE programs achieve flexibility by using waivers and variable project goals to avoid merely setting a quota. *Croson* favorably mentioned the contract-by-contract waivers in the federal DOT DBE program.¹³⁴ Virtually all successful MBE programs have this waiver feature in their enabling legislation. As for project goals, the approved DBE provisions set aspirational, nonmandatory goals; expressly forbid quotas; and use overall goals as a framework for setting local contract goals, if any, based on local data. All of these factors have impressed the courts that have upheld the constitutionality of the revised DOT DBE program.¹³⁵

With respect to program duration, in *Adarand Constructors, Inc. v. Peña*, the Supreme Court wrote that a program should be “appropriately limited such that it will not last longer than the discriminatory effects it is designed to eliminate.”¹³⁶ The Eighth Circuit also noted the limits in the DBE program, stating that “the DBE program contains built-in durational limits,” in that a “State may terminate its DBE program if it meets its annual overall goal through race-neutral means for two consecutive years.”¹³⁷ The Eighth Circuit also found durational limits in the fact that “TEA-21 is subject to periodic congressional reauthorization. Periodic legislative debate assures all citizens that the deviation from the norm of equal treatment of all racial and ethnic groups is a temporary matter, a measure taken in the service of the goal of equality itself.”¹³⁸

¹²⁹ *Adarand Constrs., Inc.*, 228 F.3d. at 1179 (parentheses removed).

¹³⁰ *Id.*

¹³¹ *Sherbrooke Turf, Inc.*, 345 F. 3d at 972, quoting *Grutter*, 123 S. Ct. at 2344-45. See also *Coral Constr. Co.*, 941 F.2d at 923; *AGCC II*, 950 F.2d at 1417.

¹³² *Sherbrooke Turf, Inc.*, 345 F. 3d at 972.

¹³³ *Id.* at 972, citing, 49 C.F.R. § 26.67(b).

¹³⁴ *Croson*, 488 U.S. at 488-489. *Coral Constr. Co.*, 941 F.2d at 924-925.

¹³⁵ See *Coral Constr. Co.*, 941 F. 2d at 924-925.

¹³⁶ 515 U.S. at 238 (internal quotations and citations omitted).

¹³⁷ *Sherbrooke Turf, Inc.*, 345 F. 3d at 972, citing 49 C.F.R. § 26.51(f)(3).

¹³⁸ *Id.*, quoting, *Grutter*, 123 S. Ct. at 2346.

Other appellate courts have noted several possible mechanisms for limiting program duration: such as required termination if goals have been met,¹³⁹ decertification of MBEs who achieve certain levels of success, or mandatory review of MBE certification at regular, relatively brief periods.¹⁴⁰ Governments thus have some duty to ensure that they update their evidence of discrimination regularly enough to review the need for their programs and to revise programs by narrowly tailoring them to fit the fresh evidence.¹⁴¹ It is still an open question whether all of these provisions are necessary in every case.

2.6.3 Relationship of Goals to Availability

Narrow tailoring under the *Croson* standard requires that remedial goals be in line with measured availability. Merely setting percentages without a carefully selected basis in statistical studies, as the city of Richmond did in *Croson* itself, has played a strong part in decisions finding other programs unconstitutional.¹⁴²

By contrast, the Eighth, Ninth, and Tenth Circuits have approved the goal-setting process for the DOT DBE program, as revised in 1999.¹⁴³ The approved DOT DBE regulations require that goals be based on one of several methods for measuring DBE availability.¹⁴⁴ The Eighth Circuit noted that the “DOT has tied the goals for DBE participation to the relevant labor markets,” insofar as the “regulations require grantee States to set overall goals based upon the likely number of minority contractors that would have received federally assisted highway contracts but for the effects of past discrimination.”¹⁴⁵ The Eighth Circuit acknowledged that goal setting was not exact, but nevertheless, the exercise...

*requires the States to focus on establishing realistic goals for DBE participation in the relevant contracting markets. This stands in stark contrast to the program struck down in Croson, which rested upon the completely unrealistic assumption that minorities will choose a particular trade in lockstep proportion to their representation in the local population.*¹⁴⁶

Moreover, the approved DBE regulations use built-in mechanisms to ensure that DBE goals are not set excessively high relative to DBE availability. For example, the approved DBE goals are to be set-aside if the overall goal has been met for two consecutive years by race-neutral means. The approved DBE contract goals also must be reduced if overall goals have been exceeded with race-conscious means for two consecutive years. The Eighth Circuit courts found these provisions to be narrowly tailored, particularly when implemented according to local disparity studies that carefully calculate the applicable goals.¹⁴⁷

2.6.4 Burden on Third Parties

¹³⁹ *Sherbrooke Turf, Inc.*, 345 F.3d at 972.

¹⁴⁰ *Adarand Constrs. Inc.*, 228 F.3d at 1179-1180.

¹⁴¹ *Rothe Dev. Co.*, 262 F.3d at 1323-1324 (commenting on the possible staleness of information after seven, 12, and 17 years).

¹⁴² See *Builders Ass'n of Greater Chicago*, 256 F.3d at 647; *Kohlbeck*, 447 F.3d at 556-557.

¹⁴³ *Adarand Constrs. Inc.*, 228 F.3d at 1181-1182; *Sherbrooke Turf, Inc.*, 345 F.3d at 971-973. *W. States Paving Co.*, 407 F.3d at 994-995.

¹⁴⁴ 49 C.F.R., § 26.45 (2006).

¹⁴⁵ *Sherbrooke Turf, Inc.*, at 972, 345 F. 3d citing, 49 C.F.R. § 26.45(c)-(d) (Steps 1 and 2).

¹⁴⁶ *Id.* at 972, quoting, *Croson*, 488 U.S. at 507.

¹⁴⁷ *Id.* at 973-974.

Narrow tailoring also requires minimizing the burden of the program on third parties. The Eight Circuit stated the following with respect to the revised DBE program:

*Congress and DOT have taken significant steps to minimize the race based nature of the DBE program. Its benefits are directed at all small businesses owned and controlled by the socially and economically disadvantaged. While TEA21 creates a rebuttable presumption that members of certain racial minorities fall within that class, the presumption is rebuttable, wealthy minority owners and wealthy minority-owned firms are excluded, and certification is available to persons who are not presumptively disadvantaged but can demonstrate actual social and economic disadvantage. Thus, race is made relevant in the program, but it is not a determinative factor.*¹⁴⁸

Waivers and good faith compliance are also tools that serve this purpose of reducing the burden on third parties.¹⁴⁹ The DOT DBE regulations have also sought to reduce the program burden on non-DBEs by avoiding DBE concentration in certain specialty areas.¹⁵⁰ These features have gained the approval of the only circuit court to have discussed them at length as measures of lowering impact on third parties.¹⁵¹

2.6.5 Over-Inclusion

Narrow tailoring also involves limiting the number and type of beneficiaries of the program. As noted above, there must be evidence of discrimination to justify a group-based remedy, and over-inclusion of uninjured individuals or groups can endanger the entire program.¹⁵² Federal DBE programs have succeeded in part because regulations covering DBE certification do not provide blanket protection to minorities.¹⁵³

Critically, the MBE program must be limited in its geographical scope to the boundaries of the enacting government's marketplace. The Supreme Court indicated in *Croson* that a local agency has the power to address discrimination only within its own marketplace. One fault of the Richmond MBE programs was that minority firms were certified from around the United States.¹⁵⁴

In *Coral Construction*, the Ninth Circuit concluded that the King County MBE program failed this part of the narrow tailoring test because the definition of MBEs eligible to benefit from the program was overbroad. The definition included MBEs that had had no prior contact with King County if the MBE could demonstrate that discrimination occurred "in the particular geographic areas in which it operates."¹⁵⁵ This MBE definition suggested that the program was designed to eradicate discrimination not only in King County but also in the particular area in which a non-local MBE conducted business. In essence, King County's program focused on the eradication of societywide discrimination, which is outside the

¹⁴⁸ *Sherbrooke Turf, Inc.* 345 F. 3d at 972-73, citing, *Grutter*, 123 S. Ct. at 2345-46; *Gratz v. Bollinger*, 123 S. Ct. 2411, 2429 (2003)

¹⁴⁹ See 49 CFR, § 26.53 (2006).

¹⁵⁰ See 49 CFR, § 26.33 (2006).

¹⁵¹ *Adarand Constrs. Inc.*, 228 F.3d at 1183.

¹⁵² See *Builders Ass'n of Greater Chicago*, 256 F.3d at 647-648.

¹⁵³ *Sherbrooke Turf, Inc.*, 345 F.3d 972-73.

¹⁵⁴ *Croson*, 488 U.S. at 508.

¹⁵⁵ *Coral Constr. Co.*, 941 F. 2d at 925 (internal modifications and citations omitted).

power of a state or local government. “Since the County’s interest is limited to the eradication of discrimination within King County, the only question that the County may ask is whether a business has been discriminated against in King County.”¹⁵⁶

In clarifying an important aspect of the narrow tailoring requirement, the court defined the issue of eligibility for MBE programs as one of participation, not location. For an MBE to reap the benefits of an affirmative action program, the business must have been discriminated against in the jurisdiction that established the program.¹⁵⁷ As a threshold matter, before a business can claim to have suffered discrimination, it must have attempted to do business with the governmental entity.¹⁵⁸ It was found significant that “if the County successfully proves malignant discrimination within the King County business community, an MBE would be presumptively eligible for relief if it had previously sought to do business in the County.”¹⁵⁹

To summarize, according to the Ninth Circuit, the presumptive rule requires that the enacting governmental agency establish that systemic discrimination exists within its jurisdiction and that the MBE is, or has attempted to become, an active participant in the agency’s marketplace.¹⁶⁰ Since King County’s definition of an MBE permitted participation by those with no prior contact with King County, its program was overbroad. By useful contrast, *Concrete Works II* held that the more extensive but still local designation of the entire Denver MSA constituted the marketplace to which the programs could apply.¹⁶¹

2.7 Personal Liability For Implementing An M/WBE Program

One lower court decision in the Eleventh Circuit, *Herschell Gill Consulting v. Miami-Dade County*,¹⁶² held that Dade County and its Commissioners were held jointly and severally liable for nominal damages and attorney’s fees for implementing a M/WBE program in violation of constitutional rights under Section 1983.

In general government officials have absolute immunity for legislative acts, but not for administrative acts. Thus, government officials are immune from personal liability for adopting a M/WBE program but can be personally liable for applying specific policies to particular contracts. Government officials are entitled to “qualified immunity” if their actions did not violate “clearly established statutory or constitutional rights of which a reasonable person would have known.”¹⁶³ In *Herschell Gill*, there was no recent disparity study, there was parity in contracting, the previous program had been struck down by the same federal court, there was no substantial consideration of race neutral alternatives and the County had not followed its own ordinance in adjusting goals.

2.8 DBE Programs: The “As Applied” Challenge in Western States Paving

¹⁵⁶ Id. (emphasis omitted).

¹⁵⁷ Id.

¹⁵⁸ Id.

¹⁵⁹ Id.

¹⁶⁰ Id.

¹⁶¹ *Concrete Works II*, 36 F.3d at 1520.

¹⁶² 2004 WL 1924812 (S.D.Fla. 2004).

¹⁶³ *Harlow v. Fitzgerald*, 457 U.S. 800, 818 (1982).

The Washington DOT DBE program was struck down not in *Western States Paving* because the federal DBE program had no factual predicate and not because the federal DBE program lacked narrow tailored program features. Instead, the Ninth Circuit ruled that the Washington DOT DBE program was not narrowly tailored “as applied.”¹⁶⁴ While a state does not have to independently provide a factual predicate for its DBE program the Ninth Circuit found that, “it cannot be said that TEA-21 is a narrowly tailored remedial measure unless its application is limited to those States in which the effects of discrimination are actually present.”¹⁶⁵ In effect, while Washington DOT was not required to produce a separate factual predicate for a DBE program, it was still required to produce a factual predicate (of sorts) to justify race-conscious elements in the local implementation of its DBE program.

While Washington DOT conceded that it had no studies of discrimination in highway contracting, it argued that there was evidence of discrimination in the fact that DBEs received 9 percent of subcontracting dollars on state-funded projects where there were no DBE goals and 18 percent of federal funded projects where there were DBE goals. But the Ninth Circuit stated that, “even in States in which there has never been discrimination, the proportion of work that DBEs receive on contracts that lack affirmative action requirements will be lower than the share that they obtain on contracts that include such measures because minority preferences afford DBEs a competitive advantage.”¹⁶⁶

In contrast, the Eighth Circuit in *Sherbrooke Turf* and the Tenth Circuit in *Adarand v. Slater* found that a decline in DBE utilization following a change in or termination of a DBE program was relevant evidence of discrimination in subcontracting.¹⁶⁷ The Tenth Circuit stated that while this evidence “standing alone is not dispositive, it strongly supports the government’s claim that there are significant barriers to minority competition in the public subcontracting.”¹⁶⁸

The Ninth Circuit also dismissed the disparity between the proportion of DBE subcontractors and the proportion of DBE dollars on state-funded contracts, because “DBE firms may be smaller and less experienced than non-DBE firms (especially if they are new businesses started by recent immigrants) or they may be concentrated in certain geographic areas of the State, rendering them unavailable for a disproportionate amount of work.”¹⁶⁹ The Ninth Circuit quoted the DC Circuit in *O’Donnell* to the effect that:

Minority firms may not have bid on . . . construction contracts because they were generally small companies incapable of taking on large projects; or they may have been fully occupied on other projects; or the District’s contracts may not have been as lucrative as others available in the Washington metropolitan area; or they may not have had the expertise

¹⁶⁴ The Ninth Circuit distinguished a previous case which did not involve an “as applied” challenge to the federal DBE program. *Milwaukee County Pavers Ass’n v. Fiedler*, 922 F.2d 419 (7th Cir. 1991). The Seventh Circuit disagreed with the Ninth Circuit’s reading of *Milwaukee County Pavers*. See *Northern Contracting*, at fn 4.

¹⁶⁵ *Western States Paving*, 407 F. 3d at 998.

¹⁶⁶ *Western States Paving*, 407 F. 3d at 1000.

¹⁶⁷ *Sherbrooke Turf*, 345 F.3d at 973.

¹⁶⁸ *Adarand v. Slater*, 228 F.3d at 1174; see also *Concrete Works IV*, 321 F.3d at 985.

¹⁶⁹ *Western States Paving*, at 1001.

*needed to perform the contracts; or they may have bid but were rejected because others came in with a lower price.*¹⁷⁰

The Ninth Circuit noted further that “if this small disparity has any probative value, it is insufficient, standing alone, to establish the existence of discrimination against DBEs.” The Ninth Circuit contrasted this minor disparity with the Ninth Circuit’s decision in *Associated General Contractors of California, Inc. v. Coalition for Economic Equity (AGCCII)* where “discrimination was likely to exist where minority availability for prime contracts was 49.5 percent but minority dollar participation was only 11.1 percent.”¹⁷¹

2.9 Small Business Procurement Preferences

Small business procurement preferences have existed since the 1940s. The first small business program had its origins in the Smaller War Plants Corporation (SWPC), established during World War II.¹⁷² The SWPC was created to channel war contracts to small business. In 1947, Congress passed the Armed Forces Procurement Act, declaring that “[i]t is the policy of Congress that a fair proportion of the purchases and contracts under this chapter be placed with small business concerns.”¹⁷³ Continuing this policy, the 1958 Small Business Act requires that government agencies award a “fair proportion” of procurement contracts to small business concerns.¹⁷⁴

Section 8(b)(11) of the Small Business Act authorizes the Small Business Administration (SBA) to set-aside contracts for placement with small business concerns. The SBA has the power:

*to make studies and recommendations to the appropriate Federal agencies to insure that a fair proportion of the total purchases and contracts for property and services for the Government be placed with small-business enterprises, to insure that a fair proportion of Government contracts for research and development be placed with small-business concerns, to insure that a fair proportion of the total sales of Government property be made to small-business concerns, and to insure a fair and equitable share materials, supplies, and equipment to small-business concerns.*¹⁷⁵

Every acquisition of goods and services anticipated to be between \$3,000 and \$100,000 is set aside exclusively for small business unless the contracting officer has a reasonable expectation of fewer than two bids by small businesses.¹⁷⁶

There has been only one constitutional challenge to the long-standing federal small business enterprise (SBE) programs. In *J.H. Rutter Rex Manufacturing Co. v. United*

¹⁷⁰ Id. (quoting *O'Donnell Constr. Co.*, 963 F.2d at 426).

¹⁷¹ *Western States Paving*, at 1001. (Quoting *Associated Gen. Contractors of Cal., Inc. v. Coalition for Econ. Equity*, 950 F.2d 1401, 1414 (9th Cir. 1991).

¹⁷² See, generally, Hasty III, Thomas J., “Minority Business Enterprise Development and the Small Business Administration’s 8(a) Program: Past, Present, and (Is There a) Future?” 145 Mil. L. Rev. 1.

¹⁷³ 10 U.S.C. § 2301 (1976) quoting, *J.H. Rutter Rex Mfg. Co. v. United States*, 706 F. 2d 702, 704 (5th Cir. 1983).

¹⁷⁴ 15 USC 631(a).

¹⁷⁵ 15 U.S.C. § 637(b)(11).

¹⁷⁶ 18 C.F.R. § 19.502-2 (2006).

States,¹⁷⁷ a federal vendor unsuccessfully challenged the Army's small business set-aside program as in violation of the due process clause of the Fifth Amendment to the U.S. Constitution, as well as the Administrative Procedures Act and the Armed Forces Procurement Act.¹⁷⁸ The court held that classifying businesses as small was not a "suspect classification" subject to strict scrutiny. Instead the court ruled:

*Since no fundamental rights are implicated, we need only determine whether the contested socio-economic legislation rationally relates to a legitimate governmental purpose. Our previous discussion adequately demonstrates that the procurement statutes and the regulations promulgated thereunder are rationally related to the sound legislative purpose of promoting small businesses in order to contribute to the security and economic health of this Nation.*¹⁷⁹

A large number of state and local governments have maintained small business preference programs for many years.¹⁸⁰ No district court cases were found overturning a state or local small business reference program. One reason for the low level of litigation in this area is that there is significant organizational opposition to SBE programs. There are no reported cases of Associated General Construction (AGC) litigation against local SBE programs. And the legal foundations that have typically sued M/WBE programs have actually promoted SBE procurement preference programs as a race-neutral substitute for M/WBE programs.

There has been one state court case in which an SBE program was struck down as unconstitutional. The Cincinnati SBE program called for maximum practical M/WBE participation and required bidders to use good faith effort requirements to contract with M/WBEs up to government-specified M/WBE availability. Failure to satisfy good faith effort requirements triggered an investigation of efforts to provide opportunities for M/WBE subcontractors. In *Cleveland Construction v. Cincinnati*,¹⁸¹ the state court ruled that the Cincinnati SBE program had race and gender preferences and had deprived the plaintiff of constitutionally protected property interest without due process of law. The city acknowledged that it had not offered evidence to satisfy strict scrutiny because it felt that it had been operating a race-neutral program.

2.10 Local Business Preferences

The constitutional analysis of local business preferences is somewhat less clear than SBE programs. Again, local business preferences are widespread and some have been in place for almost two decades (for example, the City of Oakland Local Business Enterprise (LBE) program started in 1979).¹⁸² More common is the preference for small local businesses,

¹⁷⁷ 706 F.2d 702 (5th Cir. 1983), cert. denied, 464 U.S. 1008 (1983).

¹⁷⁸ *J.H. Rutter Rex Mfg. Co. v. United States*, 534 F. Supp. 331, 332 (E.D. La. 1982), app'd 706 F. 2d 702 ("Administrative Procedures Act, 5 U.S.C. §§ 552(a)(1)(E) (1976) and the "fair proportion" language of the Armed Forces Procurement Act, 10 U.S.C. § 2301 et seq. (1976), and the Small Business Act, 15 U.S.C. § 631 et seq. (1976)").

¹⁷⁹ *J.H. Rutter Rex Mfg. Co.*, 706 F.2d at 713 (internal citations omitted and emphasis added). See also *Dandridge v. Williams*, 397 U.S. 471, 485-86 (1970).

¹⁸⁰ See Fla. Stat. § 287.001 et seq. (starting small business program in 1985); Minn. Stat. § 137.31 (Univ. of Minn. Started in 1979); N.J. Stat. § 52:32-17 et seq. (small business program started in 1983).

¹⁸¹ See instead *Cleveland Constr. Inc. v. Cincinnati*, 2006 Ohio App. LEXIS 6410, *P1-*P19 (Ohio Ct. App. Dec. 8, 2006).

¹⁸² See, e.g., City of Detroit's Detroit-Based Business Program (Executive Order No. 2003-4), City of San

which is an even more widespread practice. While called small business programs, these programs often set-aside contracts for bidding by local SBEs.

There are no federal court cases expressly stating that local business preference programs are unconstitutional. However, local business preferences should be distinguished from preferences for hiring local residents, which have been struck down on constitutional grounds. But LBE programs could be subject to some doubt on constitutional grounds. The three bases for constitutional challenges are the Equal Protection Clause, Dormant Commerce Clause and the Privileges and Immunities Clause.

2.10.1 Equal Protection Clause

A challenge to an LBE program under the Equal Protection Clause is straightforward. The content of the Equal Protection Clause has been discussed above. All challenges to local purchasing preferences based on the Equal Protection Clause have failed. Federal courts have ruled that programs to favor local companies do not involve a suspect classification, and can be justified as having a rational basis under the Equal Protection Clause. For example, Pennsylvania enacted a statute requiring the purchase of Pennsylvania steel.¹⁸³ A challenge was made to the Pennsylvania Steel Products Procurement Act, as a "blatant attempt at economic protectionism," in violation of the Equal Protection Clause. But the federal court found that Pennsylvania's distinction between domestic and foreign steel products was "rationally related to a legitimate governmental purpose," that is, to support a struggling industry that contributed significant employment and tax revenue to the agency.

2.10.2 The Dormant Commerce Clause

The next objection to LBE programs comes from the Commerce Clause. Article One of the Constitution confers upon Congress the power to regulate interstate commerce.¹⁸⁴ The Supremacy Clause of the Constitution grants to the federal government the power to preempt state laws that conflict with federal laws. The Supreme Court has found implicit in the Constitution "a self-executing limitation on the power of the States to enact laws imposing substantial burdens on such commerce."¹⁸⁵ Consequently a state statute is unconstitutional under what has become known as the Dormant Commerce Clause if it poses undue burdens on interstate commerce.¹⁸⁶ It follows that under the Dormant Commerce Clause, "discrimination against interstate commerce in favor of local business or investment is *per se* invalid, save in a narrow class of cases in which the municipality can demonstrate, under rigorous scrutiny, that it has no other means to advance a legitimate local interest."¹⁸⁷

The Dormant Commerce Clause has been justified on both economic and political grounds. On economic grounds the Dormant Commerce Clause "prohibits economic

Francisco Minority/Women Local Business Enterprise Program (San Francisco Ordinance, CHAPTER 12D), City of Oakland Local Business Enterprise Program (City Ordinance 9739), City of New York Local Business Enterprise Program (New York Administrative Code § 6-108.1program).

¹⁸³ *Trojan Technologies v. Pennsylvania*, 916 F.2d 903 (3d Cir 1990).

¹⁸⁴ U.S. Const., art. I., 8 (reading, "Congress shall have Power ... to regulate Commerce with foreign Nations, and among the several States, and with the Indian Tribes ...").

¹⁸⁵ *S.-C. Timber Dev., Inc. v. Wunnicke*, 467 U.S. 82, 87 (1984); see also *New Energy Co. of Ind. v. Limbach*, 486 U.S. 269, 273 (1988).

¹⁸⁶ See *Big Country Foods, Inc. v. Bd. of Educ. Anchorage Sch. Dist.*, 952 F.2d 1173, 1177 (9th Cir. 1992).

¹⁸⁷ *C & A Carbone v. Town of Clarkstown*, 511 U.S. 383, 392 (1994).

protectionism."¹⁸⁸ From a political standpoint a state law that only harms interests from other states "is not likely to be subjected to those political restraints which are normally exerted on legislation where it affects adversely some interests within the state."¹⁸⁹

Historically the Supreme Court employed a two-part test for the Dormant Commerce Clause: (1) does the state regulation discriminate against interstate commerce on its face; or, (2) are the burdens imposed on interstate commerce excessive relative to the alleged local benefits.¹⁹⁰ A statute that fails either part of this test (the "Pike test") is invalid under the Dormant Commerce Clause. LBE programs facially discriminate against interstate commerce and thus should fail the Pike test.

But there is an important exception to the Dormant Commerce Clause relevant to an LBE program. The "Market Participant" doctrine allows an agency to pass 'protectionist' legislation so long as an agency is participating in the market as a buyer or seller of goods and services, rather than regulating the market.¹⁹¹ Thus the Commerce Clause was not intended to prohibit an agency from favoring its own citizens over others when acting as a market participant. The U.S. Supreme Court has ruled that governments enjoy unrestricted ability to select their trading partners.¹⁹² Indeed, in light of "the long recognized right of trader or manufacturer, engaged in an entirely private business, freely to exercise his own independent discretion as to parties with whom he will deal"...and that "when acting as proprietors, States should similarly share existing freedoms from federal constraints, including the inherent limits of the Commerce Clause."¹⁹³

The U.S. Supreme Court has clarified, however, that the Market Participant doctrine does not allow an agency to impose conditions "that have a substantial regulatory effect outside of that particular market."¹⁹⁴ Note that the line between market participant and market regulator has not always been clear. Nevertheless, under the Market Participant Exception LBE programs should pass constitutional hurdles.

Finally under the Commerce Clause the U.S. Supreme Court has ruled that when local preferences are required under federal grants there is no Dormant Commerce Clause issue, ruling that "where state or local government action is specifically authorized by Congress, it is not subject to the Commerce Clause even if it interferes with interstate commerce."¹⁹⁵

Given these results it is not surprising that no federal court case was found overturning, or even challenging, an LBE program under the Dormant Commerce Clause.

2.10.3 Privileges and Immunities Clause

The most serious risk to an LBE program comes from the Privileges and Immunities Clause. The U.S. Supreme Court has identified the original purpose of the Privileges and Immunities Clause as prohibiting discrimination on the basis of state citizenship. Historically the U.S.

¹⁸⁸ *New Energy Co. of Ind. v. Limbach*, 486 U.S. 269, 274 (1988).

¹⁸⁹ *S.C. St. Hwy. Dept. v. Barnwell Bros., Inc.*, 303 U.S. 177, 185, n. 2 (1938).

¹⁹⁰ *Pike v. Bruce Church, Inc.*, 397 U.S. 137 (1970).

¹⁹¹ *S.-C. Timber Dev., Inc.*, 467 U.S. at 93 (holding that "if a state is acting as a market participant, rather than as a market regulator, the dormant Commerce Clause places no limitation on its activities").

¹⁹² *Perkins v. Lukens Steel*, 310 U.S. 113, 127 (1940).

¹⁹³ *Reeves, Inc. v. Stake*, 447 U.S. 429, 439 (1980).

¹⁹⁴ *S.-C. Timber Dev., Inc. v. Wunnicke*, 467 U.S. 82, 97 (1984).

¹⁹⁵ *White v. Massachusetts Council of Construction Employers, Inc.* 460 U.S. 204, 213 (1983).

Supreme Court has applied a two-part test under the Privileges and Immunities Clause: (1) did the state or local government agency violate a fundamental right, and (2) did the state or local government agency have a substantial reason for doing so.¹⁹⁶

While similar and interrelated with the Dormant Commerce Clause, the Immunities Clause and the Commerce Clause provide different constitutional protections. The Dormant Commerce Clause is a judicially-created doctrine designed to prevent economic protectionism while the Privileges and Immunities Clause is a Constitutional provision created to protect individual rights.

A clarification of the application of the Immunities Clause to a local preference came in *United Building & Constr. Trades v. Camden*.¹⁹⁷ In *Camden* a municipal ordinance required that at least 40 percent of the employees of contractors and subcontractors working on city construction projects be Camden residents. The Court devised a three-part test to evaluate the constitutionality of such an ordinance under the Privileges and Immunities Clause:

- The jurisdiction must document "substantial reason" for the preference;
- The jurisdiction must demonstrate that non-residents can be held partly responsible for the documented problem; and
- The proposed remedy must be narrowly tailored.

The U.S. Supreme Court held that the Camden ordinance might be unconstitutional and remanded the case for consideration under the specified legal standard. There were three significant element of the Court's holding. First, the *Camden* Court ruled that the Market Participant exception does not apply to Privileges and Immunities analysis. Second, the Court ruled that the Immunities Clause does apply to laws that discriminate on the basis of municipal residency, not simply state residency. Third, the Court ruled that only those rights fundamental to interstate harmony were protected by the Immunities clause. In *Camden* the Court found that employment was a fundamental right under the Immunities Clause, but direct public employment was not.¹⁹⁸ Hence employment by a city vendor was a fundamental right while employment by the city itself was not a fundamental right. All of these results would seem to operate against a constitutional finding sustaining a LBE program.

The application of *Camden* can be seen in *Hudson County Building and Construction v. Jersey City*,¹⁹⁹ which involved a program requiring city vendors to make good faith efforts to hire 51 percent city residents. The district court again noted that there is no fundamental right to direct government employment, but there is a fundamental right to private employment with government contractors. Consequently the program did unduly burden out-of-state residents. While Jersey City provided data on unemployment and poverty in Jersey City, the evidence did not show "that out-of-state workers [were] a cause of unemployment and poverty within its borders." Thus just reciting data on unemployment and poverty will not be enough to overcome an Immunities Clause challenge.

¹⁹⁶ *Toomer v. Witsell*, 334 U.S. 385, 395-96 (1948).

¹⁹⁷ *United Building & Constr. Trades v. Camden*, 465 U.S. 208 (1984).

¹⁹⁸ *McCarthy v. Philadelphia Civil Service Commission*, 424 U.S. 645 (1976) (upholding a municipal ordinance that required all Philadelphia city government employees to be residents of the city).

¹⁹⁹ 960 F.Supp. 823, 831 (Dist Ct D NJ 1996)

But note that *Camden* involved a preference for hiring city residents, not a local business enterprise program. Arguably there should be no distinction between public contracting and direct government hiring under the Privileges and Immunities Clause; that is, public contracts are like public jobs, public works and other government benefits that are owned by the residents. Public contracts are not a fundamental right for Immunities Clause analysis.

In addition, while local hiring programs may face challenge under the Immunities Clause, the Supreme Court has held that the Privileges and Immunities Clause does not protect corporations.²⁰⁰ Consequently a Immunities challenge should only arise relative to an individual seeking to contract with a local government. But local contracting programs can and should have a clear statement of the economic basis of the program to protect it from challenge by an individual vendor on the basis of the Immunities Clause.

It is worth observing that no case was found overturning, or even challenging, an LBE program based upon the Immunities clause.²⁰¹ Only municipal resident hiring programs have been challenged on Immunities Clause grounds.

2.10.4 Implications for LBE Program

In conclusion, no constitutional challenges have been succeeded with regard to an LBE program. A LBE program should survive: (1) a challenge under the Equal Protection Clause because LBE programs generally have a rational basis for their existence, (2) a challenge under the Dormant Commerce Clause based upon the Market Participant exception, and (3) a challenge under the Immunities Clause, because the clause does not apply to corporations, public contracts are not a fundamental right and an agency should be able to provide economic justification for an LBE program.

2.11 Conclusions

As summarized earlier, when governments develop and implement a contracting program that is sensitive to race and gender, they must understand the case law that has developed in the federal courts. These cases establish specific requirements that must be addressed so that such programs can withstand judicial review for constitutionality and prove to be just and fair. Under the developing trends in the application of the law, local governments must engage in specific fact-finding processes to compile a thorough, accurate, and specific evidentiary foundation to determine whether there is, in fact, discrimination sufficient to justify an affirmative action plan. Further, local governments must continue to update this information and revise their programs accordingly.

While the Supreme Court has yet to return to this exact area of law to sort out some of the conflicts, the circuit courts have settled on the core standards. Though there are differences among the circuits in the level of deference granted to the finder of fact, these differences do not appear to be profound. The differences in the individual outcomes have been overwhelmingly different in the level of evidence, mostly concerning the rigor with which

²⁰⁰ *Paul v. Virginia*, 75 U.S. (8 Wall.) 168, 177, 181 (1869). This result was reaffirmed by the Supreme Court in *Western & Southern Life Ins. Co. v. State Bd. of Equalization*, 451 U.S. 648 (1981).

²⁰¹ One state court case challenging an LBE program, argued that an Illinois School Board did not have the authority under state statutes to authorize an LBE program. *Best Bus Joint Venture v. The Board of Education of the City of Chicago*, First District Appellate Court No. 1-96-2927 (May 9, 1997).

disparity studies have been conducted and then used as the foundation for narrowly tailored remedies. Most significantly, nationally the DBE program has been consistently upheld as a narrowly tailored remedial program. Ultimately, MBE and WBE programs can withstand challenges if local governments comply with the requirements outlined by the courts.

3.0 REVIEW OF POLICIES, PROCEDURES, AND PROGRAMS

3.0 REVIEW OF POLICIES, PROCEDURES, AND PROGRAMS

This chapter focuses on the policies, procedures, and programs used by the Leon County Board of County Commissioners (County) to purchase goods and services and engage in construction projects. This chapter provides a brief description of the procurement and contracting environment in which minority-, woman-owned, and small business enterprises (M/W/SBE) operate. This chapter also provides background for the data analysis and foundation for the report recommendations. Finally, it discusses the remedial efforts undertaken by the County with regard to procurement in the categories of construction, architecture and engineering, professional services, other services, goods and equipment. The period of study for this review was October 1, 2004, through September 30, 2008. The research presented in this chapter also considered changes in policies and programs instituted through March 31, 2009.

This chapter includes the following sections:

- 3.1 Methodology
- 3.2 County Organizational Structure and Purchasing Function
- 3.3 Methods of Procurement
- 3.4 M/W/SBE Program
- 3.5 Conclusions

3.1 Methodology

This section discusses the steps taken to summarize the County's contracting and purchasing policies, procedures, and programs; race- and gender-based programs; and race- and gender-neutral programs. MGT's review focused on elements of the purchasing process, including remedial programs that might impact M/W/SBE utilization. The analysis included the following steps:

- Collection, review, and summarization of County contracting and purchasing policies currently in use. Discussions with staff and officials about the changes that contracting and purchasing policies underwent during the study period and their effects on the remedial programs.
- Development of questionnaire utilized to interview key County contracting and purchasing staff and officials to determine how existing contracting and purchasing policies have been implemented. Interviews were conducted with County management and staff regarding the application of policies, discretionary use of policies, exceptions to written policies and procedures, and impact of policies on key users.
- Review of applicable County ordinances, regulations, resolutions, and policies that guide the remedial programs. This included discussing with County personnel the operations, policies, and procedures of the remedial programs and any remedial policy changes over time.

Finally, MGT collected and reviewed copies of previous studies of minority business development conducted by the County and performed a cursory review of race- and gender-neutral programs.

In July 2004, MGT issued a disparity study update¹ which included an assessment of the County's purchasing policies, procedures, and practices since the previously presented report in December 2000.² MGT leveraged the data and findings from the 2004 report as a starting point for this analysis. Therefore, the inquiries for this current study centered on changes that occurred in the County's policies and procedures since the July 2004 study and the impact of those changes on firms interested in doing business with the County.

With the assistance of the County's contract manager for this project, MGT identified appropriate County personnel to interview concerning changes to procurement policies and procedures since MGT's last review. Overall, 11 interviews were conducted with current County staff and representatives and one interview with the Executive Director of the Florida Agriculture & Mechanical University Small Business Development Center (FAMU SBDC). These interviews occurred during the months of April and May 2009. Accordingly, MGT met with the following:

- Senior Assistant to the County Administrator;
- Purchasing Director;
- Purchasing Agent
- Minority/Women/Small Business Enterprise Director;
- Minority/Women/Small Business Enterprise Analyst;
- Director of Public Works;
- Director of Engineering Services;
- Director of Facilities Management;
- Director of Parks and Recreation;
- Senior Assistant County Attorney;
- Health & Human Services Division Director.

In addition, MGT reviewed the documents and sources shown in **Exhibit 3-1**.

¹ MGT of America, Inc., *Leon County Board of County Commissioners Disparity Study*, July 21, 2004.

² MGT of America, Inc., *Purchasing Policy and MBE Program Review for Leon County Board of County Commissioners*, December 12, 2000.

EXHIBIT 3-1
DOCUMENTS AND SOURCES REVIEWED DURING POLICY AND PROCEDURE
REVIEW

Index	Description
1	Board of County Commissioners, Leon County Purchasing and Minority/Women Business Enterprise Policy, Revised June 14, 2006.
2	Board of County Commissioners, Leon County Purchasing and Minority/Women Business Enterprise Policy, Revised July 30, 2002.
3	Board of County Commissioners, Purchasing Card Policy, Revised June 14, 2006.
4	Board of County Commissioners, Policy for Purchases of Food, Beverages, and Supplies, October 27, 2004.
5	Board of County Commissioners, Procurement of Paper Products, Revised August 28, 1996
6	Board of County Commissioners, Leon County, Florida, Agenda Item Executive Summary, Thursday, February 26, 2009; Approval of Fast Tracking Program for Public Sector Projects
7	State of Florida, "Procurement of Personal Property and Services," Florida Statutes, Chapter 287.
8	MGT of America, Leon County Board of County Commissioners Disparity Study, Final Report, July 21, 2004.
9	Leon County Board of County of Commissioners, Diversity: "The Cornerstone of Creativity" 2006 Annual Report.
10	Board of County Commissioners Agenda Request 13, submitted June 7, 2006; Approval of a Performance Agreement between Leon County and Florida Agriculture & Mechanical University for Small Business Training through its Small Business Development Center.
11	Board of County Commissioners, Agenda Request 26, Acceptance of Status Report Regarding County Utilization of Minority and Women-Owned Businesses, Submitted December 5, 2007
12	Board of County Commissioners Agenda Request 31, submitted August 27, 2008; Acceptance of Report on Race/Gender Target in Policy No. 96-1, "Purchasing and Minority Women Small Business Enterprise Policy", Submitted August 27, 2008.
13	2008 Leon County Annual Report
14	Minority and Women Business Enterprise (MWBE) Participation Plan Requests For Proposals (RFP)
15	Board of County Commissioners, Leon County, Florida, Agenda Item Executive Summary, Thursday, February 26, 2009; Approval of Agreement to Award Bid to Panacea Coastal
16	www.leoncountyfl.gov
17	www.sbdcatfamou.org
18	www.fbbib.com
19	www.fshcc.com
20	www.accessfloridafinance.com

3.2 County Organizational Structure and Purchasing Function

The County is governed by a home rule charter in accordance with the provisions of Chapter 125 of the Florida Statutes. The Leon County Board of Commissioners consists of five elected members who serve specific commission districts and two elected members who serve at large. A County Administrator is appointed by the Board to

oversee all functions, directives and policies. Other elected County officials include the Judiciary, State Attorney, Public Defender, Clerk of the Court, Property Appraiser, Sheriff, Supervisor of Elections and Tax Collector.³ The County's organizational structure is shown in **Exhibit 3-2**.

The County's procurement of goods and services is grouped into the following business categories:

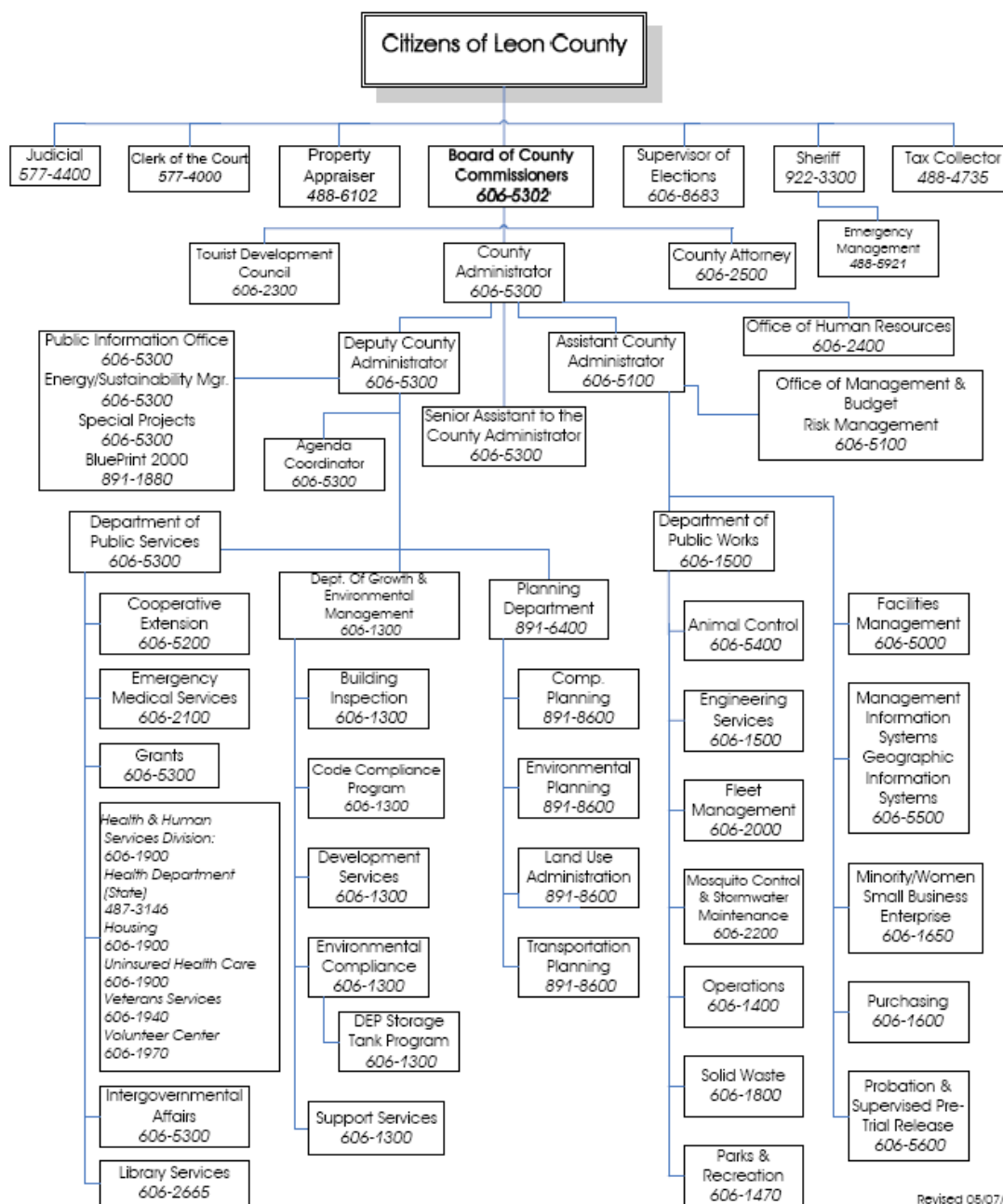
- Construction;
- Professional Services;
- Other Services;
- Materials and Supplies; and
- Purchases.

The procurement function in Leon County is governed by applicable federal and state regulations, such as Chapter 287, Florida Statutes as well as Federal Acquisition Regulation, Part 45 and others. In addition to federal and state guidelines, the Board of County Commissioners approved the revised "Purchasing and Minority/Women Business Enterprise Policy" on June 14, 2006 (hereinafter referred to as "policy") to provide specific directives about the County's procurement function.

The Purchasing Division is responsible for the procurement of supplies, equipment and services for all departments under the Leon County Board of Commissioners, and to a limited extent certain constitutional departments, such as the Sheriff's Department, the Court Administrator, and the Supervisor of Elections. As a part of the procurement function, the Purchasing Division operates a warehouse facility, office supply store, and a delivery system for the issuance of supplies and materials to user agencies at wholesale prices. The County has a combination of centralized and decentralized procurement processes. Centralization occurs when departments purchase goods and services for their entire organization. Decentralization is described as when various units within an organization have their own purchasing authority. Leon County has a degree of decentralized purchasing, especially as it relates to the purchasing cards authority that has a spending limit up to \$1,000; and departments can purchase goods and supplies up to \$1,000 as well as obtain bids and quotes for goods and services under \$20,000. However, the Purchasing Department is still involved in ensuring the proper number of quotes, M/WBE solicitation, etc. The County has stringent control measures in place in most cases. The policies and procedures are written and widely available on the internet for purchasing personnel and other users. With the exception of field purchase orders and purchasing cards, which may be used to purchase incidental and/or emergency materials or services, only the Purchasing Division is authorized to act as an agent in awarding, executing, modifying, or canceling purchase orders or contracts. The County does not have a formal vendor registration or a formal prequalification process. However, the County may do prequalification on a project by project basis. Staff has access to the M/W/SBE databases through the internet.

³ Leon County Internet Web site <http://www.co.leon.fl.us/aboutus.asp>.

EXHIBIT 3-2 LEON COUNTY ORGANIZATION CHART



Revised 05/07/09

Source: Leon County Internet Web Site, May 2009.

The procurement policy in effect during the study period is the “Purchasing and Minority Women Small Business Enterprise Policy” which was adopted by the Board of Commissioners on June 13, 2006. This policy superseded Policy No 96-1, which was adopted on December 13, 2005. The revision resulted “from the County’s formation of a Small Business Enterprise (SBE) component to continue its focus of narrowly tailoring its effort to promote M/WBES and to encourage the growth and development of local small

businesses”⁴ and included revision of aspirational targets with separation of race conscious and race neutral targets. The framework for the SBE program was ratified by the Leon County Board of Commissioners on June 28, 2005; however, staff was instructed to further develop the SBE policies which were updated during the County’s Local Economic Development workshop held on March 28, 2006.

The Purchasing Director is the central purchasing officer for Leon County. Per the policy, the Purchasing Director:

- Develops and administers operational procedures governing the internal functions of the Division of Purchasing.
- Purchases or supervises the purchase of supplies, services, materials, equipment, and construction services defined in the County’s policy.
- Operates a central warehouse.
- Delegates his/her purchasing authority as allowed by law or rule.
- Assists the M/WBE Director in implementing, monitoring, and enforcing the County’s M/WBE program policy.

The Purchasing Director has authority to approve procurements in amounts up to \$20,000. Purchases greater than \$20,001, but less than \$50,000, require the additional approval of the County Administrator. Procurements in amounts greater than \$20,000 must be approved by the Leon County Board of County Commissioners. The revised policy did not modify these approved levels of authority.

3.3 Methods of Procurement

The procurement processes for Leon County include the purchasing categories shown in **Exhibit 3-3**.

⁴ Board of County Commissioners Agenda Request 12, submitted June 7, 2006.

EXHIBIT 3-3
LEON COUNTY BOARD OF COUNTY COMMISSIONERS
PURCHASING CATEGORIES

Purchasing Categories	Dollar Limits
Petty Cash Reimbursements	Not to exceed \$100
Field Purchase Orders	\$1 to \$500
Small Purchase Orders	\$1 to \$1,000
Warehouse Operations	\$1 to \$5,000
Blanket Purchase Orders:	
Non-contractual basis	\$1,000 to \$5,000
Contractual basis	not to exceed \$100,000
Field Quotes	\$1,000 to \$5,000
Purchasing Quotes	\$5,001 to \$20,000
Informal Bid Process	\$20,001 to \$50,000
Competitive Sealed Bids	\$20,001 and above
Competitive Sealed Proposals:	
Approved by County Administrator	\$20,001 and \$50,000
Approved by the Board of County Commissioners	\$50,001 and above

Source: Board of County Commissioners, Leon County - Purchasing and Minority Women Small Business Enterprise Policy. Adopted June 13, 2006.

The revised policy increased the dollar limits for petty cash transactions from \$50 to \$100. The policy also increased the dollar limit for field purchase orders from \$200 to \$500. The increases were made for administrative convenience and have no material impact either positively or negatively on the inclusion of M/WBEs in the County's procurement process.

On February 26, 2009, Leon County staff submitted to the Leon County Board of Commissioners for approval a Fast Tracking Program for Public Sector Projects through development review, permitting, procurement and right-of-way (ROW) acquisition processes. According to staff interviews, the main objectives of the fast track program is the following: reduce the average purchasing and contract administrative timelines, thus reducing the timeline from solicitation to contract execution; change award and signature thresholds for competitive sealed bids and proposals, thus reducing the number of procurements requiring Board approval; and reduce the turnaround time for such items, authorize the Purchasing Director to release Request for Proposals (RFPs) expected to result in cost no greater than \$100,000 and authorize the County Administrator or his designee to release all RFPs. "Staff may authorize the release of RFPs and when the procurement process results in costs within the Contract Award and Signature Authority Thresholds, staff may award the work and execute the agreement in a form approved by the County Attorney's Office."⁵ This process would also release contractors to begin performance of a contract while the County is completing its internal contract execution process. The Board directed staff to consider changing preference points for Local Preference and M/WBE Participation. Staff recommended no changes be made to the

⁵ Board of County Commissioners Leon County, Florida, Agenda Item Executive Summary, Thursday, February 26, 2009, page 7.

current percentage points of 5 percent for Local Preference and 10 percent of total available points for M/WBE participation.

EXHIBIT 3-4
LEON COUNTY BOARD OF COUNTY COMMISSIONERS
FAST TRACK PROGRAM THRESHOLD AND SIGNATURE CHANGES

Table 1 - Purchasing Process Thresholds		
Procurement Method	Current Threshold	Proposed Threshold
Petty Cash/Reimbursement (Section 5.01 of the Purchasing and M/W/SBE Policy)	Not to exceed \$100	*Not to exceed \$100
Field Purchase Order (Section 5.02)	\$1 to \$500	*\$1 to \$500
Small Purchase Procedures (Section 5.03)	\$1 to \$1,000	*\$1 to \$1,000
Warehouse Operations (Section 5.031)	\$1 to \$5,000	*\$1 to \$5,000
Blanket Purchase Orders (Section 5.04)		
Non-contractual Basis	\$1,000 to \$5,000	*\$1,000 to \$5,000
Contractual Basis	Not to exceed \$100,000	*Not to exceed \$100,000
Field Quotes (Section 5.05)	\$1,000 to \$5,000	*\$1,000 to \$5,000
Purchasing Quotes	\$5,001 to \$20,000	*\$5,001 to \$20,000
Bid - Informal Bid Process (requires seeking 3+ written quotes; Section 5.06)	\$20,001 to \$50,000	\$20,001 to \$100,000
Bid - Competitive Sealed Bids (Section 5.08)	\$50,001 and above	\$100,001 and above
RFP - Competitive Sealed Proposals (Section 5.09)	Requires Board Approval to Release RFP; County Administrator authorized to award up to \$50,000.	Purchasing Director –Authorized to Release RFPs Expected to Result in Costs No Greater than \$100,000; County Administrator Authorized to all RFPs
*No change recommended		
Table 2 - Contract Award and Signature Authority Thresholds		
Entity	Current	Recommend
Purchasing Director	Purchase Orders and Agreements up to \$20,000	*Procurement Agreements up to \$100,000 (correlates with the recommended Informal Bid Process threshold)
County Administrator	Procurement Agreements \$20,000 up to \$50,000	* **Procurement Agreements greater than \$100,000 and no greater than \$250,000
Board Chairman	Procurement Agreements \$50,001+	*Procurement Agreements greater than \$250,000
*All contracts will be in a form approved by the County Attorney's Office prior to execution.		
**Correlates with the City of Tallahassee's Manager's Purchasing Authority		

Source: <http://www.leoncountyfl.gov/admin/Agenda/view2.asp?id=9113>.

3.3.1 Blanket Purchase Orders

Blanket purchase orders are used for repeated and/or multiple purchases of goods or services. Non-contractual blanket purchase orders may be issued in cases where the total value of the purchase order is \$5,000 or less. Contractual blanket purchase orders accommodate repeated and/or multiple purchases up to \$100,000.

MGT's research for the 2000 and 2004 review of the County's purchasing policy indicated that blanket purchase orders provide a convenient mechanism for repetitive purchases. It was noted during the 2004 study that there were concerns as to whether blanket purchase orders created the potential for exclusion, since this is selection-based procurements without competition. The interviews conducted for this current study did not find these same concerns; however, most interviewees recommended that MGT collect information regarding blanket purchase orders from the Purchasing Director.

M/WBEs were not categorically excluded in the earlier policy nor are they excluded in the revised version. User divisions and departments are advised of M/WBE availability to provide goods and services under blanket purchase orders, which is unchanged from the earlier purchasing procedure. Therefore, policy updates had no material impact on the utilization of M/WBEs by the County on blanket purchase orders.

3.3.2 Field Quotes and Purchasing Quotes

County procurements for amounts greater than \$501 and less than \$5,000 require competitive Field Quotes to support the purchase in the form of three written or verbal price quotations from potential vendors. County procurements in amounts greater than \$5,001 and less than \$20,000 must be supported by at least three written Purchasing Quotes from potential vendors. Vendor selection for field quotes and purchasing quotes is ultimately determined by the requesting department.

The policy encourages County decision makers to "seek out and utilize certified minority and women-owned business enterprises in these purchases." During MGT's policy review, MGT learned that the Purchasing Division requires that at least one of the three written quotes come from a certified M/WBE in order to comply with current policy requirements.

3.3.3 Informal Bid Process

According to the policy, procurements in amounts greater than \$20,000, but less than \$50,000, may be procured by the Informal Bid Process. In this process:

The Purchasing Director shall secure, whenever possible, a minimum of three written quotations which shall be the result of written specifications transmitted by mail, by electronic format, or by facsimile. When such quotations are received by facsimile the purchasing agent will immediately seal and label the quotations until the time set for opening bids. In those instances where the securing of three quotations is not

*practicable, the Purchasing Director shall provide written justification of such.*⁶

The current policy further states that the County's Purchasing Division will seek out and encourage certified M/WBE participation in this process. The inclusion of this language in the current policy serves to emphasize the County's intent to consider M/WBEs in the procurement process. Inclusion of specific language in the policy documents eliminates ambiguity as to the need for user departments/divisions to solicit M/WBE involvement in the informal bid process, which is a revision of the earlier 2000 policy. This serves to diminish an earlier identified barrier regarding M/WBE participation.

Typically, the informal bid process does not include advertising of the procurement opportunity. Vendors wishing to be notified of informal bid opportunities have the option to subscribe to the *DemandStar.com* service (see Section 3.3.7 of this chapter), contact the Purchasing Division, or check the Purchasing Division's Internet Web Site to learn of these opportunities.

3.3.4 Competitive Sealed Bids

The County uses Competitive Sealed Bids for procurements of \$50,000 or more. The steps in this process include:

- Determining the bid specifications and requirements of the requesting department or division.
- Forwarding bid specifications and other supporting documentation to the Purchasing Division for packaging.
- Advertising the Invitation to Bids (ITB).

Projects expected to cost more than \$200,000 must be advertised publicly at least once in a newspaper of general circulation in the County. This advertisement must be posted for at least 21 days prior to the established bid opening date, and at least five days prior to any scheduled pre-bid conference. Projects expected to cost more than \$500,000 must be advertised publicly at least once, at least 30 days prior to the bid opening and five days prior to the scheduled pre-bid conference. The M/W/SBE Director reviews intended solicitations before publication to maximize the potential for M/WBE response.

The revised policy includes language requiring the M/W/SBE Director, Purchasing representative and a user department representative to review proposed projects and bids in order to determine potential utilization of M/WBEs. If certified M/WBEs are available to perform as subcontractors on pending bids, the M/W/SBE Director will add an M/WBE participation aspirational target requirement to the bid specification. If certified M/WBEs cannot be identified, the M/W/SBE Director advises the procurement representative to include language in the bid specifications that encourages the prime contractor to include M/WBE subcontractors in the submitted bids. This process increases the level of awareness concerning the need to consider M/WBEs for competitive bids.

⁶ Section 5.07, Board of County Commissioners - Leon County Purchasing and Minority/Women Business Enterprise Policy, Revised July 30, 2002.

On the predetermined date, bids are opened publicly and are unconditionally accepted. The opened bids are reviewed for compliance with the requirements listed in the request for bids. The Purchasing Division tabulates the bids and presents a Bid Report to the appropriate department or division. Based on the Bid Report, the requesting department or division head makes the determination as to the successful respondent. This recommendation will ultimately be submitted as a Board agenda item. However, prior to the submission of the recommendation to the County Administrator for inclusion on the Board agenda, the department or division head submits its recommendation to the Purchasing Director and M/WBE Director for review. Afterwards, the recommendation is forwarded to the County Administrator and then to the Board of Leon County Commissioners for approval.

Per the policy, “the contract shall be awarded with reasonable promptness to the lowest responsible and responsive bidder whose bid meets the requirements and criteria set forth in the invitation to bid.” Section 16(F) further states that “for contracts of \$100,000 or less, where there is a disparity of 1 percent or less between the total of the base bid and all recommended alternates of a 100 percent owned and operated MBE, WBE or SBE and the apparent low bid which is from a non-minority, woman, or small business enterprise, and all other purchasing requirements have been met, the contract may be awarded to the MBE, WBE or SBE to help achieve race/gender neutral targets or race/gender conscious target, where otherwise permissible.” The County has maintained a similar bid price allowance since 1991.

Section 5.08(M) contains local preference provisions whereby the County may allow special consideration for local businesses in purchasing goods or services where pricing is the major consideration. This provision was included with other policy additions in the 2002 and 2005 revisions. The inclusion of the local preference provision is intended to create a slight advantage for local firms that compete for County contracts. The local preference allowance is 5 percent of the bid price for purchases under \$250,000, and 2 percent of the bid price for purchases of \$250,000 and above. The local preference allowance is capped at \$20,000. No opinions were expressed during MGT’s interviews if the local preference provisions have had a significant impact on the utilization of M/WBEs in County procurements.

3.3.5 Competitive Sealed Proposals

Competitive sealed proposals are used by the County when the Director of Purchasing “determines that the use of competitive sealed bidding is either not practical or not advantageous to the County.” Generally, this procurement process is used for professional, architectural, engineering, landscape architectural, and land surveying services. The competitive sealed proposals process begins with the determination of the project requirements by the requesting department or division in the County. Next:

- The Purchasing Director, or designee, reviews the scope of the project requirements.
- The Purchasing Director, or designee, also reviews the scope of work for the project to determine if revisions to—or clarifications of—the scope of work are required prior to advertising the procurement opportunity. The M/WBE Director also reviews the project scope and the request for proposals to identify opportunities to facilitate M/WBE participation. If project scope

modifications are needed, the Purchasing Director interacts with the requesting department to make the changes to the scope of work.

- Projects are placed on the County's Web site and listed in the local newspaper.
- If the County receives indications of interest from less than three persons, the Purchasing Director may reissue the request for proposals.

Section 16(E) lists the requirements for fulfilling Race/Gender Neutral (R/N) Targets, Race/Gender Conscious (R/C) Target and Aspirational Targets for Specific Procurement Opportunities. R/C Targets shall be the upper limit for Aspirational Targets set by the M/W/SBE Division for MBE and/or WBE participation in a single procurement opportunity. The R/N Target shall be the upper limit for Aspirational Targets set by M/W/SBE Division for SBE participation in a single procurement, unless such procurement opportunity is specifically identified for competition only between SBEs. The M/W/SBE Director shall coordinate and promote the process of meeting R/N and R/C targets by taking active steps to encourage full participation by certified, capable, and competitive MBE, WBE and SBE businesses and by keeping staff informed of M/W/SBE availabilities.

The selection committee⁷ usually comprised of staff evaluates and ranks submitted proposals with regard to the responsiveness of the proposal to the County's needs. The County Administrator, or designee, determines whether a three-member or five-member selection committee is best suited for the evaluative process based on the complexity and anticipated expense of the requested services.

Staff recommends the top ranked firms in order and requests permission to negotiate with the top ranked firm and, if negotiations fail, to negotiate with the next ranked firms in order. Contract negotiations shall be conducted by the Purchasing Director or his designee or by a negotiation committee. A contract negotiation committee shall consist of the Purchasing Director (shall serve as chair), the head of the primary using department or agency, and the County Attorney. Negotiation committee members may designate alternates to serve in their capacity on the committee.

Section 5.091(A) (7) of the policy allows "a local preference of not more than five percent (5%) of the total score" as part of the evaluation criteria for local businesses that submit proposals for competitive sealed bids. The current revised policy did not contain major changes to the County's competitive sealed proposals process from the 2005 process. As a selection based process, the county has few options to directly encourage M/W/SBE participation as prime contractor respondents. Those opportunities include the determination of the number of evaluation points ascribed to M/W/SBE project involvement and participation in the voting process as part of the selection of the successful respondent.

⁷ The selection committee makeup for procurement is different than the selection committee process for employment, because of due process requirements the County elected that the M/W/SBE Director not be a member of the selection committee.

3.3.6 Protested Solicitations and Awards

The 2006 revised policy contains modified language specifying rights to protest decisions regarding the County's Invitations to Bid and Request for Proposals, as did the County's earlier policy. Appeals of the Purchasing Director's decisions are to be heard by a Procurement Appeals Board composed of a chairperson, and two other members. The Appeals Board members are appointed by the County Administrator. The revised policy changed the term of the members to three years for the chairperson and each member. Previously, the Chairperson served a term of three years. One member served for a two-year term and the remaining member served an initial term of one year. Thereafter, members were appointed for three year terms such that one member was appointed annually. Section 5.13(E) specifies the procurement appeals process.

3.3.7 DemandStar.com

In 1999, the County contracted DemandStar.com, Inc. to maintain information and vendor data about pending procurements. As a part of the County's procurement efforts this service was seen as an opportunity to reach more firms⁸. The Purchasing Division provides bid and RFP information to DemandStar.com for notification to their vendor subscriber list. This list categorizes each vendor by commodity codes for the specific goods or services offered by the vendor. Subscribers are notified by fax or e-mail whenever a formal sealed bid has been issued for the commodity or service offered by the vendor.

A second feature of the DemandStar.com system is the maintenance of vendor data. For an annual subscription fee, businesses may register the commodities and services they wish to sell, and receive emailed information about related County procurements that includes the following:

- Legal advertisements.
- Bid/RFP addenda.
- Bid tabulation sheets.
- Procurement listings.
- Requests for proposals.
- Current award recommendations and current Board agenda items.

3.3.8 Other Procurement Methods

The County's purchasing and M/W/SBE policy provide for the following procurement methods for non-routine purchases.

- Sole Source Purchases—for a supply, services, material equipment or construction item(s) where there is a determination that there is only one available source. (Section 5.10)
- Emergency Purchases—when a situation requires the immediate purchase of goods, equipment or services without competitive bidding. (Section 5.11)

⁸ The County uses legal notices and the County Web site as its primary means for informing vendors on County opportunities.

- Cooperative Purchasing—from authorized vendors on state contracts, or Federal Supply Schedules or when the County joins with other units of government in cooperative purchasing ventures. (Section 5.12)

3.3.9 General Purchasing Provisions

Insurance Requirements

MGT's review of the County's policy and staff interviews showed no change in the County's policy on insurance since the 2004 study. Policy requires that County contractors purchase and maintain insurance to protect it from claims under Worker's Compensation laws, disability benefit laws and other similar damages and liabilities.⁹ The required levels of coverage are determined by the provisions of the Risk Management Policy. Insurance requirements, like bonding requirements, are a necessary component of contractual relationships that serve both parties.

Bonding

The State of Florida requires payment and performance bonds by persons entering into a formal contract with the state or any county, city, or political subdivision "for the prosecution and completion of a public work, or for repairs upon a public building or public work."¹⁰ The state provision allows an exemption from the bonding requirement for work done for any county, city, political subdivision or public authority in amounts less than \$200,000.

MGT's review of the County's policy and staff interviews showed no change in the County's policy on bonding since the 2004 study. County bid documents identify procurements that require bonding on behalf of the successful offeror and County policy specifies the types of bonds that may be required as indicated below:

- A. Combination Payment and Performance Bond - This type of bond is required for repairs, renovations, new construction, and other public works costing in excess of \$50,000. For projects less than that amount, it may be required at the discretion of the Purchasing Director with the approval of the County Administrator or his designee. When a payment and performance bond is required, the bond will be requested in the bid document. No work in connection with the fulfillment of a contract shall commence until the payment and performance bond is accepted by the County.
- B. Performance Bond - For a project of an estimated value less than \$50,000, requirement of a performance bond will be at the discretion of the Purchasing Director with the approval of the County Administrator or his designee. For projects estimated to be \$50,000 or more, such bond will be required to insure that a contract is carried out in accordance with the applicable specifications and at the agreed contract price.

⁹ Section 12, "Insurance Requirements", Board of County Commissioners – Leon County, *Purchasing and Minority/Women Business Enterprise Policy*, Revised June 13, 2006.

¹⁰ State of Florida Statutes, Title XVIII, Chapter 255, Section 255.05.

- C. **Payment and Material Bond** - For a project of an estimated value less than \$50,000, requirement of a payment and material bond will be at the discretion of the Purchasing Director with the approval of the County Administrator or his designee. For projects estimated to be \$50,000 or more, such bond will be required to protect the County from suits for non-payment of debts which might be incurred by a contractor's performance for the County.
- D. **Warranty Bonds** - At the discretion of the Purchasing Director, after consultation with user departments, a Warranty Bond may be required from a successful bidder to insure warranty provisions are fulfilled.
- E. **Guaranty of Good Faith Deposit (Bid Deposit)** - For projects estimated to be less than \$40,000, requirement of a bid bond will be at the discretion of the Purchasing Director with the approval of the County Administrator or his designee. For purchases where it is determined by the Purchasing Director to be in the best interest of the County, and projects estimated to be \$40,000 or more, bidders will be required to submit with their bid or proposal a guaranty of good faith deposit.

When in the best interest of the County, it is recommended by the Purchasing Director and approved by the County Administrator or his designee, these requirements may be waived.

- A. **Return of Bond.** Such deposit may not be withdrawn until a specified time after the proposals are opened and awards made. The deposit of the bond shall be retained by the Finance Officer of the Board until the Purchasing Director is satisfied that the Contractor's obligations have been satisfactorily completed.
- B. **Substitutes.** In lieu of a surety bid bond, contractor may submit a certified check, cashier's check or treasurer's check, on any national or state bank. Such deposits shall be in the same percentage amounts as the bond. Such deposits shall be retained by the Finance Officer of the Board until all provisions of the contract have been complied with.
- C. **Irrevocable Letter of Credit.** Upon approval of the Purchasing Director, a contractor may present an Irrevocable Letter of Credit from a national or state chartered bank in lieu of any of the foregoing bonds for the same face value as required for the bond. The letter of credit shall be for a period of time not less than three months beyond the scheduled completion date of the purchase of the contracted services or materials.
- D. **Retention of Payments.** The County may require the payment for a project, or a portion thereof, be withheld until the project has been completed as a method of protecting the County's interest. Retention may also be used in lieu of the above listed bonds. The solicitation documents shall specifically state if retention of any portion or all of the payment for the project is to be done.

County policy further defines the amount of the bond or deposit required.

- 1) **Performance Bond:** 100 percent of contract price.

- 2) Payment Bond: 100 percent of contract price.
- 3) Payment and Performance Bond: 100 percent of contract price.
- 4) Guaranty of Good Faith Deposit (Bid Deposit or Bond): The bid deposit will be 5 percent of the price bid by the vendor.

Any of the above listed bonds may be required at another amount recommended by the Purchasing Director and approved by the County Administrator or his designee when in the best interest of the County.

3.4 Remedial Program

3.4.1 Historical Background

The establishment of the County's M/WBE Program dates back to 1987. The purpose of the program was to "enhance the participation of qualified minority and women-owned businesses in providing goods and services and construction contracts required by the Board of County Commissioners." The County conducted disparity studies in 2000 and in 2005. The County was receptive to recommendations from the previous studies to enhance its purchasing and M/WBE programs. In 2005, the County accepted the disparity study update conducted by MGT. To strengthen its support of M/W/SBEs and its efforts to narrowly tailor its M/WBE program the County accepted recommendations included in the study to revise race-gender conscious and race-neutral targets and the formation of a small business enterprise (SBE) component. The purpose of the revised and newly created M/W/SBE Program is to "effectively communicate Leon County procurement and contracting opportunities, through enhanced business relationships, to end disparity and to increase participation opportunities for certified minority and women-owned business enterprises and small business enterprises in a competitive environment."¹¹

To reflect the addition of the SBE component, the title of the Policy 96-1 was changed to Purchasing and Minority, Women, Small Business (MWSBE) Policy. Consistent with the previous policy section 16, a business will be certified as a MBE, WBE or SBE however an MBE and WBE can also be certified as a SBE.

The following definitions were included in Section 16 to reflect the addition of the SBE component and for clarification of previous terms:

- **Affiliate or Affiliation** – Shall mean when an eligible either directly or indirectly controls or has the power to control the other; a third party or parties controls or has the power to control both; or other relationships between or among parties exist such that affiliation may be found. A business enterprise is an affiliate of an eligible owner when the eligible owner has possession, direct or indirect of either: (i) the Ownership of or ability to direct the voting of as the case may be more than fifty percent (50%) of the equity interest, value or voting power of such business, or (ii) the power to direct or cause the direction

¹¹ Board of County Commissioners Leon County, Florida, Policy No. 96-1 Purchasing, Minority, Women, and Small Business Enterprise Policy, June 14, 2006.

of the management and policies of such business whether through the Ownership of voting securities by contract or otherwise. In determining whether a business is an Affiliate with another business or with an Owner, consideration shall be given to all appropriate factors including but not limited to common Ownership, common management, contractual relationship and shared facilities.,

- Commercial useful function - Shall mean a business that: (a) is responsible for the execution of a distinct element of work or services; (b) carries out its obligation by actually performing, managing, or supervising the work involved; (c) performs work that is normal for its business, services and function; and (d) is not further Subcontracting a portion of the work that is greater than that expected to be subcontracted by normal industry practices. A Contractor, Subcontractor, Vendor or Supplier shall not be considered to perform a Commercially Useful Function if the Contractor's, Subcontractor's, Vendor's or Supplier's role is limited to that of an extra participant in a transaction, contract, or project through which funds are passed in order to obtain the appearance of M/W/SBE participation.,
- Joint venture - Shall mean a legal organization that takes the form of a short term partnership in which the parties jointly undertake for a transaction, for which they combine their property, capital, efforts, skills, and knowledge. Generally, each party shall contribute assets and share risks. Joint Ventures can involve any type of business transaction and the parties involved can be individuals, groups of individuals, companies or corporations.
- Race/gender neutral - Shall mean that component of the M/W/SBE Program that seeks to increase participation of MBEs, WBEs, or SBEs in procurements and contracts through means other than setting MBE or WBE (Race/Gender Conscious) Aspirational Targets. Such Race- Neutral means include, but are not limited to, the SBE Program and the coordination and outreach with/to programs and/or agencies whose purpose is to serve and assist businesses regardless of their race or gender, such as the Florida Agricultural & Mechanical University Small Business Development Center, Florida State University Jim Moran Institute, the Small Business Administration, the State of Florida Commission on Minority Economics and Business Development/Minority Business Advocacy and Assistance Office, Tallahassee Chamber of Commerce Economic Development Council and the Capital City Chamber of Commerce .
- Small business enterprise - Shall mean a business whose SBE certification is recognized, effective and accepted by Leon County's M/W/SBE Program.

3.4.1 Staffing and Responsibilities

In further support of M/W/SBEs, the County renamed the M/WBE office to M/W/SBE Division. The M/W/SBE Director's responsibilities include:

- Establish written procedures to implement the M/W/SBE Program, including the certification of businesses as SBEs, MBEs and WBEs.

- Assess the certification of applications for the M/W/SBE program, and coordinate certifications with partner agencies.
- Establish realistic aspirational targets and identify procurement opportunities for competition among SBEs.
- Identify and work to eliminate barriers that inhibit M/W/SBE participation in Leon County's procurement process.
- Establish realistic targets to increase M/W/SBE utilization.
- Provide information and assistance to M/W/SBEs regarding procurement opportunities with Leon County.
- Maintain a database of certified M/W/SBEs- and provide information to County departments and divisions in identifying M/W/SBEs for anticipated procurements.
- Monitor the utilization of M/W/SBEs and the progress of the M/W/SBE Program to ensure M/W/SBEs have opportunities to participate in the County's procurement process.
- Implement mechanisms and procedures for monitoring M/W/SBE compliance by prime contractors and staff.
- Perform outreach by networking with state and local governments and others, participate in conventions and seminars sponsored and widely attended by M/W/SBEs.
- Implement mechanisms to evaluate the program's progress.

Staffing for the County's M/W/SBE program consists of two full time positions - the program director and an analyst. After the 2000 disparity study the M/WBE office was comprised of one person. The budget for the M/W/SBE Program for fiscal year 2008 is more than \$300,000. This budget includes a one-time fee for an M/W/SBE tracking program, contracted from B₂G Now and staff salaries. The budget was also adjusted by deducting the contract dollars for the SBE training component with the SBDC at Florida Agricultural & Mechanical University.

Per Section 16 of the policy, staff responsibilities include recommending modifications to the County's M/W/SBE aspirational targets; coordinating steps to encourage full participation by M/WSBEs in the County's procurement processes and fostering more economic development in Leon County. In addition to establishing specific M/W/SBE aspirational targets for County procurements, the M/W/SBE program division provides technical assistance and other race-neutral program components, such as outreach activities and maintaining a directory of certified M/WBEs to promote the utilization of these firms.

3.4.2 M/W/SBE Classifications and Aspirational Targets

Minority-, woman-, and small-owned businesses that wish to be recognized as M/W/SBE vendors in the County's procurement process must apply for M/W/SBE certification through the program office. M/WBEs are businesses that are at least 51 percent owned and controlled by, and whose management functions are at least 51 percent performed by, persons who are:

- African Americans - All persons having origins in any of the Black African racial groups not of Hispanic origins and having community identification as such.
- Hispanic Americans - All persons (Mexican, Puerto Rican, Cuban, Central or South American, or Spanish Culture or origin, regardless of race) who were reared in a Hispanic environment, whose surname is Hispanic and who have community identification as such.
- Asian Americans - All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands and having community identification as such.
- American Indians, Alaskan Natives, and American Aleuts - All persons having origins in any of the original people of North America, maintaining identifiable tribal affiliations through membership and participation and having community identification as such.
- Women – All women who are non-Hispanic white females. Minority women were included in their respective minority category.
- Small – shall mean a business whose SBE certification is recognized, effective and accepted by Leon County's M/W/SBE Program.

M/WBEs that wish to be certified by the County as such must meet the criteria as shown in **Exhibit 3-5**.

**EXHIBIT 3-5
LEON COUNTY, FLORIDA
M/W/SBE CERTIFICATION ELIGIBILITY CRITERIA**

CERTIFICATION ELIGIBILITY CRITERIA	Type of Certification (must meet ALL marked criteria)		
	MBE	WBE	SBE
Majority Owner(s) must be a Minority or Minorities who manage and Control the business. In the case of a publicly owned business at least 51% of all classes of the stock which is owned shall be owned by one or more of such persons.	X		
Majority Owner(s) must be a Woman or Women who manage and Control the business. In the case of a publicly owned business, at least 51% of all classes of the stock which is owned shall be owned by one or more of such persons.		X	
Majority Ownership in the business shall not have been transferred to a woman or minority, except by descent or a bona fide sale within the previous two years.	X	X	
Majority owner(s) must reside in Leon, Gadsden, Jefferson or Wakulla County Florida.	X	X	X
Majority owner(s) must be a United States citizen or lawfully admitted permitted resident of the United States	X	X	X
Business must be legally structured either as a corporation, organized under the laws of Florida, or a partnership, sole proprietorship, limited liability, or any other business or professional entity as required by Florida law.	X	X	X
Business must be independent and not an affiliate, front, façade, broker, or pass through.	X	X	X
Business must be a for-profit business concern.	X	X	X
Business must be currently located within market area.	X	X	X

**EXHIBIT 3-5
LEON COUNTY, FLORIDA
M/W/SBE CERTIFICATION ELIGIBILITY CRITERIA (CONTINUED)**

CERTIFICATION ELIGIBILITY CRITERIA	Type of Certification (must meet ALL marked criteria)		
	MBE	WBE	SBE
Business must have all license required by local, state and federal law.	X	X	X
Business must currently be licensed and engaging in commercial transactions typical of the filed, with customers in the Local Market Area other than state or government agencies, for each specialty area in which certification is sought. Further, if a Supplier, business must be making sales regularly from goods maintained in stock.	X	X	X
Business must have expertise normally required by the industry for the field for which certification is sought.	X	X	X
Business must have a net worth of no more than \$2 million.	X	X	X
Business must employ 50 or fewer full- or part-time employees, including leased employees.	X	X	X
Annual gross receipts on average, over the immediately preceding three (3) year period, shall not exceed: - For business performing construction - \$2,000,000/year. - For businesses providing Other Services or Materials & Supplies - \$2,000,000/year - For businesses providing Professional Services - \$1,000,000/year	X	X	X

Source: <http://www.leoncountyfl.gov/bcc/policy/pdf/12-02.pdf>.

3.4.2.1 M/W/SBE Certification

The M/W/SBE certification process includes the following steps.

- Submission of a Certification Application Package
- Review and evaluation of the submitted application data and determination of disposition within 30 days of submission.
- Vendors deemed certifiable are notified in writing of the certification.
- If an applicant cannot be determined certifiable based on information provided, the County provides written notification stating the reasons for denial. If the M/W/SBE certification is denied the applicant may not reapply for certification for a period of six months after the notice of the date of denial.
- Certification denials may be appealed in writing to the M/W/SBE Director within 10 working days after receipt of the denial of certification letter. Failing a satisfactory determination, firms denied certification may appeal to the M/W/SBE Citizen Advisory Committee.
- Certification is valid for two years other provided otherwise.

The M/W/SBE Program may accept MBE and WBE certifications from parties to The M/WBE inter-local agreement (such parties currently include the City of Tallahassee, Leon County, and the Leon County School Board; however, such parties may change from time to time without notice or revision to this policy). Further, the M/W/SBE Division reserves the right to review the certification process and documentation utilized by an outside certifying agency; request clarification or additional information from the certified business; to delay acceptance of certification while it is being reviewed; and to deny certification any time during the Certification period.

The certification directory for Leon County and the City of Tallahassee are available on their respective Web sites. As of April 2009, the County directory included 73 M/W/SBE certified firms. The City of Tallahassee directory included more than 200 firms of which 13 were certified by Leon County.

3.4.2.2 Aspirational Targets

The County uses aspirational targets to establish levels of participation by M/WBEs in the County's procurement of goods and services. **Exhibit 3-6** shows the M/WBE aspirational targets:

**EXHIBIT 3-6
LEON COUNTY BOARD OF COUNTY COMMISSIONERS**

FISCAL RACE AND GENDER NEUTRAL TARGETS												
Targets	Construction		Construction Subcontracting		Professional Services Consultants		Professional Services Subconsultants		Other Services Vendors		Material and Supplies Vendors	
	MBE	WBE	MBE	WBE	MBE	WBE	MBE	WBE	MBE	WBE	MBE	WBE
Race/Gender Neutral (SBE, etc.)	1%	1%	15%	3%	6%	5%	3%	5%	6%	6%	1%	5%
Race/Gender Neutral Total	2%		18%		11%		8%		12%		6%	
FISCAL YEAR RACE AND GENDER CONSCIOUS TARGETS												
Targets	Construction		Construction Subcontracting		Professional Services Consultants		Professional Services Subconsultants		Other Services Vendors		Material and Supplies Vendors	
	MBE	WBE	MBE	WBE	MBE	WBE	MBE	WBE	MBE	WBE	MBE	WBE
Race/Gender Neutral (SBE, etc.)	5%	1%	3%	N/A	N/A	N/A	18%	9%	N/A	NA	1%	N/A
Race/Gender Neutral Total	6%		3%		N/A		27%		N/A		1%	

Source: Board of County Commissioners - Leon County, Purchasing and Minority/Women Business Enterprise Policy, Revised June 14, 2006.

3.4.2.3 M/W/SBE Incentives

As mentioned in Section 3.3 of this chapter, for contracts of \$100,000 or less, where there is a disparity of 1 percent or less between the total of the base bid and all recommended alternates of a 100 percent owned and operated MBE, WBE or SBE and the apparent lowest bid which is from a business that is not a MBE, or SBE, and all other purchasing requirements have been met, the Contract may be awarded to the MBE, WBE or SBE to help achieve Race/Gender Neutral Targets, unless such procurement

opportunity is selected for completion only among SBEs.. On selection based procurements, The County's Purchasing Director or representative, M/W/SBE Director and representatives from user departments shall review each proposed project or bid to determine the potential for subcontracting and the utilization of M/W/SBEs considering the scope of work, available and capable M/W/SBEs to potentially perform the work, and opportunities for multiple bids. Based upon these factors the M/W/SBE Director or designee shall determine the Aspirational targets. Further the M/W/SBE Director shall determine the Race/Gender Conscious targets or Race/Gender Neutral targets, unless such procurement opportunity is selected for completion only among SBEs.

3.4.2.4 Participation Plans

Bidders are to submit a Participation Plan when the procurement opportunity contains Aspirational Targets. Participation Plans shall identify the M/WBEs and non M/WBEs to be utilized, their percentage of utilization, and the commercially useful function they will be providing, consistent with the commodities or services for which they are certified. The participation plan is to be analyzed by the M/W/SBE Director prior to submission to the Board for approval of award.

3.4.2.5 Good Faith Efforts and Substitutions

Prime contractors that are unable to meet the stated M/WBE aspirational targets may submit evidence to the County with bid documents demonstrating the level of effort to attract M/WBE participation. Evidence of good faith efforts include, but are not limited to:

- Submission of proof of M/WBE certification for the M/WBEs that are being used on the project.
- Proof of advertising for bids from M/W/SBEs in non-minority and minority publications in the Leon County, Florida, area.
- Proof that ample time was allowed for M/W/SBE subcontractors to respond to bid opportunities.
- Submission of a list of M/W/SBEs that were directly contacted by the prime contractor.
- Telephone logs demonstrating proof of follow-up calls to M/W/SBEs.
- Information regarding the availability of bid specifications and blueprints to M/W/SBEs.
- Documentation showing the sound basis for rejecting M/W/SBEs as unqualified or unacceptable.
- Documentation showing that the County's M/W/SBE Director was contacted regarding a problem meeting M/W/SBE aspirational targets.
- Any other documentation further proving good faith efforts.

When a proposal is submitted, the M/W/SBE Director reviews the M/WBE Participation Plan to determine if the M/WBE participation levels are met according to a point scale, which is presented in the RFP. If the M/W/SBE Director determines the Bidder with subcontracting and supplier opportunities have not made a Good Faith Effort to meet the aspirational target the M/W/SBE Director shall refer the matter to the Good Faith Effort Committee. The good faith documentation is reviewed by the County's "Good Faith Committee," which consists of the Management Services Director (currently vacant), Purchasing Director or designee, and chair of the M/W/SBE Citizens Advisory Committee and may include others appointed at the discretion of the County Administrator or the County Administrator's designee.

Policy permits substitution of M/W/SBEs after contract award with prior approval of the M/W/SBE Director with assistance from technical staff. Grounds for M/W/SBE substitution include poor work performance, lack of success in improving the work performance level of the M/W/SBE, and withdrawal request by the M/W/SBE.

3.4.3 M/WBE Reporting

The County is required to submit an update to the Board on its performance on meeting its Aspirational targets. According to the M/W/SBE status report of December 11, 2007 the expenditure data was pulled from the County's financial system. Expenses are manually adjusted to eliminate certain costs such as staff, land acquisitions, telephone, utilities, local travel reimbursements, office rent, expenditures with government agencies and expenses outside the market area. Verified subcontractor expenditures were deducted from the prime contractor's expenditures and reported as subcontractor expenditures. Contractors expenditures with subcontractors was only required to be reported on those contractors with M/WBE aspirational targets; therefore, subcontractor expenses with non-minority owned and other business may not have been identified for adjustment and remain in a higher level of classification based on contract type.¹²

Exhibit 3-7 summarizes expenditure data by race and gender for fiscal year 2004/2005 and 2005/2006. The "Total Expenditures" column reflects the actual estimated expenditures by the race and gender of the major business owner. The "Estimated Parity Minus Estimated Expenditures" column reflects the amount the expenditures with each race and gender group is above or below what would be expected if parity were achieved, based on that group's availability in the local market area.

¹² Board of County Commissioners Agenda Request 26, Acceptance of Status Report Regarding County Utilization of Minority and Women-Owned Businesses, December 11, 2007.

EXHIBIT 3-7
LEON COUNTY BOARD OF COUNTY COMMISSIONERS
M/WBE REPORTING
FISCAL YEAR 2004/2005 TO FISCAL YEAR 2005/2006

Summary Across All Business Categories						
Race/Gender	Differences between Actual Estimated Expenditures and Estimated Parity					
	Total Expenditures			Est. Parity Minus Est. Expenditures		
	FY 04/05	FY 05/06	Both Years	FY 04/05	FY 05/06	Both Years
African Americans	\$ 2,933,432.00	\$ 3,625,204.00	\$ 6,558,636.00	\$ 876,022.00	\$ (708,896.00)	\$ 167,126.00
Hispanic Americans	\$ 37,654.00	\$ 35,894.00	\$ 73,548.00	\$ (179,317.00)	\$ (542,971.00)	\$ (722,288.00)
Asian Americans	\$ 55,355.00	\$ 63,609.00	\$ 118,964.00	\$ 2,512.00	\$ (21,782.00)	\$ (19,270.00)
Native Americans	\$ 44,880.00	\$ 68,354.00	\$ 113,234.00	\$ (19,405.00)	\$ (114,604.00)	\$ (134,009.00)
Non-minority Women	\$ 2,128,631.00	\$ 7,568,233.00	\$ 9,696,864.00	\$ 997,672.00	\$ 5,466,523.00	\$ 6,464,195.00
Non-minority	\$ 16,337,284.00	\$ 35,310,829.00	\$ 51,648,113.00	\$ (1,677,485.00)	\$ (4,078,270.00)	\$ (5,755,755.00)
¹ Total All Categories	\$ 21,537,236.00	\$ 46,672,123.00	\$ 68,209,359.00	\$ (1.00)	\$ -	\$ (1.00)
¹ Total difference from parity does not equal zero due to rounding.						

Source: M/WBE Reporting, Fiscal Year 2004/2005 to Fiscal Year 2005/2006.

The status report also included a plan for continued success and enhancement opportunities to be performed by the M/W/SBE Division:

- Improve its tracking system to monitor and provide feedback for M/WBE and nonminority procurement activities.
- Continue to inform MBEs about procurement opportunities with the County and encourage managers to utilize MBEs.
- Continue its on-going efforts to identify barriers that prevent procurement opportunities for M/WBEs and eliminate such to enhance the utilization of the available firms.
- Review the Tax Collectors' records to identify and encourage MBEs to become certified for procurement opportunities in areas where there is underutilization.
- Direct M/WBEs to use the services of the Small Business Development Center at Florida Agricultural & Mechanical University to improve the operation of their businesses, thereby enhancing their chances of winning procurement opportunities.

3.5 Conclusions

MGT's research, summarized in this chapter, showed that the County has made significant strides in its commitment to level the playing field for businesses desiring to provide goods and services to the County. The County has been receptive to earlier recommendations to enhance its purchasing and M/WBE programs. For instance, MGT were told of improved levels of cooperation between the Purchasing Division, M/W/SBE Division, and other County departments and divisions. MGT was also told that recently M/W/SBE and nonminority subcontracting participation is being tracked now. The County has also improved the accessibility of information through its Web site, consolidated its purchasing policy and M/W/SBE participation policy and collaborated with the local outreach efforts put forth through the Small Business Enterprise Week and MEDWeek activities with the City of Tallahassee and the Small Business Development Center at Florida Agricultural & Mechanical University.

The consolidation of the purchasing policy and the M/WBE participation policy provided a stronger basis for user departments to involve M/WBE firms in County procurements. Interviewees directed MGT to the Purchasing Department for responses to questions on policy changes and to the M/W/SBE Division to answer questions on M/W/SBE program requirements. The revised policy is clearer on the County's intent to provide competitive opportunities to all vendors and administrative steps (e.g., one of three quotes should be from an M/W/SBE) to facilitate competition. From an organizational perspective, the County elevated the M/W/SBE program to division level, which improves the internal and external perception of the County's commitment to the program's success. The County's suspension of the training criteria for SBE certification until the completion of the disparity study update is viewed as positive by staff.

4.0 UTILIZATION AND AVAILABILITY ANALYSIS

4.0 UTILIZATION AND AVAILABILITY ANALYSES

This study for the Board of County Commissioners of Leon County (County) documents and analyzes the participation of minority, women, and nonminority businesses in the County's procurements. This chapter describes the County's market area and analyzes the utilization and availability of minority, women, and nonminority firms. The results of the analyses ultimately determine whether minority, women, or nonminority businesses were underutilized or overutilized in these procurements.

This chapter consists of the following sections:

- 4.1 Methodology
- 4.2 Construction
- 4.3 Architecture and Engineering Services¹
- 4.4 Professional Services
- 4.5 Other Services
- 4.6 Materials and Supplies
- 4.7 Summary

4.1 Methodology

This section presents the methodology for the collection of data and analysis of market areas, utilization, and availability of minority-owned, woman-owned, and nonminority-owned firms. The description of business categories and minority- and woman-owned business enterprise (M/WBE) classifications are also presented in this section, as well as the process used to determine the geographical market areas, utilization, and availability of firms.

4.1.1 Business Categories

The County's mark area, utilization and availability of M/WBE firms and non-M/WBE firms were analyzed for five business categories: construction, architecture and engineering, professional services, other services, and goods, equipment, and supplies.

These categories were consistent with the County's classification of contracts awarded and payments made by the County during the four-year study period. Each contract vendor payment or subcontractor award was grouped into one of the above categories by MGT with assistance from County staff knowledgeable about the contracts and payments. A description of each business category follows.

Architecture and Engineering

Architecture and engineering refers to any architecture or engineering services, including but not limited to:

¹ For the purpose of this study, architecture and engineering services were analyzed separately. In the 2004 Disparity Study, architecture and engineering services were included in the professional services business category.

- Architectural design.
- Professional engineering.
- Environmental consulting.
- Inspections.
- Soil testing.
- Surveying.

Construction

Construction refers to any building and highway construction-related services, including but not limited to:

- General building contractors engaged primarily in the construction of buildings.
- General contracting in the construction of roadways, bridges, sewers, and heavy construction.
- Construction-special trade services, such as electrical work; carpentry, air conditioning repair, maintenance, and installation; plumbing; and renovation.
- Other related services such as water-lining and maintenance, asbestos abatement, drainage, dredging, grading, hauling, landscaping (for large construction projects such as boulevards and highways), paving, and toxic waste clean up.

Professional Services

This category covers services provided by a person or firm that are of a professional nature and require special licensing, educational degrees, and/or highly specialized expertise, including:

- Consulting services.
- Legal services.
- Educational services.
- Computer services.
- Other professional services.

Other Services

This category includes any service that is labor intensive and neither professional nor construction related, including, but not limited to:

- Janitorial and repair services.
- Uniformed guard services.
- Certain job shop services.
- Graphics or photographic services.
- Other nontechnical professional services.

Materials and Supplies

This business category includes vendors that provide the following, but not limited to:

- Office goods
- Supplies
- Equipment
- Miscellaneous building materials
- Computers

Certain transactions were excluded from analysis in this study. Examples include:

- Administrative items such as utility payments, leases for real estate, and insurance or banking transactions.
- Salary and fringe benefits, payments for food or parking; or conference fees.
- Payments to government entities including nonprofit local organizations, state agencies, and federal agencies.

Firms were assigned to a particular business category based on the County's payment description obtained from the County's financial system. However, based on feedback from the County, certain payments were reclassified according to vendor name rather than the type of payment received and/or payment description.

4.1.2 M/WBE Classifications

In this study, businesses classified as M/WBEs are firms at least 51 percent owned and controlled by members of one of five groups: African Americans, Hispanic Americans, Asian Americans, Native Americans, and nonminority women. These groups were defined according to the United States Census Bureau as follows:

- **African Americans:** U.S. citizens or lawfully admitted permanent residents having an origin in any of the black racial groups of Africa.
- **Hispanic Americans:** U.S. citizens or lawfully admitted permanent residents of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish or Portuguese cultures or origins regardless of race.
- **Asian Americans:** U.S. citizens or lawfully admitted permanent residents who originate from the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands.
- **Native Americans:** U.S. citizens or lawfully admitted permanent residents who originate from any of the original peoples of North America and who maintain cultural identification through tribal affiliation or community recognition.
- **Nonminority Women:** U.S. citizens or lawfully admitted permanent residents who are non-Hispanic white females. Minority women were included in their respective minority category.

The M/WBE determinations reflected in this report were based on the source data discussed below in **Section 4.1.3**. If the business owner classification was unclear in the source data, MGT of America, Inc. (MGT), conducted additional research to determine the proper business owner classification. This included requesting assistance from cognizant County representatives to identify the proper business owner classification. Firms that were identified in the source data as non-M/WBEs were considered to be nonminority-owned firms in the analysis conducted for this study.

4.1.3 Collection and Management of Data

To determine the most appropriate data for our use in the analysis of the County's procurement activity and to identify data sources, MGT conducted interviews with key staff knowledgeable about the County's procurement processes. The decision was made by the County and MGT that procurement data for construction would be extracted from electronic expenditure data, as well as contract award data and contract files. Data for architecture and engineering, professional services, other services and materials supplies would be extracted from electronic expenditure, purchase order, and purchasing card (Pcard) data.

Contract and Subcontract Data Collection

Once the sources of data for the contract award data was defined and obtained, MGT designed a data collection plan to collect contract data from the hard copy files. Expenditure, purchase order, and Pcard transaction data would be provided in electronic format. The following data were provided:

- Financial Expenditure Data: a file extracted from the County's Banner financial system containing payments made to vendors during the study period.
- List of Agreements: a file containing awards granted to vendors during the study period.
- Vendor List Data: a file extracted from the County's Banner financial system containing vendors that were paid or have registered to do business with the County.
- Permit Data: a file containing commercial construction permits let to prime contractors and subcontractors during the study period.²
- Purchase Order Data: a file containing invoices made to vendors during the study period.
- Pcard Transactions Data: a file containing small dollar payments made to vendors during the study period.

Upon further review and discussions with the County, it was agreed that the list of awarded agreements would be used to develop the data collection plan for on-site data collection activities. These list of agreements were used as the primary source to ensure that the onsite data collection team reviewed contract files based on this list within the

² Please refer to **Chapter 6.0, Private Sector Analysis**, for a detailed discussion of this data set.

study period in order to obtain subcontractor and bidder data. The financial expenditure data would be used to analyze payments made to vendors, which would be the primary data source for the prime contractor/consultant utilization analyses. Each electronic list provided the following data that we used for analysis:

- Name of firm awarded and/or paid.
- Award and/or payment amount of the transaction.
- Contract and/or payment post date of the award and/or payment.
- A description of the contract and/or payment from which the business category of the procurement could be derived.

Once collected and entered or transferred into the MGT database, the data were processed as follows:

- Exclusion of records not relevant to the study. Examples of procurement activity excluded from analysis include duplicate procurement records; contracts out of the time frame of the study; contracts awarded or payments made to nonprofits and government entities; and utility payments such as water, gas, and electricity.
- Identification of the county in which the vendor operated. To accomplish this, the zip code of the vendor was matched against an MGT zip code database of all United States counties.
- Identification of the prime contractor's business category.

MGT designed a data collection plan (based on the list of awarded agreements provided by the County) to collect contract from hard copy contract files and the County's verification reports, which are sent to prime contractors requesting subcontracting activity. The hard copy data was collected by MGT employees and firm area firm, Oppenheim Research. The data collection team were trained on the disparity study data collection techniques and County hard copy files in order to ensure accuracy. Once collected and transferred into the MGT database, the data were processed as follows:

- Exclusion of records not relevant to the study. Examples of procurement activity excluded from analysis include duplicate procurement records; contracts out of the time frame of the study; contracts awarded to nonprofits and government entities; and utility payments such as water, gas, and electricity.
- Identification of the county in which the vendor operated. To accomplish this, the ZIP code of the vendor was matched against an MGT ZIP code database of all United States counties.
- Identification of the prime contractor's business category.

Availability (Vendor) Data Collection

Determining the availability of firms is a critical element in developing disparity analyses. Therefore, MGT analyzes the availability of firms at the prime and subcontractor level.

For the purposes of this study, MGT defines prime contractors as firms that (1) have performed prime contract work for the County; (2) have bid on awarded³ prime contract work for the County in the past (within the study period); or (3) are construction, architecture and engineering, professional services, other services, or materials and supplies firms that were in the County's Banner system. These firms are considered to be available because they have either performed or indicated their willingness to perform prime contract work for the local Leon County market area. These firms are defined as available contractors because they have either performed work or have indicated their willingness to perform work for the County. MGT also used other availability measures, including U.S. Census data for comparison purposes, which will be referenced in **Appendix D**.

For the subcontractor availability, MGT defines subcontractor availability as firms that (1) are considered prime contractors and consultants; (2) firms that have been awarded a contract by prime contractor; and (3) firms that were proposed to be used by an unsuccessful prime contractor bidder on awarded prime contracts.

This process generated a listing of 13,886 entries; however, a number of the entries were names of nonprofit organizations, governmental agencies, and duplicate entries. As a result, our availability analyses were based on a pool of 8,452 firms. Approximately 6,652 entries (records) of the approximately 13,886 were excluded from the availability analyses. The most common reasons for exclusion were: duplicate records (i.e., unique vendors who appeared in multiple vendor databases provided by the County); no business category (i.e., vendors who were not utilized, a business type was not provided, or a business type could not be identified from their name); nonprofit agencies, associations, or councils; governmental agencies, including schools and universities; travel-related businesses, including hotels, car rental, and conference fees; real estate; and utilities, postage, and hospitals.

Data for Analysis

The total number of expenditure records analyzed for the study period is shown below in **Exhibit 4-1**. The number of records for construction, architecture and engineering, professional services, other services, and materials supplies represents expenditure data.

³ In addition, based on subsequent discussions with cognizant County staff, the availability pool of firms for the business category of architecture and engineering includes the count of a firm that submitted a bid as a prime contractor and won the project. However, this contract ultimately was not awarded, thus not listed in the list of awarded agreements.

**EXHIBIT 4-1
LEON COUNTY
NUMBER OF ANALYZED RECORDS
OCTOBER 1, 2004 THROUGH SEPTEMBER 30, 2008**

Business Category	# of Records
Construction	3,059
Architecture & Engineering	1,278
Professional Services	3,209
Other Services	11,213
Materials and Supplies	16,940

Source: Expenditure activity compiled from the County's Banner financial data system.

As far as hard copy files, the data collection plan presented a total of 358 contracts to be reviewed and entered while on-site. A total of 654⁴ contracts were reviewed and/or entered while on-site.

4.1.4 Market Area Methodology

In order to establish the appropriate geographic boundaries for the statistical analysis, market areas were determined for each of the business categories included in the study. First, the overall market area was determined and then the relevant market area was established.

Overall Market Area

A United States county is the geographical unit of measure selected for determining market area. The use of counties as geographical units is based on the following considerations:

- The courts have accepted counties as a standard geographical unit of analysis in conducting equal employment opportunity and disparity analysis.
- County boundaries are externally determined and thus free from any researcher bias that might result from any arbitrary determinations of geographical units of analysis.
- Census and other federal and state data are routinely collected and reported by county.

The counties that constituted the County's overall market area were determined by evaluating the total dollars expended by the County in each business category. The results were then summarized by county according to the location of each firm that provided goods or services to the County.

⁴ This increase in number includes the contracts for the housing and rehabilitation projects which were not listed as part of the list of agreements.

4.1.5 Utilization Methodology

The utilization analyses of construction, architecture and engineering, professional services, other services, and materials and supplies firms were based on information derived from County's financial system for activity occurring between October 1, 2004 and September 30, 2008. The analysis was based on firms located in the following: Leon County, Florida; Gadsden County, Florida; Wakulla County, Florida, and Jefferson County, Florida.

4.1.6 Availability Methodology

To evaluate disparate impact, if any, it is necessary to identify available M/WBEs in the local area for each business category. This determination, referred to as "availability," has been an issue in recent court cases. If the availability of minority- and woman-owned firms is overstated or understated, a distortion of the disparity determination will result. This distortion occurs because the quantitative measure of disparity is a direct ratio between utilization and availability.

Several methodologies may be used to determine availability, including analysis of vendor data and bidder data. The use of vendor data is preferable to bidder data because it considers firms that have expressed a readiness, willingness, and ability to provide goods and/or services to procuring entities, even when they have not been successful in doing so. Discriminatory barriers may, under certain circumstances, preclude such firms from submitting bids. For MGT's analysis, MGT used vendor data, as well as firms who bid on County projects in the past for the prime level availability analysis.

For the subcontractor availability, MGT defines subcontractor availability as firms that (1) are considered prime contractors and consultants; (2) firms that have been awarded a contract by prime contractor; and (3) firms that were proposed to be used by an unsuccessful prime contractor bidder.

As indicated previously in this chapter, MGT utilized various sources to determine prime and subcontractor availability in order to develop the appropriate availability data within the market area.

4.2 Construction

This section presents MGT's analysis of the County's utilization in the construction business category, as well as the utilization and availability of firms.

4.2.1 Utilization Analysis

For firms located in the Leon County market area, the following analysis was conducted:

- Utilization analysis of all M/WBE and non-M/WBE prime contractors' expenditures by year for the study period.

- Utilization analysis of the number of individual prime contractors paid those dollars, according to race/ethnicity/gender classifications.
- Utilization analysis of all identified M/WBE and non-M/WBE subcontractors' awards for the study period.

The utilization analysis of prime construction contractors in the County's market area is shown in **Exhibit 4-2**. M/WBEs were paid more than 16 percent (16.3%) of the total prime construction dollars expended by the County during the study period. The County paid \$73.86 million for construction services during the study period. Nonminority women-owned firms received \$9.5 million, accounting for 12.9 percent of the 16.3 percent paid to M/WBEs. Among M/WBEs, African American-owned firms were paid \$2.6 million, accounting for 3.5 percent of the 16.3 percent paid to M/WBEs. Firms owned by Hispanic Americans, Native Americans and Asian Americans were not utilized at the prime construction level, during the study period, thus not receiving any payments.

**EXHIBIT 4-2
CONSTRUCTION
UTILIZATION ANALYSIS OF PAYMENTS
IN THE LEON COUNTY MARKET AREA
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS PAID
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
OCTOBER 1, 2004 THROUGH SEPTEMBER 30, 2008**

Calendar Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Unknown		Total Dollars Paid
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2005	\$640,584.74	6.11%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$255,838.18	2.44%	\$896,422.92	8.55%	\$9,589,981.55	91.45%	\$0.00	0.00%	\$10,486,404.47
2006	\$638,580.17	1.80%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$3,944,142.43	11.13%	\$4,582,722.60	12.93%	\$30,846,862.43	87.07%	\$0.00	0.00%	\$35,429,585.03
2007	\$811,002.66	4.91%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$1,942,082.56	11.75%	\$2,753,085.22	16.66%	\$13,776,179.56	83.34%	\$0.00	0.00%	\$16,529,264.78
2008	\$463,039.50	4.06%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$3,357,186.47	29.40%	\$3,820,225.97	33.46%	\$7,598,684.80	66.54%	\$0.00	0.00%	\$11,418,910.77
Total	\$2,553,207.07	3.46%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$9,499,249.64	12.86%	\$12,052,456.71	16.32%	\$61,811,708.34	83.68%	\$0.00	0.00%	\$73,864,165.05

Source: MGT developed a vendor and expenditure database for the County covering the period from October 1, 2004 through September 30, 2008.

¹ Percentage of total dollars paid annually to prime contractors.

The utilization of firms in the prime construction business category has changed since the 2004 Disparity Study. In the previous study, which was based on contract awards, there was less than 2 percent (\$479,980) of the \$29.9 million awarded going to M/WBEs. The utilization of African American-owned firms has increased from 0.37 percent (\$110,385) to 3.5 percent (\$2.6 million). The utilization of nonminority women-owned firms has increased from 1.15 percent (\$344,350) to 12.9 percent (\$9.5 million).

Exhibit 4-3 shows the number of prime construction firms utilized over the entire the study period. In **Exhibit 4-3**, MGT shows that 15 M/WBE firms (18.9%) were paid for construction projects at the prime contractor level. In comparison, 64 non-M/WBEs were paid during the same period.

**EXHIBIT 4-3
CONSTRUCTION
NUMBER OF INDIVIDUAL PRIME CONTRACTORS
UTILIZED IN THE LEON COUNTY MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
OCTOBER 1, 2004 THROUGH SEPTEMBER 30, 2008**

Calendar Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Unknown		Total Firms ¹
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
2005	4	9.30%	0	0.00%	0	0.00%	0	0.00%	5	11.63%	9	20.93%	34	79.07%	0	0.00%	43
2006	4	9.76%	0	0.00%	0	0.00%	0	0.00%	4	9.76%	8	19.51%	33	80.49%	0	0.00%	41
2007	5	12.82%	0	0.00%	0	0.00%	0	0.00%	2	5.13%	7	17.95%	32	82.05%	0	0.00%	39
2008	4	10.26%	0	0.00%	0	0.00%	0	0.00%	3	7.69%	7	17.95%	32	82.05%	0	0.00%	39
Individual Firms over Four Years ²	7	8.86%	0	0.00%	0	0.00%	0	0.00%	8	10.13%	15	18.99%	64	81.01%	0	0.00%	79

Source: MGT developed a vendor and expenditure database for the County covering the period from October 1, 2004 through September 30, 2008.

¹ Percentage of Total Firms.

² "Individual Firms" counts a firm only once for each year it receives work. Since a firm could be used in multiple years, the "Individual Firms" for the entire study period may not equal the sum of all years.

Construction Subcontractor Analysis

As stated previously, MGT attempted to collect subcontractor data from hard copy files and County verification reports data maintained by the County. It should be noted that the analysis would have been heavily weighted towards M/WBEs because those were the data most readily available.

Because the data are so heavily weighted towards M/WBE firms, we provide in **Exhibit 4-4** an analysis of subcontracting utilization based on an estimated subcontracting level. We had the distribution of the number of M/WBE subcontracts by race and gender, but needed to know construction subcontracts awarded to non-M/WBEs in order to establish a reasonable basis to determine the relative proportion of construction subcontract dollars to overall construction contracts.

Our experience has shown that subcontracting generally represents 20 to 30 percent of the prime construction contract amounts. Census data support the applicability of this rule of thumb for this project. The "2002 Census of Construction – Geographic Area Summary Findings" shows that the cost of construction work subcontracted out in the state of Florida was 25.1 percent. Assuming that the County's construction spending pattern is similar to the overall patterns in the state of Florida, we would conclude that subcontractors received at least 20 percent of the dollars associated with construction prime contracts and as much as 25.1 percent of prime level dollars.

Using the corresponding prime dollars for the four years for which M/WBE subcontracting data were available, we calculate the overall construction subcontract dollars to have been \$18.5 million (25 percent) in the market area (see **Exhibit 4-2**). Accordingly, **Exhibit 4-4** shows the estimated construction subcontracting utilization percentages under these assumptions.

Based on the analysis, non-M/WBE firms received 87 percent (\$16.1 million of \$18.5 million) of the construction subcontract dollars awarded during the study period. M/WBE firms received 12.9 percent, with African American-owned firms receiving 10.1 percent (\$1.9 million of \$18.5 million).

EXHIBIT 4-4
CONSTRUCTION
UTILIZATION ANALYSIS OF SUBCONTRACTORS
IN THE LEON COUNTY MARKET AREA
DOLLARS AND PERCENTAGE OF TOTAL ESTIMATED DOLLARS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
OCTOBER 1, 2004 THROUGH SEPTEMBER 30, 2008

Year	Total Construction \$ ¹	Subcontract Dollars ²	African American		Hispanic American		Asian American		Native American		Nonminority Women		Total M/WBE		Total Non-M/WBEs ³		Total M/WBE	
			%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$
2005	\$10,486,404.47	\$ 2,621,601.12	41.86%	\$ 1,097,457.43	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	2.13%	\$55,963.24	44.00%	\$1,153,420.67	56.00%	\$1,468,180.45	44.00%	\$ 1,153,420.67
2006	\$35,429,585.03	\$ 8,857,396.26	3.39%	\$ 299,890.00	2.44%	\$216,200.00	0.00%	\$0.00	0.00%	\$250.00	0.42%	\$36,998.00	6.25%	\$553,338.00	93.75%	\$8,304,058.26	6.25%	\$ 553,338.00
2007	\$16,529,264.78	\$ 4,132,316.20	9.00%	\$ 372,076.00	0.43%	\$17,579.70	0.00%	\$0.00	0.23%	\$9,542.00	2.35%	\$97,260.00	12.01%	\$496,457.70	87.99%	\$3,635,858.50	12.01%	\$ 496,457.70
2008	\$11,418,910.77	\$ 2,854,727.69	3.48%	\$ 99,416.65	2.41%	\$68,800.00	0.00%	\$0.00	0.00%	\$0.00	0.82%	\$23,540.00	6.72%	\$191,756.65	93.28%	\$2,662,971.04	6.72%	\$ 191,756.65
Total	\$ 73,864,165.05	\$ 18,466,041.26	10.12%	\$ 1,868,840.08	1.64%	\$302,579.70	0.00%	\$0.00	0.05%	\$9,792.00	1.16%	\$213,761.24	12.97%	\$2,394,973.02	87.03%	\$16,071,068.24	12.97%	\$ 2,394,973.02

Source: MGT developed a vendor and expenditure database for the County covering the period from October 1, 2004 through September 30, 2008.

¹ Actual dollar amounts based on expenditure amounts to prime contractors.

² Percentage of the total estimated subcontractor dollars awarded.

³ Calculated as estimated subcontract dollars less M/WBE subcontract dollars.

4.2.2 Availability

The availability of construction firms was derived from the list of overall firms included in MGT's database. However, the availability analysis is based only on firms located within the Leon County market area. As shown in **Exhibit 4-5**, M/WBEs accounted for more than 16 percent of prime construction contractors available to do business with the County at the prime construction level. Among M/WBEs, African American-owned firms were the largest group, accounting for 9.7 percent of the total construction contractors.

**EXHIBIT 4-5
CONSTRUCTION
AVAILABILITY OF PRIME CONTRACTORS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Unknown		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	18	9.73%	0	0.00%	1	0.54%	0	0.00%	12	6.49%	31	16.76%	154	83.24%	0	0.00%	185

Source: MGT developed a vendor and expenditure database for the County covering the period from October 1, 2004 through September 30, 2008.

¹ Minority male and female firms are included in their respective minority classifications.

Exhibit 4-6 displays availability percentages for subcontractors. M/WBEs accounted for 32.3 percent of construction subcontractors available to do business. Among M/WBEs, African American-owned firms were the largest group, accounting for 18.8 percent of the total M/WBE construction contractors. The data for subcontractors was based on readily available data collected from hard copy files, which included firms who were awarded work at a subcontractor level, as well as firms who were proposed to be utilized by a prime contractor. For M/WBE subcontractor availability, by individual race/ethnicity/gender classifications, African American firms represented 18.75 percent, Hispanic American firms 1.56 percent; Asian American firms 0.52 percent, Native American firms 0.69 percent, and nonminority women firms 10.76 percent.

**EXHIBIT 4-6
CONSTRUCTION
AVAILABILITY OF SUBCONTRACTORS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
OCTOBER 1, 2004 THROUGH SEPTEMBER 30, 2008**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Firms	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Total	108	18.75%	9	1.56%	3	0.52%	4	0.69%	62	10.76%	186	32.29%	390	67.71%	576	

Source: MGT developed a vendor and expenditure database for the County covering the period from October 1, 2004 through September 30, 2008.

¹ Minority male and female firms are included in their respective minority classifications.

4.3 Architecture and Engineering

This section presents MGT's analysis for the architecture and engineering business category. This analysis is based on County payments to firms providing architectural and engineering services. In this section, MGT shows the results of the utilization and availability analysis of M/WBEs and non-M/WBEs as architecture and engineering consultants, within the County market area.

4.3.1 Utilization Analysis

Exhibit 4-7 presents the utilization analysis of architecture and engineering prime consultants in the County's market area and shows that M/WBEs received over \$1.1 million (14.6%) of the architecture and engineering payment dollars. Non-M/WBEs accounted for more than \$6.1 million of the architecture and engineering dollars expended by the County over the study period, receiving 85.4 percent of the dollars.

**EXHIBIT 4-7
ARCHITECTURE AND ENGINEERING
UTILIZATION ANALYSIS OF PAYMENTS
IN THE LEON COUNTY MARKET AREA
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS PAID
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
OCTOBER 1, 2004 THROUGH SEPTEMBER 30, 2008**

Calendar Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Unknown		Total Dollars Paid
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2005	\$82,183.00	5.67%	\$0.00	0.00%	\$56,035.00	3.87%	\$0.00	0.00%	\$8,649.30	0.60%	\$146,867.30	10.14%	\$1,301,953.15	89.86%	\$0.00	0.00%	\$1,448,820.45
2006	\$117,864.97	6.36%	\$0.00	0.00%	\$64,867.50	3.50%	\$0.00	0.00%	\$50,872.02	2.74%	\$233,604.49	12.60%	\$1,619,850.93	87.40%	\$0.00	0.00%	\$1,853,455.42
2007	\$206,002.65	8.15%	\$0.00	0.00%	\$62,249.00	2.46%	\$0.00	0.00%	\$133,750.14	5.29%	\$402,001.79	15.91%	\$2,124,160.92	84.09%	\$0.00	0.00%	\$2,526,162.71
2008	\$131,213.11	9.58%	\$0.00	0.00%	\$13,157.50	0.96%	\$0.00	0.00%	\$126,841.52	9.26%	\$271,212.13	19.80%	\$1,098,551.33	80.20%	\$0.00	0.00%	\$1,369,763.46
Total	\$537,263.73	7.46%	\$0.00	0.00%	\$196,309.00	2.73%	\$0.00	0.00%	\$320,112.98	4.45%	\$1,053,685.71	14.64%	\$6,144,516.33	85.36%	\$0.00	0.00%	\$7,198,202.04

Source: MGT developed a vendor and expenditure database for the County covering the period from October 1, 2004 through September 30, 2008.

¹ Percentage of total dollars paid annually to prime consultants.

Exhibit 4-8 shows the number of prime architecture and engineering firms utilized over the entire the study period. In **Exhibit 4-8**, MGT shows that 12 M/WBE firms (38.7%) were paid for architecture and engineering services at the prime consultant level. In comparison, 19 non-M/WBEs were paid during the same period.

EXHIBIT 4-8
ARCHITECTURE AND ENGINEERING
NUMBER OF INDIVIDUAL PRIME CONSULTANTS
UTILIZED IN THE LEON COUNTY MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
OCTOBER 1, 2004 THROUGH SEPTEMBER 30, 2008

Calendar Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Unknown		Total Firms ¹
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
2005	2	9.52%	0	0.00%	2	9.52%	0	0.00%	3	14.29%	7	33.33%	14	66.67%	0	0.00%	21
2006	3	12.50%	0	0.00%	2	8.33%	0	0.00%	4	16.67%	9	37.50%	15	62.50%	0	0.00%	24
2007	4	15.38%	0	0.00%	2	7.69%	0	0.00%	4	15.38%	10	38.46%	16	61.54%	0	0.00%	26
2008	3	13.64%	0	0.00%	2	9.09%	0	0.00%	5	22.73%	10	45.45%	12	54.55%	0	0.00%	22
Individual Firms over Four Years ²	4	12.90%	0	0.00%	2	6.45%	0	0.00%	6	19.35%	12	38.71%	19	61.29%	0	0.00%	31

Source: MGT developed a vendor and expenditure database for the County covering the period from October 1, 2004 through September 30, 2008.

¹ Percentage of Total Firms.

² "Individual Firms" counts a firm only once for each year it receives work. Since a firm could be used in multiple years, the "Individual Firms" for the entire study period may not equal the sum of all years.

The comparison of utilization of firms in the prime architecture and engineering business category was not conducted since this service was previously categorized in professional services.

4.3.2 Availability

The availability of architecture and engineering firms was derived from the list of overall firms included in MGT's database. As shown in **Exhibit 4-9**, M/WBEs accounted for more than 30 percent of architecture and engineering firms available to do business with the County at the prime level. Among M/WBEs, nonminority women-owned firms were the largest group, accounting for 17.2 percent of the total M/WBE architecture and engineering firms.

EXHIBIT 4-9
ARCHITECTURE AND ENGINEERING
AVAILABILITY OF PRIME CONSULTANTS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Unknown		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	4	8.51%	1	2.13%	2	4.26%	0	0.00%	8	17.02%	15	31.91%	32	68.09%	0	0.00%	47

Source: MGT developed a vendor and expenditure database for the County covering the period from October 1, 2004 through September 30, 2008.

¹ Minority male and female firms are included in their respective minority classifications.

4.4 Professional Services

This section presents MGT's analysis for the professional services business category. This analysis is based on County payments to firms providing professional services. In this section, MGT shows the results of the utilization and availability analysis of M/WBEs and non-M/WBEs as professional services prime consultants, within the County market area.

4.4.1 Utilization Analysis

Exhibit 4-10 presents the utilization analysis of professional services prime consultants in the County's market area and shows that M/WBEs received over \$719,300 (16.1%) of the professional services payment dollars. Non-M/WBEs accounted for more than \$3.7 million of the professional services dollars expended by the County over the study period, receiving 83.9 percent of the dollars.

EXHIBIT 4-10
PROFESSIONAL SERVICES
UTILIZATION ANALYSIS OF PAYMENTS
IN THE LEON COUNTY MARKET AREA
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS PAID
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
OCTOBER 1, 2004 THROUGH SEPTEMBER 30, 2008

Calendar Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Unknown		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2005	\$44,172.11	3.06%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$220,646.61	15.30%	\$264,818.72	18.36%	\$1,177,461.95	81.64%	\$0.00	0.00%	\$1,442,280.67
2006	\$55,888.25	4.91%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$203,911.61	17.92%	\$259,799.86	22.83%	\$878,396.89	77.17%	\$0.00	0.00%	\$1,138,196.75
2007	\$52,857.25	5.09%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$109,314.42	10.53%	\$162,171.67	15.62%	\$875,764.85	84.38%	\$0.00	0.00%	\$1,037,936.52
2008	\$28,512.00	3.30%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$4,075.00	0.47%	\$32,587.00	3.77%	\$831,526.33	96.23%	\$0.00	0.00%	\$864,113.33
Total	\$181,429.61	4.05%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$537,947.64	12.00%	\$719,377.25	16.05%	\$3,763,150.02	83.95%	\$0.00	0.00%	\$4,482,527.27

Source: MGT developed a vendor and expenditure database for the County covering the period from October 1, 2004 through September 30, 2008.

¹ Percentage of total dollars paid annually to prime consultants.

Exhibit 4-11 shows the number of prime professional services firms utilized over the entire the study period. In **Exhibit 4-11**, MGT shows that 22 M/WBE firms (32.4%) were paid for professional services at the prime consultant level. In comparison, 46 non-M/WBEs were paid during the same period.

EXHIBIT 4-11
PROFESSIONAL SERVICES
NUMBER OF INDIVIDUAL PRIME CONSULTANTS
UTILIZED IN THE LEON COUNTY MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
OCTOBER 1, 2004 THROUGH SEPTEMBER 30, 2008

Calendar Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Unknown		Total Firms ¹
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
2005	4	9.30%	0	0.00%	0	0.00%	0	0.00%	10	23.26%	14	32.56%	29	67.44%	0	0.00%	43
2006	2	5.88%	0	0.00%	0	0.00%	0	0.00%	8	23.53%	10	29.41%	24	70.59%	0	0.00%	34
2007	2	6.25%	0	0.00%	0	0.00%	0	0.00%	7	21.88%	9	28.13%	23	71.88%	0	0.00%	32
2008	1	4.17%	0	0.00%	0	0.00%	0	0.00%	5	20.83%	6	25.00%	18	75.00%	0	0.00%	24
Individual Firms over Four Years ²	5	7.35%	0	0.00%	0	0.00%	0	0.00%	17	25.00%	22	32.35%	46	67.65%	0	0.00%	68

Source: MGT developed a vendor and expenditure database for the County covering the period from October 1, 2004 through September 30, 2008.

¹ Percentage of Total Firms.

² "Individual Firms" counts a firm only once for each year it receives work. Since a firm could be used in multiple years, the "Individual Firms" for the entire study period may not equal the sum of all years.

The comparison of utilization of firms in the prime professional services business category was not conducted since architecture and engineering services was previously categorized in professional services.

4.4.2 Availability

The availability of professional services firms was derived from the list of overall firms included in MGT's database. However, the availability analysis is based only on firms located within the Leon County market area. As shown in **Exhibit 4-12**, M/WBEs accounted for more than 27 percent of professional services firms available to do business with the County at the prime level. Among M/WBEs, nonminority women-owned firms were the largest group, accounting for 18.2 percent of the total M/WBEs.

EXHIBIT 4-12
PROFESSIONAL SERVICES
AVAILABILITY OF PRIME CONSULTANTS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Unknown		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	8	8.08%	1	1.01%	0	0.00%	0	0.00%	18	18.18%	27	27.27%	72	72.73%	0	0.00%	99

Source: MGT developed a vendor and expenditure database for the County covering the period from October 1, 2004 through September 30, 2008.

¹ Minority male and female firms are included in their respective minority classifications.

4.5 Other Services

This section presents MGT's analysis for the other services business category. This analysis is based on County payments to firms providing other services. In this section, MGT shows the results of the utilization and availability analysis of M/WBEs and non-M/WBEs as other services firms, within the County market area.

4.5.1 Utilization Analysis

Exhibit 4-13 presents the utilization analysis of other services firms, in the County's market area and shows that M/WBEs received over \$3.4 million (53.8%) of the other services payment dollars. Non-M/WBEs accounted for more than \$2.9 million of the other services dollars expended by the County over the study period, receiving 46.4 percent of the dollars.

**EXHIBIT 4-13
OTHER SERVICES
UTILIZATION ANALYSIS OF PAYMENTS
IN THE LEON COUNTY MARKET AREA
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS PAID
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
OCTOBER 1, 2004 THROUGH SEPTEMBER 30, 2008**

Calendar Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Unknown		Total Dollars Paid
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2005	\$208,003.57	14.46%	\$25,871.76	1.80%	\$420.00	0.03%	\$3,696.37	0.26%	\$379,951.03	26.41%	\$617,942.73	42.96%	\$820,575.79	57.04%	\$0.00	0.00%	\$1,438,518.52
2006	\$234,253.76	14.04%	\$33,739.90	2.02%	\$1,345.80	0.08%	\$0.00	0.00%	\$652,018.22	39.09%	\$921,357.68	55.24%	\$746,620.92	44.76%	\$0.00	0.00%	\$1,667,978.60
2007	\$256,595.23	15.29%	\$48,199.94	2.87%	\$435.00	0.03%	\$0.00	0.00%	\$653,888.27	38.95%	\$959,118.44	57.14%	\$719,526.61	42.86%	\$0.00	0.00%	\$1,678,645.05
2008	\$118,763.45	7.53%	\$211,276.72	13.40%	\$1,471.00	0.09%	\$0.00	0.00%	\$578,024.31	36.66%	\$909,535.48	57.69%	\$667,098.26	42.31%	\$0.00	0.00%	\$1,576,633.74
Total	\$817,616.01	12.85%	\$319,088.32	5.02%	\$3,671.80	0.06%	\$3,696.37	0.06%	\$2,263,881.83	35.59%	\$3,407,954.33	53.57%	\$2,953,821.58	46.43%	\$0.00	0.00%	\$6,361,775.91

Source: MGT developed a vendor and expenditure database for the County covering the period from October 1, 2004 through September 30, 2008.

¹ Percentage of total dollars paid annually to prime consultants.

Exhibit 4-14 shows the number of other services firms utilized over the entire the study period. In **Exhibit 4-14**, MGT shows that 56 M/WBE firms (26.4%) were paid for other services by the County. In comparison, 156 non-M/WBEs were paid during the same period.

**EXHIBIT 4-14
OTHER SERVICES
NUMBER OF INDIVIDUAL FIRMS
UTILIZED IN THE LEON COUNTY MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
OCTOBER 1, 2004 THROUGH SEPTEMBER 30, 2008**

Calendar Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Unknown		Total Firms ¹
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
2005	16	14.68%	3	2.75%	1	0.92%	1	0.92%	12	11.01%	33	30.28%	76	69.72%	0	0.00%	109
2006	18	16.07%	2	1.79%	1	0.89%	0	0.00%	14	12.50%	35	31.25%	77	68.75%	0	0.00%	112
2007	15	14.42%	2	1.92%	1	0.96%	0	0.00%	16	15.38%	34	32.69%	70	67.31%	0	0.00%	104
2008	12	13.33%	2	2.22%	1	1.11%	0	0.00%	11	12.22%	26	28.89%	64	71.11%	0	0.00%	90
Individual Firms over Four Years ²	27	12.74%	3	1.42%	1	0.47%	1	0.47%	24	11.32%	56	26.42%	156	73.58%	0	0.00%	212

Source: MGT developed a vendor and expenditure database for the County covering the period from October 1, 2004 through September 30, 2008.

¹ Percentage of Total Firms.

² "Individual Firms" counts a firm only once for each year it receives work. Since a firm could be used in multiple years, the "Individual Firms" for the entire study period may not equal the sum of all years.

The utilization of firms in the other services business category has changed since the 2004 Disparity Study. In the previous study, which was based on purchase order awards, there was less than 30 percent (\$3.3 million) of the \$11.1 million awarded going to M/WBEs. As far as percentages, the utilization of M/WBE firms has increased from 30 percent to 53.6 percent. As far as percentages and dollars, the utilization of nonminority women-owned firms has increased from 11.8 percent (\$1.3 million) to 35.6 percent (\$2.3 million).

4.5.2 Availability

The availability of other services firms was derived from the list of overall firms included in MGT's database. However, the availability analysis is based only on firms located within the Leon County market area. As shown in **Exhibit 4-15**, M/WBEs accounted for more than 24 percent of other services firms available to do business with the County at the prime level. Among M/WBEs, African American-owned firms were the largest group, accounting for 11.6 percent of the total firms.

**EXHIBIT 4-15
OTHER SERVICES
AVAILABILITY OF FIRMS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Unknown		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	30	11.63%	3	1.16%	1	0.39%	1	0.39%	27	10.47%	62	24.03%	181	70.16%	15	5.81%	258

Source: MGT developed a vendor and expenditure database for the County covering the period from October 1, 2004 through September 30, 2008.

¹ Minority male and female firms are included in their respective minority classifications.

4.6 Materials and Supplies

This section presents MGT's analysis for the materials and supplies business category. This analysis is based on County payments to firms providing other services. In this section, MGT shows the results of the utilization and availability analysis of M/WBEs and non-M/WBEs as materials and supplies firms, within the County market area.

4.6.1 Utilization Analysis

Exhibit 4-16 presents the utilization analysis of materials and supplies firms, in the County's market area and shows that M/WBEs received over \$1.6 million (13.8%) of the materials and supplies payment dollars. Non-M/WBEs accounted for more than \$10 million of the materials and supplies dollars expended by the County over the study period, receiving 86.2 percent of the dollars.

**EXHIBIT 4-16
MATERIALS AND SUPPLIES
UTILIZATION ANALYSIS OF PAYMENTS
IN THE LEON COUNTY MARKET AREA
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS PAID
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
OCTOBER 1, 2004 THROUGH SEPTEMBER 30, 2008**

Calendar Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Unknown		Total Dollars Paid
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2005	\$73,865.75	3.42%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$410,216.65	18.98%	\$484,082.40	22.40%	\$1,676,722.18	77.60%	\$0.00	0.00%	\$2,160,804.58
2006	\$17,710.00	0.49%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$435,346.85	11.94%	\$453,056.85	12.42%	\$3,194,080.90	87.58%	\$0.00	0.00%	\$3,647,137.75
2007	\$4,100.00	0.16%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$339,654.85	13.66%	\$343,754.85	13.83%	\$2,142,570.53	86.17%	\$0.00	0.00%	\$2,486,325.38
2008	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$324,213.93	9.73%	\$324,213.93	9.73%	\$3,006,335.46	90.27%	\$0.00	0.00%	\$3,330,549.39
Total	\$95,675.75	0.82%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$1,509,432.28	12.98%	\$1,605,108.03	13.81%	\$10,019,709.07	86.19%	\$0.00	0.00%	\$11,624,817.10

Source: MGT developed a vendor and expenditure database for the County covering the period from October 1, 2004 through September 30, 2008.

¹ Percentage of total dollars paid annually to prime consultants.

Exhibit 4-17 shows the number of materials and supplies firms utilized over the entire the study period. In **Exhibit 4-17**, MGT shows that 20 M/WBE firms (11.3%) were paid for materials and supplies by the County. In comparison, 157 non-M/WBEs were paid during the same period.

EXHIBIT 4-17
MATERIALS AND SUPPLIES
NUMBER OF INDIVIDUAL FIRMS
UTILIZED IN THE LEON COUNTY MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
OCTOBER 1, 2004 THROUGH SEPTEMBER 30, 2008

Calendar Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Unknown		Total Firms ¹
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
2005	3	2.54%	0	0.00%	0	0.00%	0	0.00%	13	11.02%	16	13.56%	102	86.44%	0	0.00%	118
2006	1	0.88%	0	0.00%	0	0.00%	0	0.00%	8	7.02%	9	7.89%	105	92.11%	0	0.00%	114
2007	2	1.89%	0	0.00%	0	0.00%	0	0.00%	8	7.55%	10	9.43%	96	90.57%	0	0.00%	106
2008	0	0.00%	0	0.00%	0	0.00%	0	0.00%	8	8.42%	8	8.42%	87	91.58%	0	0.00%	95
Individual Firms over Four Years ²	5	2.82%	0	0.00%	0	0.00%	0	0.00%	15	8.47%	20	11.30%	157	88.70%	0	0.00%	177

Source: MGT developed a vendor and expenditure database for the County covering the period from October 1, 2004 through September 30, 2008.

¹ Percentage of Total Firms.

² "Individual Firms" counts a firm only once for each year it receives work. Since a firm could be used in multiple years, the "Individual Firms" for the entire study period may not equal the sum of all years.

The utilization of firms in the materials and supplies business category has changed since the 2004 Disparity Study. In the previous study, which was based on purchase order awards, there was slightly more than 16 percent (\$2.7 million) of the \$17.1 million awarded going to M/WBEs. As far as percentages, the utilization of M/WBE firms has decreased from 16 percent to 13.8 percent.

4.6.2 Availability

The availability of materials and supplies firms was derived from the list of overall firms included in MGT's database. However, the availability analysis is based only on firms located within the Leon County market area. As shown in **Exhibit 4-18**, M/WBEs accounted for slightly more than 10 percent of materials and supplies firms available to do business with the County at the prime level. Among M/WBEs, nonminority women-owned firms were the largest group, accounting for 8 percent of the total firms.

EXHIBIT 4-18
MATERIALS AND SUPPLIES
AVAILABILITY OF FIRMS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Unknown		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	4	1.45%	1	0.36%	1	0.36%	0	0.00%	22	8.00%	28	10.18%	247	89.82%	0	0.00%	275

Source: MGT developed a vendor and expenditure database for the County covering the period from October 1, 2004 through September 30, 2008.

¹ Minority male and female firms are included in their respective minority classifications.

4.7 Summary

Exhibit 4-19 summarizes the analysis results presented in this chapter. The utilization and availability data presented in these exhibits are further analyzed in **Chapter 5.0** of this report.

EXHIBIT 4-19
SUMMARY OF M/WBE UTILIZATION
BY BUSINESS CATEGORY

Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women	Total M/WBE
Construction Prime Contractors						
Utilization Dollars	\$2,553,207	\$0	\$0	\$0	\$9,499,250	\$12,052,457
Utilization Percent	3.46%	0.00%	0.00%	0.00%	12.86%	16.32%
Availability Percent	9.73%	0.00%	0.54%	0.00%	6.49%	16.76%
Construction Subcontractors (Overall Subcontractor Level)						
Utilization Dollars	\$0	\$0	\$0	\$0	\$0	\$0
Utilization Percent	66.64%	10.79%	0.00%	0.35%	7.62%	85.40%
Availability Percent	18.75%	1.56%	0.52%	0.69%	10.76%	32.29%
Architecture and Engineering Prime Consultants						
Utilization Dollars	\$537,264	\$0	\$196,309	\$0	\$320,113	\$1,053,686
Utilization Percent	7.46%	0.00%	2.73%	0.00%	4.45%	14.64%
Availability Percent	8.51%	2.13%	4.26%	0.00%	17.02%	31.91%
Professional Services Prime Consultants						
Utilization Dollars	\$181,430	\$0	\$0	\$0	\$537,948	\$719,377
Utilization Percent	4.05%	0.00%	0.00%	0.00%	12.00%	16.05%
Availability Percent	8.08%	1.01%	0.00%	0.00%	18.18%	27.27%
Other Services Firms						
Utilization Dollars	\$817,616	\$319,088	\$3,672	\$3,696	\$2,263,882	\$3,407,954
Utilization Percent	12.85%	5.02%	0.06%	0.06%	35.59%	53.57%
Availability Percent	11.63%	1.16%	0.39%	0.39%	10.47%	24.03%
Materials and Supplies Vendors						
Utilization Dollars	\$95,676	\$0	\$0	\$0	\$1,509,432	\$1,605,108
Utilization Percent	0.82%	0.00%	0.00%	0.00%	12.98%	13.81%
Availability Percent	1.45%	0.36%	0.36%	0.00%	8.00%	10.18%

Source: Results from Chapter 4.0 Analysis of Utilization and Availability Results

5.0 *DISPARITY ANALYSIS*

5.0 DISPARITY ANALYSIS

This chapter examines the issue of disparity within each business category of procurement. Disparity, in this context, is the analysis of the differences between the utilization of minority- and women-owned business enterprises (M/WBEs) and the availability of those firms. Accordingly, MGT of America, Inc. (MGT), used disparity indices to examine whether M/WBEs received a proportional share of dollars based on the availability of M/WBEs in the relevant market area.

This chapter consists of the following sections:

- **Section 5.1** describes the methodology used by MGT to test for the presence or absence of disparity in each of the business categories.
- **Section 5.2** applies the disparity indices to the business categories and determines the presence or absence of disparity in the County's procurement activity.
- **Section 5.3** summarizes the chapter and presents our conclusions

5.1 Methodology

MGT used the availability and utilization information presented in **Chapter 4.0** of this report as the basis to determine if M/WBEs received a proportional share of payments by the Board of County Commissioners of Leon County (County). This determination is made primarily through the disparity index calculation which compares the availability of firms with the utilization of those firms. The disparity index also provides a value that can be given a commonly accepted substantive interpretation.

The underlying assumption of this approach is that, absent discrimination, the proportion of dollars received by a particular M/WBE group should approximate that group's proportion of the relevant population of vendors. To determine if disparity exists M/WBEs and non-M/WBEs within a specific business category, MGT compared the utilization of each group to its respective availability within each of the relevant market areas.

5.1.1 Disparity Index

MGT pioneered the use of disparity indices as a means of quantifying the disparity in utilization relative to availability. The use of a disparity index for such calculations is supported by several post-*Croson* cases, most notably *Contractors Association of Eastern Pennsylvania v. City of Philadelphia*.¹ Although a variety of similar indices could be utilized, MGT's standard for choosing its particular index methodology is that it must yield a value that is easily calculable, understandable in its interpretation, and universally comparable such that a disparity in utilization within M/WBE categories can be assessed with reference to the utilization of non-M/WBEs.

¹ *Contractors Association of Eastern Pennsylvania, Inc. v. City of Philadelphia*, 91 F 3d at 603.

For this study, the ratio of the percentage of utilization² to the percentage of availability multiplied by 100 serves as the measure of choice, as shown in the formula:

$$(1) \text{ Disparity Index} = \frac{\%Um_1p_1}{\%Am_1p_1} \times 100$$

Where: Um_1p_1 = utilization of M/S/WBE₁ for procurement₁
 Am_1p_1 = availability of M/S/WBE₁ for procurement₁

Due to the mathematical properties involved in the calculations, a disparity index value of 0.00 for a given race, ethnicity or gender category of firm indicates absolutely no utilization and, therefore, absolute disparity. An index of 100 indicates that vendor utilization is perfectly proportionate to availability for a particular group in a given business category, indicating the absence of disparity—that is, the proportion of utilization relative to availability one would expect, all things being equal. In general, firms within a business category are considered underutilized if the disparity indices are less than 100, and overutilized if the indices are above 100.

Since there is no standardized measurement to evaluate the levels of underutilization or overutilization within a procurement context, MGT has appropriated the Equal Opportunity Commission's (EEOC) "80 percent rule" in *Uniform Guidelines on Employee Selection Procedures*. In context of employment discrimination, an employment disparity ratio below 80 indicates a "substantial disparity" in employment. The Supreme Court has accepted the use of the 80 percent rule in *Connecticut v. Teal* (*Teal*), 457 U.S. 440 (1982), and in *Teal* and other affirmative action cases, the terms "adverse impact," "disparate impact," and "discriminatory impact" are used interchangeably to characterize values of 80 and below.

5.2 Disparity Indices Results

Tables showing disparity indices for construction, architecture and engineering, professional services, other services, and goods and supplies are analyzed in this section. As mentioned before, the tables are based on the utilization and availability of M/WBEs and non-M/WBEs in the Leon County relevant market area³ as shown in **Chapter 4.0**.

5.2.1 Construction

Disparity Analysis of Construction Firms

Exhibit 5-1 shows the disparity indices for prime construction payments based on the County's expenditure data. As can be seen, during the four-year study period for the County, non-M/WBEs firms were overutilized with a disparity index of 100.53. Based on all years, WBEs were overutilized with a disparity index of 198.26. African American- and Asian American-owned firms were substantially underutilized with a disparity index of 35.53 and 0.00, respectively. Firms owned by Hispanic Americans, Native Americans,

² Percentage of utilization is based on expenditure dollars and the percentage of availability is based on the number of firms.

³ The Leon County relevant market area includes the following counties: Leon County, Florida; Gadsden County, Florida; Jefferson County, Florida, and Wakulla County, Florida.

and Asian Americans were not utilized on the prime contractor level during the four-year study period.

**EXHIBIT 5-1
DISPARITY ANALYSIS OF CONSTRUCTION FIRMS
ON THE PRIME CONTRACTOR LEVEL
IN THE LEON COUNTY MARKET AREA
BY BUSINESS OWNER CLASSIFICATIONS
OCTOBER 1, 2004 THROUGH SEPTEMBER 30, 2008**

Business Owner Classification	% of Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2005				
African Americans	6.11%	9.73%	62.78	* Underutilization
Hispanic Americans	0.00%	0.00%	N/A	N/A
Asian Americans	0.00%	0.54%	0.00	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	2.44%	6.49%	37.61	* Underutilization
Non-MWBE Firms	91.45%	83.24%	109.86	Overutilization
2006				
African Americans	1.80%	9.73%	18.52	* Underutilization
Hispanic Americans	0.00%	0.00%	N/A	N/A
Asian Americans	0.00%	0.54%	0.00	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	11.13%	6.49%	171.62	Overutilization
Non-MWBE Firms	87.07%	83.24%	104.59	Overutilization
2007				
African Americans	4.91%	9.73%	50.43	* Underutilization
Hispanic Americans	0.00%	0.00%	N/A	N/A
Asian Americans	0.00%	0.54%	0.00	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	11.75%	6.49%	181.14	Overutilization
Non-MWBE Firms	83.34%	83.24%	100.12	Overutilization
2008				
African Americans	4.06%	9.73%	41.68	* Underutilization
Hispanic Americans	0.00%	0.00%	N/A	N/A
Asian Americans	0.00%	0.54%	0.00	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	29.40%	6.49%	453.25	Overutilization
Non-MWBE Firms	66.54%	83.24%	79.94	* Underutilization
All Years				
African Americans	3.46%	9.73%	35.53	* Underutilization
Hispanic Americans	0.00%	0.00%	N/A	N/A
Asian Americans	0.00%	0.54%	0.00	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	12.86%	6.49%	198.26	Overutilization
Non-MWBE Firms	83.68%	83.24%	100.53	Overutilization

Source: MGT developed an expenditure and vendor database for the County from October 1, 2004, through September 30, 2008.

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown in **Chapter 4.0**.

² The percentage of available firms is taken from the availability exhibit previously shown in **Chapter 4.0**.

³ The disparity index is the ratio of % utilization to % availability times 100.

* An asterisk is used to indicate a substantial level of disparity – index below 80.00.

2004 Disparity Study Comparison

Exhibit 5-2 presents a summary comparison of the utilization, availability, and disparity findings from the 2004 and 2009 studies. In the previous study, of the M/WBEs utilized at the prime contractor construction level, all M/WBEs were substantially underutilized. The current study shows that firms owned by African Americans and Asian Americans are still being substantially underutilized. Firms owned by nonminority women have changed from substantial underutilization to overutilization with a disparity index from 38.20 to 198.26. According to both studies, firms owned by Asian Americans and Native Americans were not utilized at the prime contractor level for construction projects. Based on percentages, M/WBE utilization has increased among few groups. Utilization of African American-owned firms has increased from 0.37 percent to 3.46 percent and 1.15 percent to 12.86 percent for nonminority-women. The utilization of Hispanic Americans has decreased from 0.08 percent to no utilization.

EXHIBIT 5-2 SUMMARY OF UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSIS BETWEEN 2004 STUDY AND 2009 STUDY PRIME CONSTRUCTION CONTRACTORS IN THE LEON COUNTY MARKET AREA BY M/WBE CLASSIFICATIONS

	Percent of Prime Dollars ¹		% of Available Firms ²		Disparity Index ³		Disparate Impact of Utilization	
	2004 Study	2009 Study	2004 Study	2009 Study	2004 Study	2009 Study	2004 STUDY	2009 Study
African Americans	0.37%	3.46%	6.03%	9.73%	6.12	35.53	* Underutilization	* Underutilization
Hispanic Americans	0.08%	0.00%	1.51%	0.00%	5.60	N/A	* Underutilization	N/A
Asian Americans	0.00%	0.00%	0.00%	0.54%	0.00	0.00	N/A	* Underutilization
Native Americans	0.00%	0.00%	0.50%	0.00%	0.00	N/A	* Underutilization	N/A
Nonminority Women	1.15%	12.86%	3.02%	6.49%	38.20	198.26	* Underutilization	Overutilization

Source: Leon County Board of Commissioners September 2004 Disparity Study, **Chapter 5.0**, and Leon County Board of Commissioners August 2009 Disparity Study, **Chapter 5.0**.

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown in **Chapter 4.0**.

² The percentage of available contractors is taken from the availability exhibit previously shown in **Chapter 4.0**.

³ The disparity index is the ratio of % utilization to % availability times 100.

* An asterisk is used to indicate a substantial level of disparity – index below 80.00.

The construction subcontractor disparity analysis was based on the percentages of estimated subcontractor dollars as well as the availability of firms based on vendor data as mentioned in **Chapter 4.0**.

Exhibit 5-3 shows the construction subcontractor disparity analysis for all years of the study period is shown. Among the various M/WBE groups, utilization fluctuated between overutilization to substantial underutilization. Firms owned by African Americans were overutilized in 2005 resulting with a disparity index of 223.26. However, in subsequent years the utilization of African American-owned firms awarded to provide subcontracting services decreased, thus resulting in overall substantial underutilization with a disparity index of 53.98. Firms owned by Hispanic Americans were overutilized in 2006 and 2008 resulting in overall overutilization with a disparity index of 104.87. Excluding Hispanic American-owned firms, M/WBEs were substantially underutilized overall as subcontractors. Firms owned by Asian Americans were not awarded subcontracts during the study period, thus resulting in no utilization.

**EXHIBIT 5-3
DISPARITY ANALYSIS OF CONSTRUCTION SUBCONTRACTORS
IN THE LEON COUNTY MARKET AREA
BY BUSINESS OWNER CLASSIFICATIONS
OCTOBER 1, 2004 THROUGH SEPTEMBER 30, 2008**

Business Owner Classification	% of Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2005				
African Americans	41.86%	18.75%	223.26	Overutilization
Hispanic Americans	0.00%	1.56%	0.00	* Underutilization
Asian Americans	0.00%	0.52%	0.00	* Underutilization
Native Americans	0.00%	0.69%	0.00	* Underutilization
Nonminority Women	2.13%	10.76%	19.83	* Underutilization
Non-M/WBE Firms	56.00%	67.71%	82.71	Underutilization
2006				
African Americans	3.39%	18.75%	18.06	* Underutilization
Hispanic Americans	2.44%	1.56%	156.22	Overutilization
Asian Americans	0.00%	0.52%	0.00	* Underutilization
Native Americans	0.00%	0.69%	0.41	* Underutilization
Nonminority Women	0.42%	10.76%	3.88	* Underutilization
Non-M/WBE Firms	93.75%	67.71%	138.47	Overutilization
2007				
African Americans	9.00%	18.75%	48.02	* Underutilization
Hispanic Americans	0.43%	1.56%	27.23	* Underutilization
Asian Americans	0.00%	0.52%	0.00	* Underutilization
Native Americans	0.23%	0.69%	33.25	* Underutilization
Nonminority Women	2.35%	10.76%	21.87	* Underutilization
Non-M/WBE Firms	87.99%	67.71%	129.95	Overutilization
2008				
African Americans	3.48%	18.75%	18.57	* Underutilization
Hispanic Americans	2.41%	1.56%	154.24	Overutilization
Asian Americans	0.00%	0.52%	0.00	* Underutilization
Native Americans	0.00%	0.69%	0.00	* Underutilization
Nonminority Women	0.82%	10.76%	7.66	* Underutilization
Non-M/WBE Firms	93.28%	67.71%	137.77	Overutilization
All Years				
African Americans	10.12%	18.75%	53.98	* Underutilization
Hispanic Americans	1.64%	1.56%	104.87	Overutilization
Asian Americans	0.00%	0.52%	0.00	* Underutilization
Native Americans	0.05%	0.69%	7.64	* Underutilization
Nonminority Women	1.16%	10.76%	10.75	* Underutilization
Non-M/WBE Firms	87.03%	67.71%	128.54	Overutilization

Source: MGT developed an expenditure and vendor database for the County from October 1, 2004, through September 30, 2008.

¹ The percentage of subcontract dollars is taken from the subcontract utilization exhibit previously shown in **Chapter 4.0**. Calculations are based on estimates of nonminority subcontractor utilization at 25.1% of the total project dollars, which is the average for the state of Florida construction projects.

² The percentage of available subcontractors is taken from the availability exhibit previously shown in **Chapter 4.0**. These percentages were calculated using vendor data.

³ The disparity index is the ratio of % utilization to % availability times 100. An asterisk is used to indicate a substantial level of disparity (index below 80.00).

2004 Disparity Study Comparison

Exhibit 5-4 presents a summary comparison of the utilization, availability, and disparity findings from the 2004 and 2009 studies. In the previous study, of the MBEs utilized at the subcontractor level, all MBEs were either underutilized or substantially underutilized. In the previous study, nonminority women-owned firms were overutilized at the subcontractor level, but the current study shows substantial underutilization of these firms with a disparity index of 10.75. Hispanic American-owned firms were not utilized in the previous study, thus resulting in underutilization. Hispanic American-owned firms were utilized in the current study resulting in a disparity index of 104.87, which resulted in overutilization overall. The utilization of Native American-owned firms at the subcontractor level has decreased in the disparate impact from underutilization to substantial underutilization with a disparity index of 87.17 to 7.64, respectively.

EXHIBIT 5-4 SUMMARY OF UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSIS BETWEEN 2004 STUDY AND 2009 STUDY SUBCONTRACTOR LEVEL IN THE LEON COUNTY MARKET AREA BY M/WBE CLASSIFICATIONS

	Percent of Dollars ¹		% of Available Firms ²		Disparity Index ³		Disparate Impact of Utilization	
	2004 Study	2009 Study	2004 Study	2009 Study	2004 Study	2009 Study	2004 STUDY	2009 Study
African Americans	14.37%	10.12%	22.09%	18.75%	65.09	53.98	* Underutilization	* Underutilization
Hispanic Americans	0.00%	1.64%	1.20%	1.56%	0.00	104.87	* Underutilization	Overutilization
Asian Americans	0.00%	0.00%	0.40%	0.52%	0.00	0.00	* Underutilization	* Underutilization
Native Americans	0.35%	0.05%	0.40%	0.69%	87.17	7.64	Underutilization	* Underutilization
Nonminority Women	3.60%	1.16%	3.21%	10.76%	112.18	10.75	Overutilization	* Underutilization

Source: Leon County Board of Commissioners September 2004 Disparity Study, **Chapter 5.0**, and Leon County Board of Commissioners August 2009 Disparity Study, **Chapter 5.0**.

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown in **Chapter 4.0**.

² The percentage of available contractors is taken from the availability exhibit previously shown in **Chapter 4.0**.

³ The disparity index is the ratio of % utilization to % availability times 100.

* An asterisk is used to indicate a substantial level of disparity – index below 80.00.

5.2.2 Architecture and Engineering

In this section, the results of the disparity analysis for the architecture and engineering business category for firms within the Leon County market area are presented.

Disparity Analysis of Architecture and Engineering Firms

Exhibit 5-5 shows the disparity indices for architecture and engineering firms at the prime level. Based on the overall study period, MBEs were overutilized. Firms owned by Asian Americans were utilized in each year of the study, resulting in underutilization with a disparity index of 62.73. Firms owned by African Americans were underutilized in each year of the study period, except for 2008, which resulted in underutilization with a disparity index of 85.83. Firms owned by nonminority women were substantially underutilized in each year of the study, resulting in substantial underutilization with a disparity index of 25.57. Firms owned by Native Americans were not utilized during the study period. Firms owned by Hispanic Americans⁴ were not utilized in each year of the study period, resulting in substantial underutilization with a disparity index of 0 .

⁴ The availability pool of firms for this category among this MBE group was based on the count of firms that submitted a bid as a prime contractor and won the project. However, this contract ultimately was not awarded, thus not listed in the list of awarded agreements.

**EXHIBIT 5-5
DISPARITY ANALYSIS OF ARCHITECTURE AND ENGINEERING FIRMS
IN THE LEON COUNTY MARKET AREA
BY BUSINESS OWNER CLASSIFICATIONS
OCTOBER 1, 2004 THROUGH SEPTEMBER 30, 2008**

Business Owner Classification	% of Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2005				
African Americans	5.67%	8.51%	66.65	* Underutilization
Hispanic Americans	0.00%	2.13%	0.00	* Underutilization
Asian Americans	3.87%	4.26%	90.89	Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	0.60%	17.02%	3.51	* Underutilization
Non-M/WBE Firms	89.86%	68.09%	131.99	Overutilization
2006				
African Americans	6.36%	8.51%	74.72	* Underutilization
Hispanic Americans	0.00%	2.13%	0.00	* Underutilization
Asian Americans	3.50%	4.26%	82.25	Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	2.74%	17.02%	16.13	* Underutilization
Non-M/WBE Firms	87.40%	68.09%	128.36	Overutilization
2007				
African Americans	8.15%	8.51%	95.82	Underutilization
Hispanic Americans	0.00%	2.13%	0.00	* Underutilization
Asian Americans	2.46%	4.26%	57.91	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	5.29%	17.02%	31.11	* Underutilization
Non-M/WBE Firms	84.09%	68.09%	123.50	Overutilization
2008				
African Americans	9.58%	8.51%	112.56	Overutilization
Hispanic Americans	0.00%	2.13%	0.00	* Underutilization
Asian Americans	0.96%	4.26%	22.57	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	9.26%	17.02%	54.40	* Underutilization
Non-M/WBE Firms	80.20%	68.09%	117.79	Overutilization
All Years				
African Americans	7.46%	8.51%	87.70	Underutilization
Hispanic Americans	0.00%	2.13%	0.00	* Underutilization
Asian Americans	2.73%	4.26%	64.09	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	4.45%	17.02%	26.13	* Underutilization
Non-M/WBE Firms	85.36%	68.09%	125.38	Overutilization

Source: MGT developed an expenditure and vendor database for the County from October 1, 2004, through September 30, 2008.

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown in **Chapter 4.0**.

² The percentage of available firms is taken from the availability exhibit previously shown in **Chapter 4.0**.

³ The disparity index is the ratio of % utilization to % availability times 100.

* An asterisk is used to indicate a substantial level of disparity – index below 80.00.

2004 Disparity Study Comparison

A summary comparison of the utilization, availability, and disparity findings from the 2004 and 2009 studies based on architectural and engineering services was not conducted. Architectural and engineering services were classified under professional

services in the previous study. Therefore, the comparison between both studies for professional services will be discussed in the next section.

5.2.3 Professional Services

In this section, the results of the disparity analysis for the professional services business category for firms are presented.

Disparity Analysis of Professional Services Firms

Exhibit 5-6 shows the disparity indices for professional services firms. Overall, of the firms utilized, M/WBE firms were substantially underutilized as professional services firms. African American- and nonminority women-owned firms were substantially underutilized with a disparity index of 50.09 and 66.01, respectively. Nonminority male-owned firms were overutilized with a disparity index of 115.43.

**EXHIBIT 5-6
DISPARITY ANALYSIS OF PROFESSIONAL SERVICES FIRMS
IN THE LEON COUNTY MARKET AREA
BY BUSINESS OWNER CLASSIFICATIONS
OCTOBER 1, 2004 THROUGH SEPTEMBER 30, 2008**

Business Owner Classification	% of Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2005				
African Americans	3.06%	8.08%	37.90	* Underutilization
Hispanic Americans	0.00%	1.01%	0.00	* Underutilization
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	15.30%	18.18%	84.14	Underutilization
Non-MWBE Firms	81.64%	72.73%	112.25	Overutilization
2006				
African Americans	4.91%	8.08%	60.76	* Underutilization
Hispanic Americans	0.00%	1.01%	0.00	* Underutilization
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	17.92%	18.18%	98.53	Underutilization
Non-MWBE Firms	77.17%	72.73%	106.11	Overutilization
2007				
African Americans	5.09%	8.08%	63.02	* Underutilization
Hispanic Americans	0.00%	1.01%	0.00	* Underutilization
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	10.53%	18.18%	57.93	* Underutilization
Non-MWBE Firms	84.38%	72.73%	116.02	Overutilization
2008				
African Americans	3.30%	8.08%	40.83	* Underutilization
Hispanic Americans	0.00%	1.01%	0.00	* Underutilization
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	0.47%	18.18%	2.59	* Underutilization
Non-MWBE Firms	96.23%	72.73%	132.31	Overutilization
All Years				
African Americans	4.05%	8.08%	50.09	* Underutilization
Hispanic Americans	0.00%	1.01%	0.00	* Underutilization
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	12.00%	18.18%	66.01	* Underutilization
Non-MWBE Firms	83.95%	72.73%	115.43	Overutilization

Source: MGT developed an expenditure and vendor database for the County from October 1, 2004, through September 30, 2008.

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown in **Chapter 4.0**.

² The percentage of available firms is taken from the availability exhibit previously shown in **Chapter 4.0**.

³ The disparity index is the ratio of % utilization to % availability times 100.

* An asterisk is used to indicate a substantial level of disparity – index below 80.00.

2004 Disparity Study Comparison

Exhibit 5-7 presents a summary comparison of the utilization, availability, and disparity findings from the 2004 and 2009 studies. In the previous study, of the M/WBEs utilized at the prime consultant professional services level, African American-owned firms were

underutilized with a disparity index of 83.30. The current study shows substantial underutilization for African American-owned firms with a disparity index of 50.09. In both studies, firms owned by nonminority women were overutilized. .

**EXHIBIT 5-7
SUMMARY OF UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSIS
BETWEEN 2004 STUDY AND 2009 STUDY
PRIME CONSULTANT LEVEL PROFESSIONAL SERVICES
IN THE LEON COUNTY MARKET AREA
BY M/WBE CLASSIFICATIONS**

	Percent of Prime Dollars ¹		% of Available Firms ²		Disparity Index ³		Disparate Impact of Utilization	
	2004 Study	2009 Study	2004 Study	2009 Study	2004 Study	2009 Study	2004 STUDY	2009 Study
African Americans	4.69%	4.05%	5.63%	8.08%	83.30	50.09	Underutilization	*Underutilization
Hispanic Americans	0.00%	0.00%	0.00%	1.01%	0.00	0.00	N/A	*Underutilization
Asian Americans	1.30%	0.00%	0.63%	0.00%	207.72	N/A	Overutilization	N/A
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00	N/A	N/A	N/A
Nonminority Women	6.25%	12.00%	5.63%	18.18%	111.15	66.01	Overutilization	*Underutilization

Source: Leon County Board of Commissioners September 2004 Disparity Study, Chapter 5.0, and Leon County Board of Commissioners August 2009 Disparity Study, Chapter 5.0.

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown in Chapter 4.0.

² The percentage of available contractors is taken from the availability exhibit previously shown in Chapter 4.0.

* An asterisk is used to indicate a substantial level of disparity – index below 80.00.

5.2.4 Other Services

Disparity Analysis of Other Services Firms

In **Exhibit 5-8**, MGT's analysis shows that firms owned by African American, Hispanic American, and nonminority women were overutilized in each year of the study period, except 2008, resulting in overall overutilization with a disparity index of 110.53, 431.35, and 340.04, respectively. Overall, firms owned by Asian Americans and Native Americans were substantially underutilized with a disparity index of 14.89 and 14.99, respectively.

**EXHIBIT 5-8
DISPARITY ANALYSIS OF OTHER SERVICES FIRMS
IN THE LEON COUNTY MARKET AREA
BY BUSINESS OWNER CLASSIFICATIONS
OCTOBER 1, 2004 THROUGH SEPTEMBER 30, 2008**

Business Owner Classification	% of Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2005				
African Americans	14.46%	11.63%	124.35	Overutilization
Hispanic Americans	1.80%	1.16%	154.67	Overutilization
Asian Americans	0.03%	0.39%	7.53	* Underutilization
Native Americans	0.26%	0.39%	66.29	* Underutilization
Nonminority Women	26.41%	10.47%	252.39	Overutilization
Non-M/WBE Firms	57.04%	70.16%	81.31	Underutilization
2006				
African Americans	14.04%	11.63%	120.78	Overutilization
Hispanic Americans	2.02%	1.16%	173.96	Overutilization
Asian Americans	0.08%	0.39%	20.82	* Underutilization
Native Americans	0.00%	0.39%	0.00	* Underutilization
Nonminority Women	39.09%	10.47%	373.53	Overutilization
Non-M/WBE Firms	44.76%	70.16%	63.80	* Underutilization
2007				
African Americans	15.29%	11.63%	131.46	Overutilization
Hispanic Americans	2.87%	1.16%	246.94	Overutilization
Asian Americans	0.03%	0.39%	6.69	* Underutilization
Native Americans	0.00%	0.39%	0.00	* Underutilization
Nonminority Women	38.95%	10.47%	372.22	Overutilization
Non-M/WBE Firms	42.86%	70.16%	61.10	* Underutilization
2008				
African Americans	7.53%	11.63%	64.78	* Underutilization
Hispanic Americans	13.40%	1.16%	1,152.44	Overutilization
Asian Americans	0.09%	0.39%	24.07	* Underutilization
Native Americans	0.00%	0.39%	0.00	* Underutilization
Nonminority Women	36.66%	10.47%	350.33	Overutilization
Non-M/WBE Firms	42.31%	70.16%	60.31	* Underutilization
All Years				
African Americans	12.85%	11.63%	110.53	Overutilization
Hispanic Americans	5.02%	1.16%	431.35	Overutilization
Asian Americans	0.06%	0.39%	14.89	* Underutilization
Native Americans	0.06%	0.39%	14.99	* Underutilization
Nonminority Women	35.59%	10.47%	340.04	Overutilization
Non-M/WBE Firms	46.43%	70.16%	66.18	* Underutilization

Source: MGT developed an expenditure and vendor database for the County from October 1, 2004, through September 30, 2008.

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown in **Chapter 4.0**.

² The percentage of available firms is taken from the availability exhibit previously shown in **Chapter 4.0**.

³ The disparity index is the ratio of % utilization to % availability times 100.

* An asterisk is used to indicate a substantial level of disparity – index below 80.00.

2004 Disparity Study Comparison

Exhibit 5-9 presents a summary comparison of the utilization, availability, and disparity findings from the 2004 and 2009 studies. In the previous study, of the M/WBEs utilized, all groups were overutilized. The current study shows substantial underutilization for

Asian American- and Native American-owned firms with a disparity index of 14.89 and 14.99, respectively.

**EXHIBIT 5-9
SUMMARY OF UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSIS
BETWEEN 2004 STUDY AND 2009 STUDY
OTHER SERVICES
IN THE LEON COUNTY MARKET AREA
BY M/WBE CLASSIFICATIONS**

	Percent of Prime Dollars ¹		% of Available Firms ²		Disparity Index ³		Disparate Impact of Utilization	
	2004 Study	2009 Study	2004 Study	2009 Study	2004 Study	2009 Study	2004 STUDY	2009 Study
African Americans	13.29%	12.85%	6.93%	11.63%	191.7	110.53	Overutilization	Overutilization
Hispanic Americans	4.00%	5.02%	0.27%	1.16%	1,498.20	431.35	Overutilization	Overutilization
Asian Americans	0.65%	0.06%	0.27%	0.39%	241.90	14.89	Overutilization	*Underutilization
Native Americans	0.00%	0.06%	0.00%	0.39%	0.00	14.99	N/A	*Underutilization
Nonminority Women	11.77%	35.59%	6.93%	10.47%	169.82	340.04	Overutilization	Overutilization

Source: Leon County Board of Commissioners September 2004 Disparity Study, Chapter 5.0, and Leon County Board of Commissioners August 2009 Disparity Study, Chapter 5.0.

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown in Chapter 4.0.

² The percentage of available contractors is taken from the availability exhibit previously shown in Chapter 4.0.

* An asterisk is used to indicate a substantial level of disparity – index below 80.00.

5.2.5 Materials and Supplies

Disparity Analysis of Materials and Supplies Firms

Exhibit 5-10 presents the disparity findings for goods and supplies firms. Firms owned by African Americans were substantially underutilized with a disparity index of 56.58. Firms owned by Hispanic Americans, Asian Americans, and Native Americans were not utilized during the study period. Firms owned by nonminority women were overutilized with a disparity index of 162.31.

**EXHIBIT 5-10
DISPARITY ANALYSIS OF MATERIALS AND SUPPLIES FIRMS
IN THE LEON COUNTY MARKET AREA
BY BUSINESS OWNER CLASSIFICATIONS
OCTOBER 1, 2004 THROUGH SEPTEMBER 30, 2008**

Business Owner Classification	% of Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2005				
African Americans	3.42%	1.45%	235.02	Overutilization
Hispanic Americans	0.00%	0.36%	0.00	* Underutilization
Asian Americans	0.00%	0.36%	0.00	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	18.98%	8.00%	237.31	Overutilization
Non-M/WBE Firms	77.60%	89.82%	86.39	Underutilization
2006				
African Americans	0.49%	1.45%	33.38	* Underutilization
Hispanic Americans	0.00%	0.36%	0.00	* Underutilization
Asian Americans	0.00%	0.36%	0.00	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	11.94%	8.00%	149.21	Overutilization
Non-M/WBE Firms	87.58%	89.82%	97.51	Underutilization
2007				
African Americans	0.16%	1.45%	11.34	* Underutilization
Hispanic Americans	0.00%	0.36%	0.00	* Underutilization
Asian Americans	0.00%	0.36%	0.00	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	13.66%	8.00%	170.76	Overutilization
Non-M/WBE Firms	86.17%	89.82%	95.94	Underutilization
2008				
African Americans	0.00%	1.45%	0.00	* Underutilization
Hispanic Americans	0.00%	0.36%	0.00	* Underutilization
Asian Americans	0.00%	0.36%	0.00	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	9.73%	8.00%	121.68	Overutilization
Non-M/WBE Firms	90.27%	89.82%	100.50	Overutilization
All Years				
African Americans	0.82%	1.45%	56.58	* Underutilization
Hispanic Americans	0.00%	0.36%	0.00	* Underutilization
Asian Americans	0.00%	0.36%	0.00	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	12.98%	8.00%	162.31	Overutilization
Non-M/WBE Firms	86.19%	89.82%	95.96	Underutilization

Source: MGT developed an expenditure and vendor database for the County from October 1, 2004, through September 30, 2008.

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown in **Chapter 4.0**.

² The percentage of available firms is taken from the availability exhibit previously shown in **Chapter 4.0**.

³ The disparity index is the ratio of % utilization to % availability times 100.

* An asterisk is used to indicate a substantial level of disparity – index below 80.00.

2004 Disparity Study Comparison

Exhibit 5-11 presents a summary comparison of the utilization, availability, and disparity findings from the 2004 and 2009 studies. In both studies, of the MBEs utilized, all groups were substantially underutilized and nonminority women-owned firms were overutilized.

EXHIBIT 5-11 SUMMARY OF UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSIS BETWEEN 2004 STUDY AND 2009 STUDY MATERIALS AND SUPPLIES IN THE LEON COUNTY MARKET AREA BY M/WBE CLASSIFICATIONS

	Percent of Prime Dollars ¹		% of Available Firms ²		Disparity Index ³		Disparate Impact of Utilization	
	2004 Study	2009 Study	2004 Study	2009 Study	2004 Study	2009 Study	2004 STUDY	2009 Study
African Americans	0.68%	0.82%	2.86%	1.45%	23.63	56.58	*Underutilization	*Underutilization
Hispanic Americans	0.07%	0.00%	0.26%	0.36%	27.90	0.00	*Underutilization	*Underutilization
Asian Americans	0.00%	0.00%	0.26%	0.36%	0.00	0.00	*Underutilization	*Underutilization
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00	N/A	N/A	N/A
Nonminority Women	15.44%	12.98%	5.99%	8.00%	257.73	162.31	Overutilization	Overutilization

Source: Leon County Board of Commissioners September 2004 Disparity Study, Chapter 5.0, and Leon County Board of Commissioners August 2009 Disparity Study, Chapter 5.0.

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown in Chapter 4.0.

² The percentage of available contractors is taken from the availability exhibit previously shown in Chapter 4.0.

* An asterisk is used to indicate a substantial level of disparity – index below 80.00.

5.2.6 Conclusions Based on Disparity Indices

This chapter used disparity indices to compare the availability and utilization findings from **Chapter 4.0**. The disparity indices for each of the business categories indicate whether disparity exists for each ethnic or gender group.

Exhibit 5-12 summarizes the findings of M/WBE underutilization.

**EXHIBIT 5-12
SUMMARY OF M/WBE UNDERUTILIZATION
IN THE LEON COUNTY MARKET AREA
BY M/WBE CLASSIFICATIONS
OCTOBER 1, 2004 THROUGH SEPTEMBER 30, 2008**

Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women
Construction Prime Contractors	Underutilization *	N/A	Underutilization *	N/A	Overutilization
Construction Subcontractors (Overall Subcontractor Level)	Underutilization *	Overutilization	Underutilization *	Underutilization *	Underutilization *
Architecture and Engineering Prime Consultants	Underutilization	Underutilization *	Underutilization *	N/A	Underutilization *
Professional Services Prime Consultants	Underutilization *	Underutilization *	N/A	N/A	Underutilization *
Other Services Firms	Overutilization	Overutilization	Underutilization *	Underutilization *	Overutilization
Materials and Supplies Vendors	Underutilization *	Underutilization *	Underutilization *	N/A	Overutilization

* An asterisk is used to indicate a substantial level of disparity – index below 80.00.

6.0 PRIVATE SECTOR UTILIZATION AND DISPARITY ANALYSES

6.0 PRIVATE SECTOR UTILIZATION AND DISPARITY ANALYSES

This chapter reports two sets of analyses pertaining to minority- and woman-owned business enterprise (M/WBE) utilization and availability in Leon County's (County) private sector marketplace. The first analysis examines M/WBE utilization and availability in the local market area's private commercial construction industry to determine disparities in M/WBE utilization at both the prime contractor and subcontractor level. Once the record of private sector utilization has been established, MGT will also be able to compare rates of M/WBE and non-M/WBE utilization in the private sector to their utilization by the County for public sector construction procurement.

This chapter is organized into the following sections:

- 6.1 Methodology – Private Sector Commercial Construction Analysis
- 6.2 Collection and Management of Data
- 6.3 Private Sector Utilization Analysis by Race/Gender/Ethnicity of Business Ownership for Construction Prime Contractors and Subcontractors
- 6.4 Private Sector Availability Analysis by Race/Gender/ Ethnicity of Business Ownership for Construction Contractors
- 6.5 Analysis of Disparities in Private Sector Utilization by Race/ Gender/ Ethnicity of Business Ownership for Construction Prime Contractors and Subcontractors
- 6.6 Assessment of Disparities in Private Sector Utilization by Race/Gender/ Ethnicity of Business Ownership for Construction Prime Contractors and Subcontractors
- 6.7 Comparison of the County Utilization of M/WBE Contractors with M/WBE Utilization in the Private Sector
- 6.8 Conclusions

6.1 Methodology – Private Sector Commercial Construction Analysis

This section describes MGT's methodology for collecting data and calculating the County's relevant market area as the basis for MGT's analysis of private sector utilization of minority-, woman-, and nonminority-owned firms and their availability.

6.1.1 Private Sector Analysis – Rationale

In *Croson*, the Court established that a "municipality has a compelling government interest in redressing not only discrimination committed by the municipality itself, but also discrimination committed by private parties within the municipality's legislative jurisdiction, so long as the municipality in some way participated in the discrimination to be remedied by the program."¹ This argument was reinforced by the Court of Appeals decision in *Adarand*, concluding that there was a compelling interest for a government

¹ *Croson*, 488 U.S. 46, 109 S.Ct. at 720-21, 744-45.

DBE program, based primarily on evidence of private sector discrimination.² According to this argument, discriminatory practices found in the private sector marketplace may be indicative of government's passive or, in some cases, active participation in local discrimination. To remedy such discrimination, *Croson* provided that government "can use its spending powers to remedy private discrimination, if it identifies that discrimination with the particularity required by the Fourteenth Amendment."³

The purpose of this private sector analysis is to evaluate the presence or absence of discrimination in the private sector marketplace regarding difficulties M/WBEs have in securing work on private sector projects. Passive discrimination was examined in a disparity analysis of the utilization of M/WBE construction subcontractors by majority prime contractors on non-County funded projects in the County construction market. A comparison of public sector M/WBE utilization with private sector utilization allows for an assessment of the extent to which majority prime contractors have tended to hire M/WBE subcontractors only to satisfy public sector requirements. Thus, the following questions are addressed:

- Are there disparities in the utilization of M/WBEs as prime contractors for commercial, private sector construction projects relative to their availability in the relevant market area?
- Are there disparities in the utilization of M/WBEs as subcontractors for commercial, private sector construction projects relative to their availability in the relevant market area?
- To what extent are M/WBE subcontractors utilized for the County projects also utilized in private sector construction projects?

6.2 Collection and Management of Data

MGT selected two sources of data for its private sector analysis: (1) permit data (such as building, electrical, plumbing)⁴ provided by the County for commercial construction projects permitted during the period of the study and (2) permit data (such as building, electrical, plumbing) provided by the City of Tallahassee for commercial construction projects permitted during the period of the study. The value in examining permits is that they offer the most complete and up-to-date record of actual construction activity undertaken in the relevant market area.

The permit data was extracted from County's and City's Permits and Enforcement Tracking System (PETS) and transmitted electronically to MGT in Microsoft Access databases. In order to isolate commercial construction projects, public sector and residential building permit records were identified and excluded from the analysis. Permit data provided to MGT included, but was not limited to:

- Project_No
- Permit Type Code
- Permit Type Text

² *Adarand v. Slater*, 228 F.3d 1147 (10th Cir. 2000).

³ See *Richmond v. Croson*, 488 U.S. 492 (1989).

⁴ A construction permit or building permit is a permit required in most jurisdictions for new construction or adding onto pre-existing structures, and in some cases for major renovations.

- Permit Class Code
- Permit Class Text
- Permit #
- Comp_Type
- Project Description
- Scope of Work Performed
- Title
- Issued Date
- Construction Value Project
- Dollar Value of Permit
- Public Project
- Job Location
- Owner of Project
- Owner Address
- Residential Project
- Commercial Project
- Activity Number
- Primary Contractor
- Subcontractor
- Contractor
- Relationship

6.2.1 Determining Race, Ethnicity, and Gender of Business Ownership for Vendors Issued Building Permits by the County

Since permit data does not contain contractor racial, ethnic, and gender information, MGT obtained this information from its Master Vendor Database⁵ to update the vendors in the permit database for where racial, ethnic, and gender information were needed.

6.2.2 Market Area Methodology

The private sector analysis of permits data is based on the determined relevant geographic relevant market area for public construction which was the following counties within the state of Florida: Leon County, Gadsden County, Jefferson County, and Wakulla, County.

6.2.3 Availability (Vendor) Data Collection

Once counties for the County's relevant market area had been identified, MGT ascertained M/WBE availability by determining the availability of M/WBEs within these counties as reported by the U.S. Census Bureau Survey of Business Owners (SBO)⁶.

⁵ MGT used data gathered from several sources to develop a master list of firms. M/WBE lists within the relevant market area were also used to further identify the business category and ethnicity of firms.

⁶ The SBO is a consolidation of two prior surveys, the Surveys of Minority- and Women-Owned Business Enterprises (SMOBE/SWOBE), and includes questions from a survey discontinued in 1992 on Characteristics of Business Owners (CBO). The SBO is part of the Economic Census, which is conducted every five years. SBO findings are based on the characteristics of U.S. businesses by ownership category, by geographic area; by 2-digit industry sector based on the 2002 North American Industry Classification System (NAICS); and by size of firm (employment and receipts).

6.2.4 M/WBE Classifications and Business Categories

In Chapter 4.0, the five M/WBE classifications described—African American, Hispanic American, Asian American, Native American, and nonminority women—were used as the basis of MGT’s private sector analysis of utilization and disparity. However, for the business category analysis, findings reported in this chapter deal only with private sector construction for two reasons: (1) permit data, by nature, pertain only to construction activity, which is also the category for which data tend to be most extensive and reliable, and (2) in the courts, historically, construction activity in a given jurisdiction has been scrutinized more than any other business category because in both the public and the private sector it tends to have the strongest impact on a local economy, and because the courts have asserted that jurisdictions have a “compelling interest” to advance M/WBE business interests in their local markets. Accordingly, for the analysis, the data were classified according to two categories of construction contractor—prime contractor and subcontractor—based on the permit type.

6.3 Private Sector Utilization Analysis by Race/Gender/Ethnicity of Business Ownership for Construction Prime Contractors and Subcontractors

This section reports findings from the analysis of the utilization of M/WBE and non-M/WBE firms in the County’s private sector commercial construction market.

6.3.1 Permits – Prime Contracts

Permits – Leon County

Exhibit 6-1 reports permits received for prime commercial construction during the four-year study period based on Leon County permit data. The exhibit reports that for total construction dollars on prime commercial construction during the study period totaling \$23.9 million, of which non-M/WBE firms received \$23.1 million (96.66%). Permits issued to M/WBEs were valued at slightly less than \$800,000, representing more than 3 percent (3.34%) of construction values. Nonminority women-owned firms were awarded the highest share at 2.48 percent (\$592,480), followed by African American-owned firms at .86 percent (\$205,000).

EXHIBIT 6-1
PERMITS UTILIZATION ANALYSIS OF PRIME CONTRACTORS
IN THE COUNTY'S RELEVANT MARKET AREA
BASED ON LEON COUNTY COMMERCIAL PERMIT DATA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
OCTOBER 1, 2004, THROUGH SEPTEMBER 30, 2008

Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Construction Values
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2005	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$1,908,510.00	100.00%	\$1,908,510.00
2006	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$9,066,408.00	100.00%	\$9,066,408.00
2007	\$205,000.00	4.22%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$205,000.00	4.22%	\$4,653,924.00	95.78%	\$4,858,924.00
2008	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$592,480.00	0.00%	\$592,480.00	7.39%	\$7,426,195.75	92.61%	\$8,018,675.75
Total	\$205,000.00	0.86%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$592,480.00	2.48%	\$797,480.00	3.34%	\$23,055,037.75	96.66%	\$23,852,517.75

Source: Permit data extracted from the County's and City's Permits and Enforcement Tracking System (PETS).

¹ Percentage of total construction valuation dollars awarded annually to prime contractors.

Exhibit 6-2 reports private commercial M/WBE prime contractor utilization by number of permits let by the County and number of individual contractors receiving permits. Of M/WBEs, one African American-owned firm (1.47% of contractors) was issued permits for four projects, which represents 3.42 percent of all permits analyzed. Of the permits analyzed, six permits were issued to M/WBE firms.

EXHIBIT 6-2
PERMITS UTILIZATION ANALYSIS OF PRIME CONTRACTORS
IN THE COUNTY'S RELEVANT MARKET AREA
BASED ON LEON COUNTY COMMERCIAL PERMIT DATA
OCTOBER 1, 2004, THROUGH SEPTEMBER 30, 2008

NUMBER OF COMMERCIAL PERMITS ISSUED
BY RACE/ETHNICITY/GENDER CLASSIFICATION

Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Permits
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2005	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	9	100.00%	9
2006	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	35	100.00%	35
2007	4	13.33%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	4	13.33%	26	86.67%	30
2008	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	4.65%	2	4.65%	41	95.35%	43
Total	4	3.42%	0	0.00%	0	0.00%	0	0.00%	2	1.71%	6	5.13%	111	94.87%	117

Source: Permit data extracted from the County's and City's Permits and Enforcement Tracking System (PETS).

¹ Percentage of total analyzed permits awarded annually to prime contractors.

As the following exhibit shows, three individual M/WBE firms, 4.41 percent of all individual firms were issued private commercial construction permits as prime contractors. Two nonminority women- owned firms accounted for 2.94 percent of the total firms and one individual African American-owned firm were utilized during the course of the study period at the prime contractor level, accounting for 1.47 percent

NUMBER OF CONTRACTORS AND TOTAL OF INDIVIDUAL CONTRACTORS
BY RACE/ETHNICITY/GENDER CLASSIFICATION

Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Contractors
	#	% ²	#	% ²	#	% ²	#	% ²	#	% ²	#	% ²	#	% ²	#
2005	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	9	100.00%	9
2006	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	23	100.00%	23
2007	1	4.35%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	4.35%	22	95.65%	23
2008	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	6.67%	2	6.67%	28	93.33%	30
Total Unique Contractors³	1	1.47%	0	0.00%	0	0.00%	0	0.00%	2	2.94%	3	4.41%	65	95.59%	68

Source: Permit data extracted from the County's and City's Permits and Enforcement Tracking System (PETS).

²Percentage of total Contractors.

³"Total Individual Contractors" counts a firm only once for each year it receives work, since a firm could be used in multiple years, the "total individual vendors" for the entire study period may not equal the sum of all years.

Permits – City of Tallahassee

Exhibit 6-3 reports permits received for prime commercial construction during the four-year study period based on City of Tallahassee commercial permit data. The exhibit reports that for total construction dollars on prime commercial construction during the study period totaling \$173.1 million, of which non-M/WBE firms received \$171.2 million (98.95%). Permits issued to M/WBEs were valued at \$1.82 million, representing slightly more than 1 percent (1.05%) of construction values. Nonminority women-owned firms were awarded the highest share at 1.02 percent (\$1.77 million), followed by African American-owned firms at .03 percent (\$55,000).

EXHIBIT 6-3
PERMITS UTILIZATION ANALYSIS OF PRIME CONTRACTORS
IN THE COUNTY'S RELEVANT MARKET AREA
BASED ON CITY OF TALLAHASSEE COMMERCIAL PERMIT DATA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
OCTOBER 1, 2004, THROUGH SEPTEMBER 30, 2008

Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Construction Values
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2005	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$18,115.00	0.26%	\$18,115.00	0.26%	\$7,009,067.00	99.74%	\$7,027,182.00
2006	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$1,673,584.00	3.54%	\$1,673,584.00	3.54%	\$45,645,681.46	96.46%	\$47,319,265.46
2007	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$33,075.00	0.05%	\$33,075.00	0.05%	\$69,144,066.66	99.95%	\$69,177,141.66
2008	\$55,000.00	0.11%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$42,956.00	0.09%	\$97,956.00	0.20%	\$49,436,643.56	99.80%	\$49,534,599.56
Total	\$55,000.00	0.03%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$1,767,730.00	1.02%	\$1,822,730.00	1.05%	\$171,235,458.68	98.95%	\$173,058,188.68

Source: Permit data extracted from the County's and City's Permits and Enforcement Tracking System (PETS).

¹ Percentage of total construction valuation dollars awarded annually to prime contractors.

Exhibit 6-4 reports private commercial M/WBE prime contractor utilization by number of permits let by the City and number of individual contractors receiving commercial permits. Of M/WBEs, one African American-owned firm (0.63% of contractors) was issued permits for one project, which represents 0.19 percent of all permits analyzed. Of the permits analyzed, ten permits were issued to M/WBE firms.

EXHIBIT 6-4
PERMITS UTILIZATION ANALYSIS OF PRIME CONTRACTORS
IN THE COUNTY'S RELEVANT MARKET AREA
BASED ON CITY OF TALLAHASSEE COMMERCIAL PERMIT DATA
OCTOBER 1, 2004, THROUGH SEPTEMBER 30, 2008

NUMBER OF COMMERCIAL PERMITS ISSUED
BY RACE/ETHNICITY/GENDER CLASSIFICATION

Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Permits
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2005	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	2.56%	1	2.56%	38	97.44%	39
2006	0	0.00%	0	0.00%	0	0.00%	0	0.00%	4	2.42%	4	2.42%	161	97.58%	165
2007	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	1.05%	2	1.05%	188	98.95%	190
2008	1	0.78%	0	0.00%	0	0.00%	0	0.00%	2	1.55%	3	2.33%	126	97.67%	129
Total	1	0.19%	0	0.00%	0	0.00%	0	0.00%	9	1.72%	10	1.91%	513	98.09%	523

Source: Permit data extracted from the County's and City's Permits and Enforcement Tracking System (PETS).

¹ Percentage of total analyzed permits awarded annually to prime contractors.

As the following exhibit shows, six individual M/WBE firms, 3.8 percent of all individual firms were issued private commercial construction permits as prime contractors. Five nonminority women-owned firms accounted for 3.16 percent of the total firms and one individual African American-owned firm were utilized during the course of the study period at the prime contractor level, accounting for 0.63 percent

EXHIBIT 6-4 (Continued)
PERMITS UTILIZATION ANALYSIS OF PRIME CONTRACTORS
IN THE COUNTY'S RELEVANT MARKET AREA
BASED ON CITY OF TALLAHASSEE COMMERCIAL PERMIT DATA
OCTOBER 1, 2004, THROUGH SEPTEMBER 30, 2008

NUMBER OF CONTRACTORS AND TOTAL OF INDIVIDUAL CONTRACTORS
BY RACE/ETHNICITY/GENDER CLASSIFICATION

Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Contractors
	#	% ²	#	% ²	#	% ²	#	% ²	#	% ²	#	% ²	#	% ²	#
2005	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	3.70%	1	3.70%	26	96.30%	27
2006	0	0.00%	0	0.00%	0	0.00%	0	0.00%	4	4.65%	4	4.65%	82	95.35%	86
2007	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	2.50%	2	2.50%	78	97.50%	80
2008	1	1.54%	0	0.00%	0	0.00%	0	0.00%	2	3.08%	3	4.62%	62	95.38%	65
Total Individual Contractors³	1	0.63%	0	0.00%	0	0.00%	0	0.00%	5	3.16%	6	3.80%	152	96.20%	158

Source: Permit data extracted from the County's and City's Permits and Enforcement Tracking System (PETS).

²Percentage of Total Contractors.

³"Total Individual Contractors" counts a firm only once for each year it receives work, since a firm could be used in multiple years, the "total individual vendors" for the entire study period may not equal the sum of all years.

6.3.2 Permits-Subcontracts

Permits-Leon County

Exhibit 6-5 indicates permit values totaling \$61.1 million in commercial construction subcontracting projects analyzed for the four-year study period based on County permit data. Among M/WBE firms, WBEs were issued permits for projects totaling \$2.32 million (3.80% of all subcontracting projects), which was the total share to M/WBE firms.

EXHIBIT 6-5
PERMITS UTILIZATION ANALYSIS OF SUBCONTRACTORS
IN THE COUNTY'S RELEVANT MARKET AREA
BASED ON LEON COUNTY COMMERCIAL PERMIT DATA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
OCTOBER 1, 2004, THROUGH SEPTEMBER 30, 2008

Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Construction Values
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2005	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$850,000.00	100.00%	\$850,000.00
2006	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$12,992,369.00	100.00%	\$12,992,369.00
2007	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$13,965,765.00	100.00%	\$13,965,765.00
2008	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$2,321,000.00	0.00%	\$2,321,000.00	6.97%	\$30,965,621.00	93.03%	\$33,286,621.00
Total	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$2,321,000.00	3.80%	\$2,321,000.00	3.80%	\$58,773,755.00	96.20%	\$61,094,755.00

Source: Permit data extracted from the County's and City's Permits and Enforcement Tracking System (PETS).

¹ Percentage of total construction valuation dollars awarded annually to contractors based on subcontractor level work.

Exhibit 6-6 reports private commercial subcontractor utilization by number of permits let by the County and number of individual contractors receiving commercial permits. The following exhibit shows that three individual (different) nonminority women-owned firms were issued permits. Of permitted subcontractor level of work, M/WBE firms accounted for more than 2 percent (2.65%) of the permits issued. Among M/WBE firms, WBEs received all of the commercial permits on the subcontractor level for the four-year study period based on the data analyzed.

EXHIBIT 6-6
PERMITS UTILIZATION ANALYSIS OF SUBCONTRACTORS
IN THE COUNTY'S MARKET AREA
OCTOBER 1, 2004, THROUGH SEPTEMBER 30, 2008

NUMBER OF COMMERCIAL PERMITS ISSUED
BY RACE/ETHNICITY/GENDER CLASSIFICATION

Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Permits
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2005	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	4	100.00%	4
2006	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	21	100.00%	21
2007	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	43	100.00%	43
2008	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3	6.67%	3	6.67%	42	93.33%	45
Total	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3	2.65%	3	2.65%	110	97.35%	113

Source: Permit data extracted from the County's and City's Permits and Enforcement Tracking System (PETS).

¹ Percentage of total permits.

The following exhibit shows that 63 individual non-M/WBE firms accounted for 95.5 percent of firms issued permits to perform subcontractor level of work.

NUMBER OF CONTRACTORS AND TOTAL OF INDIVIDUAL CONTRACTORS
BY RACE/ETHNICITY/GENDER CLASSIFICATION

Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Contractors
	#	% ²	#	% ²	#	% ²	#	% ²	#	% ²	#	% ²	#	% ²	#
2005	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	14.29%	1	14.29%	6	85.71%	7
2006	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	15	100.00%	15
2007	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	34	100.00%	34
2008	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3	9.68%	3	9.68%	28	90.32%	31
Total Individual Contractors³	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3	4.55%	3	4.55%	63	95.45%	66

Source: Permit data extracted from the County's and City's Permits and Enforcement Tracking System (PETS).

²Percentage of Total Contractors.

³"Total Individual Contractors" counts a firm only once for each year it receives work, since a firm could be used in multiple years, the "total individual vendors" for the entire study period may not equal the sum of all years.

Permits-City of Tallahassee

Exhibit 6-7 indicates permit values totaling \$20.7 million in commercial construction subcontracting projects analyzed for the four-year study period based on city of Tallahassee commercial permits data. Among M/WBE firms, WBEs were issued permits for projects totaling \$3.77 million (18.2% of all subcontracting projects) and firms owned by African Americans were issued less than 1 percent (0.04%).

EXHIBIT 6-7
PERMITS UTILIZATION ANALYSIS OF SUBCONTRACTORS
IN THE COUNTY'S RELEVANT MARKET AREA
BASED ON CITY OF TALLAHASSEE COMMERCIAL PERMIT DATA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
OCTOBER 1, 2004, THROUGH SEPTEMBER 30, 2008

Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Construction Values
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2005	\$3,500.00	0.20%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$97,800.00	5.67%	\$101,300.00	5.87%	\$1,624,689.00	94.13%	\$1,725,989.00
2006	\$5,500.00	0.08%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$3,485,500.00	49.34%	\$3,491,000.00	49.41%	\$3,573,924.50	50.59%	\$7,064,924.50
2007	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$15,100.00	0.26%	\$15,100.00	0.26%	\$5,868,218.00	99.74%	\$5,883,318.00
2008	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$168,140.00	2.77%	\$168,140.00	2.77%	\$5,894,793.00	97.23%	\$6,062,933.00
Total	\$9,000.00	0.04%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$3,766,540.00	18.16%	\$3,775,540.00	18.21%	\$16,961,624.50	81.79%	\$20,737,164.50

Source: Permit data extracted from the County's and City's Permits and Enforcement Tracking System (PETS).

¹ Percentage of total construction valuation dollars awarded annually to contractors based on subcontractor level work.

Exhibit 6-8 reports private commercial subcontractor utilization by number of permits let by the city of Tallahassee and number of individual contractors receiving permits. The following exhibit shows that 6 individual (different) M/WBE firms were issued permits. Of permitted subcontractor level of work, M/WBE firms accounted for more than 6 percent (6.46%) of the permits issued.

**EXHIBIT 6-8
PERMITS UTILIZATION ANALYSIS OF SUBCONTRACTORS
IN THE COUNTY'S MARKET AREA
OCTOBER 1, 2004, THROUGH SEPTEMBER 30, 2008**

**NUMBER OF PERMITS ISSUED
BY RACE/ETHNICITY/GENDER CLASSIFICATION**

Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Permits
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2005	2	3.33%	0	0.00%	0	0.00%	0	0.00%	8	13.33%	10	16.67%	50	83.33%	60
2006	2	0.94%	0	0.00%	0	0.00%	0	0.00%	16	7.51%	18	8.45%	195	91.55%	213
2007	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3	1.48%	3	1.48%	200	98.52%	203
2008	0	0.00%	0	0.00%	0	0.00%	0	0.00%	12	6.32%	12	6.32%	178	93.68%	190
Total	4	0.60%	0	0.00%	0	0.00%	0	0.00%	39	5.86%	43	6.46%	623	93.54%	666

Source: Permit data extracted from the County's and City's Permits and Enforcement Tracking System (PETS).

¹ Percentage of total permits.

The following exhibit shows that 155 individual non-M/WBE firms accounted for 96.3 percent of firms issued permits to perform subcontractor level of work based on city of Tallahassee commercial permit data.

**NUMBER OF CONTRACTORS AND TOTAL OF INDIVIDUAL CONTRACTORS
BY RACE/ETHNICITY/GENDER CLASSIFICATION**

Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Contractors
	#	% ²	#	% ²	#	% ²	#	% ²	#	% ²	#	% ²	#	% ²	#
2005	2	5.71%	0	0.00%	0	0.00%	0	0.00%	2	5.71%	4	11.43%	31	88.57%	35
2006	2	2.22%	0	0.00%	0	0.00%	0	0.00%	2	2.22%	4	4.44%	86	95.56%	90
2007	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	1.16%	1	1.16%	85	98.84%	86
2008	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3	3.30%	3	3.30%	88	96.70%	91
Total Individual Contractors³	3	1.86%	0	0.00%	0	0.00%	0	0.00%	3	1.86%	6	3.73%	155	96.27%	161

Source: Permit data extracted from the County's and City's Permits and Enforcement Tracking System (PETS).

²Percentage of Total Contractors.

³"Total Individual Contractors" counts a firm only once for each year it receives work, since a firm could be used in multiple years, the "total individual vendors" for the entire study period may not equal the sum of all years.

6.4 Private Sector Availability Analysis by Race/Gender/Ethnicity of Business Ownership for Construction Contractors

Exhibits 6-9 and **6-10** report findings based on U.S. Census Survey of Business Owners (SBO) data for the population of available contractors in the County's market area by racial/ethnic/gender category. The availability for construction was derived from those firms that have construction or construction-related services based on the NAICS Code 23.

6.4.1 Construction Availability

The availability of M/WBE and non-M/WBE prime contractors in the County's market area is displayed in **Exhibit 6-7**. M/WBEs comprised 25.68 percent of all contractors, breaking down by individual M/WBE category as follows:

- African American: 3.60 percent
- Hispanic American: 2.26 percent
- Asian American: 1.78 percent
- Native American: 0 percent
- Nonminority women: 18.05 percent

**EXHIBIT 6-9
AVAILABILITY OF CONTRACTORS
IN THE COUNTY'S MARKET PLACE
BY RACE/ETHNICITY/GENDER CLASSIFICATION
BASED ON CENSUS DATA USING NAICS 23
BASED ON PAID EMPLOYEES ONLY**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms ²		Total Firms ³
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	26	3.60%	16	2.26%	13	1.78%	0	0.00%	132	18.05%	187	25.68%	543	74.32%	730

Source of Data: U.S. Census Bureau 2002, Survey of Business Owners, based on firms with paid employees only.

¹ Minority men and women firms are included in their respective minority classifications.

² Number of non-M/WBE firms derived by subtracting all M/WBE firms from total firms.

³ Total firms derived from the U.S. Census Bureau and Survey of Business Owners (SBO).

The availability analysis was also based on firms with paid and non-paid employees, which is displayed in **Exhibit 6-8**. M/WBEs comprised 44.29 percent of all contractors, differentiated by individual M/WBE category as follows:

- African American: 9.59 percent
- Hispanic American: 3.02 percent
- Asian American: 2.59 percent
- Native American: 1.25 percent
- Nonminority women: 27.84 percent

EXHIBIT 6-10
AVAILABILITY OF SUBCONTRACTORS
IN THE COUNTY'S MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
BASED ON CENSUS DATA USING NAICS 23
BASED PAID AND NON-PAID EMPLOYEES

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		#REF! Subtotal		Non-M/WBE Firms ²		Total Firms ³
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	278	9.59%	88	3.02%	75	2.59%	36	1.25%	808	27.84%	1,285	44.29%	1,616	55.71%	2,901

Source of Data: U.S. Bureau of the Census 2002, Survey of Business Owners, based on firms with paid and non-paid employees.

¹ Minority men and women firms are included in their respective minority classifications.

² Number of non-M/WBE firms derived by subtracting all M/WBE firms from total firms.

³ Total firms derived from the U.S. Census Bureau and Survey of Business Owners (SBO).

6.5 Analysis of Disparities in Private Sector Utilization by Race/Gender/Ethnicity of Business Ownership for Construction Prime Contractors and Subcontractors

MGT pioneered disparity indices as a means of quantifying the disparity in utilization relative to availability. The use of a disparity index for such a calculation is supported by several post-Croson cases, most notably *Contractors Association of Eastern Pennsylvania v. City of Philadelphia*.⁷ Although a variety of similar indices could be utilized, MGT's standard for choosing its particular index methodology is that it must yield a value that is easily calculable, understandable in its interpretation, and universally comparable such that a disparity in utilization within M/WBE categories can be assessed with reference to the utilization of non-M/WBEs.

For this study, to assess disparity MGT calculated the ratio of the percentage of utilization to the percentage of availability multiplied by 100, as in the formula below:

$$(1) \text{ Disparity Index} = \frac{\%U_{m_1p_1}}{\%A_{m_1p_1}} \times 100$$

Where: $U_{m_1p_1}$ = utilization of M/WBE₁ for procurement₁
 $A_{m_1p_1}$ = availability of M/WBE₁ for procurement₁

The interpretation of this calculation is straightforward. In the extreme, a disparity index value of 0.00 for a given racial, ethnic or gender category of firm indicates absolutely no utilization and, therefore, absolute disparity. An index of 100 indicates that vendor utilization is perfectly proportionate to availability for a particular group in a given business category, indicating the absence of disparity—that is, a proportion of utilization relative to availability one would expect, all things being equal. In general, firms within a business category are considered underutilized if the disparity indices are less than 100, and overutilized if the indices are above 100.

⁷ *Contractors Association of Eastern Pennsylvania, Inc. v. City of Philadelphia*, 91 F 3d at 603.

Since there is no standardized measure to evaluate levels of underutilization or overutilization within a procurement context, MGT has appropriated the Equal Employment Opportunity Commission's (EEOC) "80 percent rule" in the *Uniform Guidelines on Employee Selection Procedures*. In the context of employment discrimination, an employment disparity ratio below 80 indicates a "substantial disparity" in employment. The Supreme Court has accepted the use of the 80 percent rule in *Connecticut v. Teal* (*Teal*), 457 U.S. 440 (1982), and in *Teal* and other affirmative action cases, the terms "adverse impact," "disparate impact," and "discriminatory impact" are used interchangeably to characterize values of 80 and below.

Once the record of vendor utilization was calculated from building permit data for each racial, ethnic, and gender category, it could be compared to vendor availability in these categories to derive an index of disparity in private sector utilization for a given M/WBE prime contractor and subcontractor category. Findings are reported in **Sections 6.6.1** through **6.6.3**.

6.5.1 Permits-Prime Contracts

Permits – Leon County

This section reports disparity indices for County commercial permits based on U.S. Census availability of firms within the racial, ethnic, and gender categories for firms with paid employees only.

Exhibit 6-11 presents these findings based on availability of firms with paid employees only specializing in construction and construction-related services categorized as NAICS 23. African American-, Hispanic American-, Asian American- and nonminority women-owned firms were substantially underutilized as prime contractors in private commercial construction sector based on County commercial permits data. From **Exhibit 6-11** MGT also find that:

- Hispanic American-, Asian American-, and Native American-owned firms were not utilized.
- African American-owned firms were substantially underutilized as prime contractors, with a disparity index of 23.87.
- Nonminority women firms were substantially underutilized in each year, resulting in an overall disparity index of 13.76.
- Nonminority male firms were overutilized, having a 130.05 disparity index.

Based on County commercial permits data and U.S. Census availability of firms with paid employees only, it can be concluded that of those M/WBEs being analyzed, all M/WBEs were either not utilized or substantially underutilized on commercial construction projects at the prime contractor level and that, conversely, nonminority male-owned firms were overutilized.

**EXHIBIT 6-11
DISPARITY ANALYSIS OF PRIVATE SECTOR PRIME CONTRACTORS
IN THE COUNTY'S RELEVANT MARKET AREA
BASED ON CENSUS DATA NAICS CODES 23 PAID EMPLOYEES ONLY
AND LEON COUNTY COMMERCIAL PERMITS DATA
OCTOBER 1, 2004, THROUGH SEPTEMBER 30, 2008**

Business Owner Classification	% of Construction Value Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2005				
African Americans	0.00%	3.60%	0.00	* Underutilization
Hispanic Americans	0.00%	2.26%	0.00	* Underutilization
Asian Americans	0.00%	1.78%	0.00	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	0.00%	18.05%	0.00	* Underutilization
Non-M/WBE Firms	100.00%	74.32%	134.55	Overutilization
2006				
African Americans	0.00%	3.60%	0.00	* Underutilization
Hispanic Americans	0.00%	2.26%	0.00	* Underutilization
Asian Americans	0.00%	1.78%	0.00	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	0.00%	18.05%	0.00	* Underutilization
Non-M/WBE Firms	100.00%	74.32%	134.55	Overutilization
2007				
African Americans	4.22%	3.60%	117.19	Overutilization
Hispanic Americans	0.00%	2.26%	0.00	* Underutilization
Asian Americans	0.00%	1.78%	0.00	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	0.00%	18.05%	0.00	* Underutilization
Non-M/WBE Firms	95.78%	74.32%	128.88	Overutilization
2008				
African Americans	0.00%	3.60%	0.00	* Underutilization
Hispanic Americans	0.00%	2.26%	0.00	* Underutilization
Asian Americans	0.00%	1.78%	0.00	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	0.00%	18.05%	0.00	* Underutilization
Non-M/WBE Firms	92.61%	74.32%	124.61	Overutilization
All Years				
African Americans	0.86%	3.60%	23.87	* Underutilization
Hispanic Americans	0.00%	2.26%	0.00	* Underutilization
Asian Americans	0.00%	1.78%	0.00	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	2.48%	18.05%	13.76	* Underutilization
Non-M/WBE Firms	96.66%	74.32%	130.05	Overutilization

Source of Data: Permit data extracted from the County's and City's Permits and Enforcement Tracking System (PETS) and U.S. Bureau of the Census 2002, Survey of Business Owners, based on firms with paid employees.

¹ The percentage of construction valuation dollars is taken from the prime utilization exhibit shown in Section 6.3.1.

² The percentage of available contractors is taken from the availability exhibit shown in Section 6.5.1.

³ The disparity index is the ratio of percent utilization to percent availability times 100.

* An asterisk is used to indicate a substantial level of disparity (index below 80.00).

Permits – City of Tallahassee

This section reports disparity indices for city of Tallahassee commercial permits based on U.S. Census availability of firms within the racial, ethnic, and gender categories for firms with paid employees only.

Exhibit 6-12 presents these findings based on availability of firms with paid employees only specializing in construction and construction-related services categorized as NAICS 23. African American-, Hispanic American-, Asian American- and nonminority women-owned firms were substantially underutilized as prime contractors in private commercial construction sector based on city of Tallahassee commercial permits data. From **Exhibit 6-12** MGT also finds that:

- Hispanic American-, Asian American-, and Native American-owned firms were not utilized.
- African American-owned firms were substantially underutilized as prime contractors, with a disparity index of 0.88.
- Nonminority women firms were substantially underutilized in each year, resulting in an overall disparity index of 5.66.
- Nonminority male firms were overutilized, having a 133.14 disparity index.

Based on County commercial permits data and U.S. Census availability of firms with paid employees only, it can be concluded that of those M/WBEs being analyzed, all M/WBEs were either not utilized or substantially underutilized on commercial construction projects at the prime contractor level and that, conversely, nonminority male-owned firms were overutilized.

**EXHIBIT 6-12
DISPARITY ANALYSIS OF PRIVATE SECTOR PRIME CONTRACTORS
IN THE COUNTY'S RELEVANT MARKET AREA
BASED ON CENSUS DATA NAICS CODES 23 PAID EMPLOYEES ONLY
AND CITY OF TALLAHASSEE COMMERCIAL PERMITS DATA
OCTOBER 1, 2004, THROUGH SEPTEMBER 30, 2008**

Business Owner Classification	% of Construction Value Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2005				
African Americans	0.00%	3.60%	0.00	* Underutilization
Hispanic Americans	0.00%	2.26%	0.00	* Underutilization
Asian Americans	0.00%	1.78%	0.00	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	0.26%	18.05%	1.43	* Underutilization
Non-M/WBE Firms	99.74%	74.32%	134.21	Overutilization
2006				
African Americans	0.00%	3.60%	0.00	* Underutilization
Hispanic Americans	0.00%	2.26%	0.00	* Underutilization
Asian Americans	0.00%	1.78%	0.00	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	3.54%	18.05%	19.60	* Underutilization
Non-M/WBE Firms	96.46%	74.32%	129.79	Overutilization
2007				
African Americans	0.00%	3.60%	0.00	* Underutilization
Hispanic Americans	0.00%	2.26%	0.00	* Underutilization
Asian Americans	0.00%	1.78%	0.00	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	0.05%	18.05%	0.26	* Underutilization
Non-M/WBE Firms	99.95%	74.32%	134.49	Overutilization
2008				
African Americans	0.11%	3.60%	3.08	* Underutilization
Hispanic Americans	0.00%	2.26%	0.00	* Underutilization
Asian Americans	0.00%	1.78%	0.00	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	0.09%	18.05%	0.48	* Underutilization
Non-M/WBE Firms	99.80%	74.32%	134.29	Overutilization
All Years				
African Americans	0.03%	3.60%	0.88	* Underutilization
Hispanic Americans	0.00%	2.26%	0.00	* Underutilization
Asian Americans	0.00%	1.78%	0.00	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	1.02%	18.05%	5.66	* Underutilization
Non-M/WBE Firms	98.95%	74.32%	133.14	Overutilization

Source of Data: Permit data extracted from the County's and City's Permits and Enforcement Tracking System (PETS) and U.S. Bureau of the Census 2002, Survey of Business Owners, based on firms with paid employees.

¹ The percentage of construction valuation dollars is taken from the prime utilization exhibit shown in Section 6.3.1.

² The percentage of available contractors is taken from the availability exhibit shown in Section 6.5.1.

³ The disparity index is the ratio of percent utilization to percent availability times 100.

* An asterisk is used to indicate a substantial level of disparity (index below 80.00).

6.5.2 Permits – Subcontracts

Permits – Leon County

This section reports disparity indices for County commercial permits data based on U.S. Census availability of firms (paid and non-paid employees) within the racial, ethnic, and gender categories. As **Exhibit 6-14** indicates, all M/WBE groups were substantially underutilized as subcontractors in private commercial construction. From **Exhibit 6-14** MGT also finds that:

- Hispanic American-, Asian American-, and Native American-owned firms were not utilized, thus resulting in substantial underutilization as subcontractors, with a disparity index of 0.
- African American-owned firms were substantially underutilized in each year, resulting in a disparity index of 0.45.
- Nonminority women-owned firms were substantially underutilized resulting in a disparity index of 3.67.
- Nonminority male-owned firms were overutilized resulting in a 146.83 disparity index.

EXHIBIT 6-13
DISPARITY ANALYSIS OF PRIVATE SECTOR SUBCONTRACTORS
IN THE COUNTY'S MARKET AREA
BASED ON CENSUS DATA NAICS CODE 23 AND
COUNTY COMMERCIAL PERMITS DATA
OCTOBER 1, 2004, THROUGH SEPTEMBER 30, 2008
BASED ON PAID AND NON-PAID EMPLOYEES

Business Owner Classification	% of Construction Value Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2005				
African Americans	0.00%	9.59%	0.00	* Underutilization
Hispanic Americans	0.00%	3.02%	0.00	* Underutilization
Asian Americans	0.00%	2.59%	0.00	* Underutilization
Native Americans	0.00%	1.25%	0.00	* Underutilization
Nonminority Women	0.00%	27.84%	0.00	* Underutilization
Non-M/WBE Firms	100.00%	55.71%	179.51	Overutilization
2006				
African Americans	0.00%	9.59%	0.00	* Underutilization
Hispanic Americans	0.00%	3.02%	0.00	* Underutilization
Asian Americans	0.00%	2.59%	0.00	* Underutilization
Native Americans	0.00%	1.25%	0.00	* Underutilization
Nonminority Women	0.00%	27.84%	0.00	* Underutilization
Non-M/WBE Firms	100.00%	55.71%	179.51	Overutilization
2007				
African Americans	0.00%	9.59%	0.00	* Underutilization
Hispanic Americans	0.00%	3.02%	0.00	* Underutilization
Asian Americans	0.00%	2.59%	0.00	* Underutilization
Native Americans	0.00%	1.25%	0.00	* Underutilization
Nonminority Women	0.00%	27.84%	0.00	* Underutilization
Non-M/WBE Firms	100.00%	55.71%	179.51	Overutilization
2008				
African Americans	0.00%	9.59%	0.00	* Underutilization
Hispanic Americans	0.00%	3.02%	0.00	* Underutilization
Asian Americans	0.00%	2.59%	0.00	* Underutilization
Native Americans	0.00%	1.25%	0.00	* Underutilization
Nonminority Women	0.00%	27.84%	0.00	* Underutilization
Non-M/WBE Firms	93.03%	55.71%	167.00	Overutilization
All Years				
African Americans	0.00%	9.59%	0.00	* Underutilization
Hispanic Americans	0.00%	3.02%	0.00	* Underutilization
Asian Americans	0.00%	2.59%	0.00	* Underutilization
Native Americans	0.00%	1.25%	0.00	* Underutilization
Nonminority Women	2.48%	27.84%	8.92	* Underutilization
Non-M/WBE Firms	96.20%	55.71%	172.69	Overutilization

Source of Data: Permit data extracted from the County's and City's Permits and Enforcement Tracking System (PETS) and U.S. Bureau of the Census 2002, Survey of Business Owners, based on firms with paid and non-paid employees.

¹ The percentage of construction valuation dollars is taken from the subcontractor utilization exhibit shown in Section 6.3.1.

² The percentage of available contractors is taken from the availability exhibit shown in Section 6.5.1.

³ The disparity index is the ratio of percent utilization to percent availability times 100.

* An asterisk is used to indicate a substantial level of disparity (index below 80.00).

Permits – City of Tallahassee

This section reports disparity indices for city of Tallahassee commercial permits data based on U.S. Census availability of firms (paid and non-paid employees) within the racial, ethnic, and gender categories. As **Exhibit 6-14** indicates, all M/WBE groups were substantially underutilized as subcontractors in private commercial construction. From **Exhibit 6-14** MGT also finds that:

- Hispanic American-, Asian American-, and Native American-owned firms were not utilized, thus resulting in substantial underutilization as subcontractors, with a disparity index of 0.
- African American-owned firms were substantially underutilized in each year, resulting in a disparity index of 0.45.
- Nonminority women-owned firms were substantially underutilized in each year, resulting in a disparity index of 3.67.
- Nonminority male-owned firms were overutilized, having a 146.83 disparity index.

**EXHIBIT 6-14
DISPARITY ANALYSIS OF PRIVATE SECTOR SUBCONTRACTORS
IN THE COUNTY'S MARKET AREA
BASED ON CENSUS DATA NAICS CODE 23 AND
CITY OF TALLAHASSEE COMMERCIAL PERMITS DATA
OCTOBER 1, 2004, THROUGH SEPTEMBER 30, 2008
BASED ON PAID AND NON-PAID EMPLOYEES**

Business Owner Classification	% of Construction Value Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2005				
African Americans	0.20%	9.59%	2.11	* Underutilization
Hispanic Americans	0.00%	3.02%	0.00	* Underutilization
Asian Americans	0.00%	2.59%	0.00	* Underutilization
Native Americans	0.00%	1.25%	0.00	* Underutilization
Nonminority Women	5.67%	27.84%	20.36	* Underutilization
Non-M/WBE Firms	94.13%	55.71%	168.98	Overutilization
2006				
African Americans	0.08%	9.59%	0.81	* Underutilization
Hispanic Americans	0.00%	3.02%	0.00	* Underutilization
Asian Americans	0.00%	2.59%	0.00	* Underutilization
Native Americans	0.00%	1.25%	0.00	* Underutilization
Nonminority Women	49.34%	27.84%	177.23	Overutilization
Non-M/WBE Firms	50.59%	55.71%	90.81	Underutilization
2007				
African Americans	0.00%	9.59%	0.00	* Underutilization
Hispanic Americans	0.00%	3.02%	0.00	* Underutilization
Asian Americans	0.00%	2.59%	0.00	* Underutilization
Native Americans	0.00%	1.25%	0.00	* Underutilization
Nonminority Women	0.26%	27.84%	0.92	* Underutilization
Non-M/WBE Firms	99.74%	55.71%	179.05	Overutilization
2008				
African Americans	0.00%	9.59%	0.00	* Underutilization
Hispanic Americans	0.00%	3.02%	0.00	* Underutilization
Asian Americans	0.00%	2.59%	0.00	* Underutilization
Native Americans	0.00%	1.25%	0.00	* Underutilization
Nonminority Women	2.77%	27.84%	9.96	* Underutilization
Non-M/WBE Firms	97.23%	55.71%	174.54	Overutilization
All Years				
African Americans	0.04%	9.59%	0.45	* Underutilization
Hispanic Americans	0.00%	3.02%	0.00	* Underutilization
Asian Americans	0.00%	2.59%	0.00	* Underutilization
Native Americans	0.00%	1.25%	0.00	* Underutilization
Nonminority Women	1.02%	27.84%	3.67	* Underutilization
Non-M/WBE Firms	81.79%	55.71%	146.83	Overutilization

Source of Data: Permit data extracted from the County's and City's Permits and Enforcement Tracking System (PETS) and U.S. Bureau of the Census 2002, Survey of Business Owners, based on firms with paid and non-paid employees.

¹ The percentage of construction valuation dollars is taken from the subcontractor utilization exhibit shown in Section 6.3.1.

² The percentage of available contractors is taken from the availability exhibit shown in Section 6.5.1.

³ The disparity index is the ratio of percent utilization to percent availability times 100.

* An asterisk is used to indicate a substantial level of disparity (index below 80.00).

6.6 Comparison of the County's Utilization of M/WBE Contractors with M/WBE Businesses Utilization in the Private Sector

Exhibit 6-15 reports M/WBE and nonminority male-owned firm utilization of prime contractors and subcontractors for public sector construction projects awarded by the County from October 1, 2004 through September 30, 2008 and compares this with private commercial construction utilization calculated from County- and city of Tallahassee-construction permit information for the County's local market area. **Exhibit 6-15** summarizes findings from all three data sets for firm utilization at the prime contractor level based on the County's expenditure data (Banner financial system), and, at the subcontractor level, compares public sector utilization with private sector utilization based on the County's and city of Tallahassee's permit data.

EXHIBIT 6-15
COMPARISON OF M/WBE UTILIZATION PERCENTAGE OF DOLLARS
PRIVATE COMMERCIAL CONSTRUCTION
WITH THE COUNTY PUBLIC SECTOR CONSTRUCTION
(EXPENDITURE AND CONTRACT AWARD DATA)
OCTOBER 1, 2004, THROUGH SEPTEMBER 30, 2008

Business Category/Data Source	African American	Hispanic American	Asian American	Native American	Nonminority Women	M/WBE Firms	Non-M/WBE Firms
Prime Contractors							
Leon County Construction Prime Contractors (Based on Expenditure Data Only)	3.46%	0.00%	0.00%	0.00%	12.86%	16.32%	83.68%
Private Construction Prime Contractors (Leon County, Florida Building Permits)	0.86%	0.00%	0.00%	0.00%	2.48%	3.34%	96.66%
Private Construction Prime Contractors (City of Tallahassee, Florida Building Permits)	0.03%	0.00%	0.00%	0.00%	1.02%	1.05%	98.95%
Subcontractors							
Leon County Construction Subcontractors (Overall Subcontractor Level) ¹	10.12%	1.64%	0.00%	0.05%	1.16%	12.97%	87.03%
Private Construction Subcontractors (Leon County, Florida Building Permits)	0.00%	0.00%	0.00%	0.05%	3.80%	3.80%	96.20%
Private Construction Subcontractors (City of Tallahassee, Florida Building Permits)	0.04%	0.00%	0.00%	0.00%	18.16%	18.21%	81.79%

Source: The Leon County public sector data (expenditure and contract award), Leon County permit data, and City of Tallahassee permit data.

From **Exhibit 6-15**, at the construction prime contractor level, MGT finds M/WBEs received more than 16 percent (16.32%) of the dollars, based on expenditure data. At the construction prime contractor level, M/WBE utilization was much greater in the public sector (Leon County expenditure data) than in the private sector. Based on the permit data analyzed, M/WBE utilization was more than 3 percent (3.34%) and slightly more than 1 percent (1.05%) based on County-provided commercial permits. Moreover, at the prime level for both permit data sets, based on matches with M/WBE vendor lists, of the

M/WBE prime contractor activity, nonminority women-owned firms had the highest share of utilization.

As for construction subcontractors, MGT finds that M/WBEs received .38 percent and 18 percent (18.21%) of the County- and city of Tallahassee-provided permits related to subcontractor-level activity. Based on the County's data, M/WBE utilization was substantially higher at 20 percent (12.97%) than in the private sector based on Leon County permit data.

6.7 Conclusions

Exhibits 6-15 presented a summary of prime and subcontractor vendor utilization by racial/ethnic/gender category, comparing M/WBE utilization for the County construction projects with private sector commercial construction projects from October 1, 2004 through September 30, 2008. Based on identified M/WBEs for both public sector and private sector construction projects, substantial M/WBE underutilization was evident in both sectors. On the other hand, according to findings from permit data, M/WBE prime contractors fared better in the public sector, which includes the County, but were substantially underutilized in some race/ethnicity/gender classifications nonetheless. Furthermore, M/WBE subcontractors fared better in the public sector as opposed to the private sector, based on permit data⁸.

Due to exclusionary laws and years of discrimination, M/WBEs have entered the marketplace only recently, from a historical perspective, when compared with nonminority male-owned firms. They thus tend to be smaller than more established and older nonminority male-owned firms. These factors, in turn, limits their capacity not only to undertake large-scale construction projects but also to access capital and other advantages in bonding and insurance available to larger, more established firms. This conclusion is underscored by findings from the analysis of race/ethnicity/gender effects on the propensity for self-employment and self-employment earnings that suggest that M/WBEs are treated differently than their majority counterparts in the marketplace and that this difference in treatment affects rates of M/WBE business formation and earning capacity.

However, capacity alone is not a sufficient explanation for these differences, especially at the subcontractor level in the construction industry, where capacity is a lesser consideration and availability far exceeds the record of utilization, particularly in the private sector. When private sector M/WBE utilization at the subcontractor level for commercial building projects is only a fraction of public sector M/WBE utilization, there is a strong argument that nonminority firms utilized for public sector construction projects employ M/WBE subcontractors only because the municipality encourages them to do so as a condition of winning a given public contract. If M/WBE subcontractor utilization is all but absent in the private sector and the County does not require contractors who apply for public sector construction projects to demonstrate a "good faith" record of their efforts to utilize M/WBE subcontractors in the private sector as well, credence may be given to the proposition established in *Croson* that government, however effective its own M/WBE policies, may be a passive participant in private sector discrimination.

⁸ Excluding the permit data analyses, based on the city of Tallahassee commercial permit data at the subcontractor level.

7.0 *SELECTED BEST PRACTICES*

7.0 SELECTED BEST PRACTICES

7.1 Small Business Enterprise Prime Contractor Programs

7.1.1 Small Business Enterprise Set-Asides

The federal government aims to set aside every acquisition of goods and services anticipated to be between \$2,500 and \$100,000 for small business enterprises (SBEs). In response to litigation and state constitutional amendments limiting affirmative action, such as Proposition 209, many agencies have adopted SBE programs. A number of agencies (Phoenix, Arizona; Broward County, Florida; Miami-Dade County, Florida; Tampa, Florida; North Carolina Department of Transportation; Port Authority of New York and New Jersey) set aside contracts for SBEs.

North Carolina Department of Transportation (NCDOT). In the NCDOT program, small contractors are defined as firms with less than \$1.5 million in revenue. There is a small contractor goal of \$2 million for each of the 14 NCDOT divisions. The current cap on project size for small contractors is \$500,000. For contracts less than \$500,000, NCDOT can solicit three informal bids from SBEs.¹ North Carolina law permits the waiving of bonds and licensing requirements for these small contracts let to SBEs.² In 2002, M/WBEs won over 35 percent of SBE contract awards.³

City of Phoenix, Arizona. The city of Phoenix, which uses the United States Small Business Administration (SBA) small business size standards, has a modest SBE set-aside program. The SBE program only accounted for 0.5 percent of total M/WBE utilization in construction subcontracting, and 0.2 percent of total M/WBE utilization in goods and supplies. However, there was strong M/WBE utilization in the city SBE program. In the SBE program, over 92.9 percent and 89.1 percent of the dollars went to M/WBEs in construction subcontracting and goods and supplies, respectively. Firms that were certified as both M/WBEs and SBEs were awarded \$98.1 million in contract dollars.

Other SBE set-asides include:

- The city of Tampa, Florida, has an SBE set-aside program for firms with less than 25 employees and less than \$2 million in revenue.⁴
- The city of San Diego, California, set aside all construction contracts up to \$250,000.
- Sacramento Municipal Utility District (SMUD) set aside contracts up to \$50,000.
- Hillsborough County, Florida, set aside construction contracts up to \$200,000.

¹ NCGS § 136-28.10(a).

² NCGS § 136-28.10(b).

³ NCDOT, Small Business Enterprise Program (April 1, 2002).

⁴ Small Business Enterprise (SBE) Program Executive Order No. 2002-48 (December 18, 2002).

- Orlando Orange County Expressway Authority's (OOCEA) Micro Contracts Program set aside construction, maintenance, professional services, or other services that are expected to cost less than \$200,000 or electrical services expected to cost less than \$50,000. OOCEA adopted a joint-check policy to assist small firms with trade credit in the program.

7.1.2 Small Business Enterprise Bid Preferences

A number of agencies have bid preferences for SBEs (Miami-Dade County, Florida; Port Authority of New York and New Jersey; SMUD; city of Sacramento, California; city of Oakland, California; East Bay Municipal Utility District; San Francisco, California). SBE bid preferences operate along similar lines as M/WBE bid preferences. A typical example is a bid preference of 5 percent on contracts under \$100,000 (Sacramento, California; SMUD; Los Angeles County, California).

Port of Portland Bid Preferences for Small Business. The Port of Portland (Port) found that a bid preference of 5 percent had no impact on contract outcomes, but a bid preference of 10 percent did impact contract outcomes.

7.1.3 Other SBE Prime Contractor Assistance

City of Charlotte, North Carolina. The city of Charlotte has a comprehensive SBE program including SBE set-asides and business assistance. In addition, the city of Charlotte sets department goals for SBE utilization, sets SBE goals on formal and informal contracts, and makes SBE utilization part of department performance review utilization numbers.

North Carolina Department of Transportation Fully Operated Rental Agreements. Under these arrangements a firm may bid an hourly rate for using certain equipment and the necessary staff. In these field-let contracts, engineers select the firm with the appropriate equipment and the lowest bid rate. If that firm is not available, the engineers select the next lowest hourly rate. This rental agreement technique is used primarily to supplement equipment in the event of NCDOT equipment failure or peak demand for NCDOT services. The rental agreement technique is attractive to small contractors because the typical small firm has much better knowledge of its own hourly costs than it does of the costs to complete an entire project.

Florida Department of Transportation (Florida DOT) Business Development Initiative. The Florida DOT has just undertaken a stepped-up small business initiative with the following principle components:

- Reserving certain construction, maintenance, and professional services contracts for small businesses.
- Providing bid preference points to small businesses, and to firms offering subcontracts to small businesses on professional services contracts.
- Waiving performance and bid bond requirements for contracts under \$250,000.

- Using a modified pre-qualification process for certain construction and maintenance projects.

Port Authority of New York and New Jersey (Port Authority) Financial Advisors Program. The Port Authority has encouraged the use of M/WBEs in finance through its financial advisory call-in program, which targets small firms to serve as a pool of advisors for the Port Authority Chief Financial Officer. The financial advisors address debt issuance, financial advisory services, real estate transactions, and green initiatives. There are three to four firms in each of these categories in the financial advisory call-in program.

7.2 HUBZones

Another variant of an SBE program provides incentives for SBEs located in distressed areas. For example, under the *Small Business Reauthorization Act of 1997*, the federal government started the federal HUBZone program. A HUBZone firm is a small business that is: (1) owned and controlled by U.S. citizens; (2) has at least 35 percent of its employees who reside in a HUBZone; and (3) has its principal place of business located in a HUBZone.⁵ HUBZone programs can serve as a vehicle for encouraging M/WBE contract utilization. Nationally, there are 5,357 women and minority HUBZone firms, representing 56.2 percent of total HUBZone firms.⁶

City of New York, New York. The city of New York has a HUBZone type program providing subcontracting preferences to small construction firms (with less than \$2 million in average revenue) that either perform 25 percent of their work in economically distressed areas or for which 25 percent of their employees are economically disadvantaged individuals.⁷

State of California. The state of California provides a 5 percent preference for a business work site located in state enterprise zones and an additional 1 to 4 percent preference (not to exceed \$50,000 on goods and services contracts in excess of \$100,000) for hiring from within the enterprise zone.⁸

Miami-Dade County, Florida. Miami-Dade County has a Community Workforce Program that requires all Capital Construction Projects contractors to hire 10 percent of their workforce from Designated Target Areas (which include Empowerment Zones, Community Development Block Grant Eligible Block Groups, Enterprise Zones, and Target Urban Areas) in which the Capital Project is located.⁹

It is worth noting that some agencies have implemented HUBZone type programs and then terminated them, including New Jersey in the 1980s and Seattle, Washington's, BOOST program in 2001.

⁵ 13 C.F.R. 126.200 (1999).

⁶ Based on the SBA pro-net database located at <http://pro-net.sba.gov/pro-net/search.html>.

⁷ New York Administrative Code § 6-108.1. For a description of the New York local business enterprise program see <http://www.nyc.gov/html/sbs/html/lbe.html>.

⁸ Cal Code Sec 4530 *et seq.*

⁹ Miami Ordinance 03-237.

7.3 Small Business Enterprise Program for Subcontracts

7.3.1 Small Business Enterprise Project Goals

City of Charlotte, North Carolina. The city of Charlotte sets SBE projects goals for contracts.¹⁰ The city has waiver provisions for bidders, but has rejected bids for bidder noncompliance with the SBE program. Other SBE subcontractor goal programs include:

- Oakland, California – 50 percent local SBE.
- New Jersey – 25 percent (up from 15 percent).
- Connecticut – 25 percent SBE.
- Sacramento County, California – 25 percent SBE.
- San Antonio, Texas – 50 percent SBE.

7.3.2 Mandatory Subcontracting

As part of their SBE subcontracting program, some agencies impose mandatory subcontracting clauses which would promote SBE utilization and be consistent with industry practice.

City of Columbia, South Carolina. The city of Columbia Subcontractor Outreach Program established in 2003 applies to city contracts of \$200,000 or more. A prime must subcontract a minimum percentage of its bid. The minimums are set out in **Exhibit 7-1**.

EXHIBIT 7-1 MINIMUM SUBCONTRACTING REQUIREMENTS FOR COLUMBIA SUBCONTRACTOR OUTREACH PROGRAM

Projects	Minimum Subcontracting
Parks	20%
Pipelines (water and sewer)	20%
Pump Stations	20%
Street Improvements	20%
Traffic Signals/Street Lighting	20%
Buildings Project by Project	Not to exceed 49%
Miscellaneous Projects	20%

Source: City of Columbia, Subcontracting Outreach Program (March 2003).

Bidders must make affirmative efforts in outreach to DBEs, Disabled Veteran Business Enterprises (DVBEs), and Other Business Enterprises (OBEs) (defined as a business that does not qualify as either a DBE or a DVBE). A bidder will be deemed non-responsive for failure to meet the subcontractor goal, failure to document their outreach efforts, or failure to meet 80 out of 100 points for good faith efforts. Points are granted on a pass/fail basis, awarding either zero or full points.

¹⁰ A description of the Charlotte SBE program can be found at www.charmeck.org/Departments/Economic+Development/Small+Business/Home.htm.

City of San Diego, California. As part of its Subcontractor Outreach Program, San Diego requires mandatory outreach, mandatory use of subcontractors, and mandatory submission of an outreach document. Whether a contract has mandatory subcontracting is determined by the engineer on the project.

Contra Costa County, California. The Contra Costa County Outreach Program sets mandatory subcontracting minimums on a contract-by-contract basis.¹¹ The Contra Costa County Outreach Program requires that M/WBEs be considered by contractors as possible sources of supply and subcontracting opportunities.

7.3.3 Listing of Subcontractors

The listing of subcontractors reduces the possibility of bid shopping. This also assists the city during the submission review process, goal-setting process, and goal attainment review, and assists with avoiding administrative issues of handling noncompliance after contract award.

7.3.4 Subcontractor Disclosure and Substitution

State of Oregon. Under Oregon law, bidders are required to disclose first-tier subcontractors that will be furnishing labor for the project and have a contract value greater than or equal to 5 percent of the bid or \$15,000 (whichever is greater), or \$350,000 regardless of the percentage of the total project.¹² First-tier subcontractor disclosure does not apply to contracts below \$100,000, or contracts exempt from competitive bidding requirements.¹³ Bidders are not required to disclose the race or gender of the first-tier subcontractors.

Bidders are allowed to substitute subcontractors.¹⁴ The subcontractor substitution statute provides standards sufficient for cause regarding subcontractor substitution, including subcontractor bankruptcy, poor performance, inability to meet bonding requirement, licensing deficiencies, ineligibility to work based upon applicable statutes, and for “good cause” as defined by the Construction Contractors Board.¹⁵ The statute provides a process by which subcontractors can issue complaints about substitutions. Violation of subcontractor substitution rules may result in civil penalties.¹⁶

7.4 Disadvantaged Business Enterprise Programs

Following the federal model, some agencies have added DBE programs.¹⁷ SBE programs focus on the disadvantage of the business, HUBZone programs focus on the disadvantage of the business location, and DBE programs focus on the disadvantage of the individual operating the business.

¹¹ Contra Costa County, Outreach Program, Ordinance Section 3-2 et seq.

¹² ORS § 279C.370(1)(a)(A),(B).

¹³ ORS § 279C.370(1)(c),(d).

¹⁴ ORS § 279C.370(5), ORS § 279C.585.

¹⁵ ORS § 279C.585.

¹⁶ ORS § 279C.590.

¹⁷ DBE programs and Airport Concession Disadvantaged Enterprise (ACDBE) programs are required to be developed and implemented as a part of the federal funding process.

State of North Carolina. The state of North Carolina changed the definition of minority used in the state minority construction program to include socially and economically disadvantaged individuals, as defined in the federal rules.¹⁸ Socially disadvantaged individuals are those who have been subjected to racial or ethnic prejudice or cultural bias because of their identity as a member of a group without regard to their individual qualities.¹⁹ Economically disadvantaged individuals are those socially disadvantaged individuals whose ability to compete in the free enterprise system has been impaired due to diminished capital and credit opportunities as compared to others in the same business area that are not socially disadvantaged.²⁰ This rule permits firms certified under the federal 8(a), DBE, and small disadvantaged business enterprise (S/DBE) programs to be certified as a minority firm in North Carolina. This rule also implies that firms owned by majority males are eligible for the program as there are firms owned by majority males that qualify for the 8(a), DBE, and S/DBE programs by making an individual showing of their social and economic disadvantage.

Milwaukee Emerging Business Enterprise Program. The city of Milwaukee, Wisconsin, defines disadvantage along six dimensions:

- Disadvantage with respect to education.
- Disadvantage with respect to location.
- Disadvantage with respect to employment.
- Social disadvantage (lack of traditional family structure, impoverished background, and related issues).
- Lack of business training.
- Economic disadvantage (credit issues, inability to win contracts, and related issues).

The city of Milwaukee defines an emerging business as a business owned by an individual satisfying the sixth dimension of disadvantage and three out of the five other dimensions of disadvantage.²¹ The city of Milwaukee has set a goal of 18 percent spending with emerging businesses, including both prime contracting and subcontracting.

7.5 Bidder Rotation

Some political jurisdictions use bidder rotation schemes to limit habit purchases from majority firms and to ensure that M/WBEs have an opportunity to bid along with majority firms. A number of agencies, including the city of Indianapolis, Indiana; Fairfax County, Virginia; the Port Authority of New York and New Jersey; and Miami-Dade County,

¹⁸ NC GS § 143-128.2(g).

¹⁹ 15 USC 637(a)(5).

²⁰ 15 USC 637(a)(6)(A).

²¹ Milwaukee Ordinance, Emerging Business Enterprise Program, 360-01 (12).

Florida, use bid rotation to encourage M/WBE utilization, particularly in architecture and engineering (A&E). Some examples of bidder rotation from other agencies include:

Miami-Dade County, Florida. Miami-Dade County uses small purchase orders for the Community Business Enterprise program and rotates on that basis. In addition, Miami-Dade County utilizes an Equitable Distribution Program, whereby a pool of qualified A&E professionals are rotated awards of county miscellaneous A&E services as prime contractors and subcontractors.

DeKalb County, Georgia. DeKalb County has used a form of bidder rotation called a bidder box system to promote M/WBE utilization. This system selects a group of bidders from the list of county registered vendors to participate in open market procurements. Under the bidder rotation system, the buyer identifies the commodity or service by entering an item box number. Using this item box, the computer selects five to six firms. The lowest responsible bidder is awarded the contract. M/WBEs were afforded an increased number of bid opportunities than would ordinarily be the case with a sequential selection process.

Port Authority of New York and New Jersey. The Port Authority has a Quick Bid rotation system for small contracts less than \$500,000. In this program, the agency solicits bids via telephone and fax from a minimum of six contractors on a rotating basis. The period between bid, award, and contract start is generally not more than six weeks. Bidders are provided free construction documents with which to prepare their bids.²²

7.6 Outreach

Bexar County, Texas, Small, Minority, and Women Business Owners Conference. Bexar County, in conjunction with the city of San Antonio, has sponsored annual Small, Minority, and Women Business Owners conferences since 2001. The conferences have been co-sponsored by the Central and South Texas Minority Business Council in conjunction with a number of major corporations, including Dell, Toyota, and AT&T. Typically, conference workshops have addressed the following:

- Doing business with federal, state, and local agencies, and the private sector.
- Access to capital.
- Human resources.
- Franchising.
- Management.
- Veterans.
- Responding to bids and RFPs.

Registered attendees grew from 1,200 in 2001 to 2,400 in 2006; estimated total attendance grew from 1,800 in 2001 to 5,000 in 2006. The number of exhibitors grew from 75 in 2001 to 180 in 2006.²³ Virtually all the major local agencies, loan providers, business development providers, and chambers of commerce participate in the

²² Port Authority of NY & NJ, Engineering Department, *2002 Construction Program*, at 8.

²³ Small, Minority, and Women Business Owners (S/M/WBO) Conference, Frequently Asked Questions, at 6.

conference along with a number of major corporations. The conference budget for 2007 was \$250,000.

7.7 Construction Management, Request for Proposals, and Design-Build

One method of debundling in construction is through the use of multiprime construction contracts in which a construction project is divided into several prime contracts that are then managed by a construction manager-at-risk. For example, this approach has been used on projects where each prime contractor is responsible for installation and repair in particular areas. The construction manager is responsible for obtaining materials at volume discounts based upon total agency purchases. If one contractor defaults, a change order is issued to another prime contractor working in an adjacent area. The construction manager-at-risk is responsible for cost overruns that result from prime contractor default.

Construction management also facilitates the rotation of contracts within an area of work. For example, if several subcontractors have the capacity of bidding on an extended work activity such as concrete flat work, traffic control, or hauling, the construction manager can rotate contracting opportunities over the duration of the activity.

Using a request for proposal (RFP) process can provide the flexibility for including M/WBE participation in prime contractor requirements and selection. One of the nonfinancial criteria can be the proposer's approach and past history with M/WBE subcontractor utilization as well as women and minority workforce participation. A number of agencies (Fulton County, Georgia, New Jersey Transit, Washington Metropolitan Transit, and many major airports) have a mandate for construction managers to include a team member to perform the function of the M/WBE office staff.

A number of universities around the country, the Charlotte-Mecklenburg School System, North Carolina; the Tri-County Metropolitan Transportation District of Oregon; the city of Phoenix; Arizona, and the city of Columbia, South Carolina, have had some success with this approach.²⁴

7.8 Outsourcing

City of Indianapolis, Indiana. The city of Indianapolis increased M/WBE utilization through privatization. The city prioritized outsourcing in procurement areas where minority businesses had particular expertise and experience. The city claims to have been particularly successful in contracting out street repair.

²⁴ Federal Transit Administration, *Lessons Learned #45* (May 2002).
www.fta.dot.gov/library/program/ll/man/ll45.html

7.9 Race-Neutral Joint Ventures

City of Atlanta, Georgia. The city of Atlanta requires establishment of joint ventures on large projects of over \$10 million.²⁵ Primes are required to create a joint venture with a firm from a different ethnic/gender group in order to ensure prime contracting opportunities for all businesses. This rule applies to women and minority firms as well as nonminority firms. This rule has resulted in tens of millions of dollars in contract awards to women- and minority-owned firms.

Washington Suburban Sanitation Commission (WSSC). The WSSC Competitive Business Demonstration Project requires joint ventures between a local SBE and an established firm in procurement areas that do not generate enough bids.

7.10 Combined Race-Neutral and Race-Conscious Programs

A number of agencies (Tampa, Florida; Phoenix, Arizona; Charlotte, North Carolina; Hillsborough County, Florida; Jacksonville, Florida; Port Authority of New York and New Jersey; and Connecticut) combine race-neutral and race-conscious program features.

City of Saint Paul, Minnesota. The city of Saint Paul Vendor Outreach Program requires that contractors document their solicitation of bids, in addition to listing subcontracting opportunities, from SBEs, MBEs, and WBEs attending pre-bid conferences and seeking assistance from M/WBE organizations.²⁶ Saint Paul achieved 10.4 percent SBE spending (out of \$113.2 million in total spending). In the SBE program, 62.5 percent of SBE spending went to WBEs, 21.2 percent to nonminority males, and 16.3 percent to MBEs.²⁷

City of Jacksonville, Florida. The city of Jacksonville implemented a hybrid program by establishing a declining schedule of race-conscious targets.²⁸ In the first program year, Jacksonville proposes to meet 70 percent of its M/WBE goal with race-conscious means, the second year, 50 percent, and the third year, 25 percent. At the end of the three-year period the program is to be evaluated.

State of Connecticut. The state of Connecticut reserves 25 percent of its SBE contracts for M/WBEs.

7.11 Management and Technical Services

A number of agencies hire an outside management and technical assistance provider to provide needed technical services related to business development and performance. Such a contract can be structured to include providing incentives to produce results, such as the number of M/WBEs being registered as qualified vendors with agencies, the number of M/WBEs graduating from subcontract work to prime contracting, and rewarding firms that utilize M/WBEs in their private sector business activities.

²⁵ City of Atlanta Ordinance Sec. 2-1450 and Sec. 2-1451.

²⁶ City of St. Paul, Vendor Outreach Program, Ordinance 84.08, .09

²⁷ City of St. Paul, *Vendor Outreach Program Detailed Report*, FY 2004, at 6.

²⁸ City of Jacksonville, Executive Order No. 04-02.

Port Authority of New York and New Jersey. The Port Authority has a three-year fee-for-service contract with the Regional Alliance for Small Contractors capped at \$275,000.²⁹ Previously, the contract was a flat grant, but it was changed to a fee-for-service arrangement to reward creative uses of financial resources.

7.12 Certification

7.12.1 Size Standards for Certification

State of Oregon. The state of Oregon has a two-tier system for small business certification. A tier one firm employs fewer than 20 full-time equivalent employees and has average annual gross receipts for the last three years that do not exceed \$1.5 million for construction, or \$600,000 for non-construction. A tier two firm employs fewer than 30 full-time equivalent employees and has average annual gross receipts for the last three years that do not exceed \$3 million for construction, or \$1 million for non-construction.³⁰ An emerging small business cannot be a subsidiary or a franchise. In 2006, small business program participation was extended from seven to 12 years.³¹

State of New Jersey. For the state of New Jersey, there are separate size standards for small businesses and emerging small businesses. For large projects, the state of New Jersey carves out portions of the contract for both tiers of small business. Thus, a single solicitation requires that the prime spend a certain percentage of the contract with small firms and another percentage with emerging small firms. Along related lines, the federal government sets aside contracts for bidding only amongst small firms, and other contracts may be set aside for bidding only by emerging small firms.

Federal Government. The federal government has the additional categories:

- Emerging Small Business, defined as being 50 percent of the SBA size standards.
- Very Small Business, defined as fewer than 15 employees and less than \$1 million in revenue.

7.12.2 Personal Net Worth Limits

The United States Department of Transportation DBE personal net worth limit of \$750,000 is a standard net worth requirement employed by many local agencies. The USDOT net worth limit excludes the owner's home and business equity in determining net worth.

²⁹ The Regional Alliance was started in 1989. For general background on the Regional Alliance see Timothy Bates, "Case Studies of City Minority Business Assistance Programs," report for the U.S. MBDA, September 1993.

³⁰ OAR 445-050-0115.

³¹ OAR 445-050-0135.

7.13 Economic Development Projects

A number of cities (including Atlanta, Georgia; Jersey City, New Jersey; and Saint Paul, Minnesota) have encouraged private sector M/WBE utilization by one of two methods: (1) asking prospective bidders to report their private sector M/WBE utilization, and (2) setting aspirational goals for private sector projects with significant city tax incentives, such as tax allocation districts and community improvement districts. The city of Oakland, California, Local Small Business Enterprise Program also provides bid preferences to SBEs on tax-assisted projects. Saint Paul and Jersey City have separate offices negotiating, tracking, and managing M/WBE participation on development projects.

Bexar County Tax Phase-In Agreements. M/W/SBE participation was added to the county tax incentive policy in 2004. The county currently considers tax abatements of up to 40 percent on qualified real property improvements and new personal property investment.³² Property taxes are 80 percent of county revenue. The county considers an increased property tax abatement of up to 80 percent based on other project criteria. This criteria includes hiring 25 percent of positions created with county residents, hiring 25 percent economically disadvantaged or dislocated individuals, practicing sound environmental practices, and dividing work to the extent practical to assist M/W/SBEs in obtaining contracts. Applicants are encouraged to award 20 percent of projects to M/WBEs and 30 percent to certified small businesses.³³ Currently, there are no similar M/W/SBE policies for tax increment financing (TIF) subsidy.³⁴

In a Tax Phase-In Agreement for Lowe's Home Centers, Lowe's agreed to:

- Use good faith efforts to include certified M/WBEs.
- Work in good faith to set construction and operational services goals for M/WBEs based on M/WBE availability.
- Establish a mutually agreed upon M/WBE reporting format.

The agreement acknowledged that although Lowe's still has national contracts it must comply with, and retained the right to choose any vendor, they have agreed to explore subcontracting opportunities.³⁵

In a HEB Grocery Tax Phase-In Agreement, HEB Grocery committed to 20 percent M/WBE participation and 10 percent SBE participation.³⁶ This was in addition to agreeing to hire 25 percent from Bexar County and 25 percent from economically disadvantaged or dislocated workers.

³² The County Tax Phase-In Policy is currently being revised.

³³ Bexar County Economic Development & Special Programs Office, Tax Phase-In Guidelines for Bexar County and the city of San Antonio, effective June 15, 2006 through June 14, 2008, adopted February 28, 2006. Not all agreements include M/W/SBE objectives. For examples, the Kautex Tax Phase In Agreement did not address M/W/SBE policy. See Bexar County, Tax Phase-In Agreement (Kautex), December 20, 2005.

³⁴ Bexar County, Texas, Tax Increment Financing and Reinvestment Zone (TIF/TIRZ), Guidelines and Criteria, Commissioner's Court Amended and Approved: August 23, 2005.

³⁵ Bexar County, Tax Phase-In Agreement (Lowe's), June 27, 2006, Exhibit E.

³⁶ Bexar County, Tax Phase-In Agreement (HEB Grocery), March 11, 2003, Section 5.01(c).

Bexar County Public Improvement Districts. County policies allow for the county to enter into an economic development agreement for Public Improvement Districts (PIDs).³⁷ PIDs are projected to be used in conjunction with TIFs for housing and infrastructure development.³⁸ As a condition of the economic development agreement, the firm seeking such an agreement has to meet, at a minimum, certain criteria involving employment, health care benefits, environmental practices, and M/W/SBE policy. M/W/SBE policy was added to PIDs in 2006.

In an agreement with Marriott, which has been labeled a “super PID,” the agreement provided that Marriott would “use reasonable efforts to comply with the M/W/SBE policies and procedures attached.”³⁹ The Marriott agreement noted that the project owner had established 20 percent M/W/SBE goals in construction. Marriott retained the right to accept the lowest qualified bid. The agreement also provided for the hotel to develop M/WBE goals in operational services, to work with the M/W/SBE office in implementing the Marriott supplier diversity program, to use certified firms, and semi-annual M/W/SBE reporting. “The sole remedy for noncompliance with this provision shall be the obligation of Marriott to prepare and implement a plan that provide for reasonable efforts to achieve the goals set forth.”

7.14 Project Goal Setting

North Carolina Department of Transportation. The NCDOT regulations emphasize that goals should be set on projects “determined appropriate by the Department [of Transportation].”⁴⁰ Individual goals are set based on a project’s geographic location, characteristics of the project, the percentage of that type of work that is typically performed by M/WBEs, the areas in which M/WBEs are known to provide services, and the goals set by the North Carolina General Assembly.⁴¹ The NCDOT M/WBE regulations specify (although they do not limit to) particular areas for M/WBE goals: clearing and grubbing, hauling and trucking, storm drainage, concrete and masonry construction, guardrail, landscaping, erosion control, reinforcing steel, utility construction, and pavement marking.

The NCDOT goal setting process begins with an engineering estimate of the project to determine what items might reasonably be subcontracted out. Next, estimates of the percentage of work that could be potentially performed by DBEs and M/WBEs are developed.⁴² These estimates are confidential and made available only to the Estimator (and staff), the provisions engineer in the proposals and contracts section (and staff), and members of the DBE/M/WBE committee at the DBE/M/WBE committee meetings. Next, NCDOT looks at whether there are M/WBEs available based on the NCDOT DBE/M/WBE directory and the location of the project. The NCDOT directory is a searchable database that classifies firms by location, prime contractor/subcontractor

³⁷ Such an agreement is allowed for under Chapter 372 of the Texas Local Government Code.

³⁸ Bexar County, Texas, 2005 – 2009 Consolidated Plan, Executive Summary, at 61.

³⁹ Senior Priority Economic Development Agreement By and Between Cibola Canyons Special Improvement District, Marriott International, Inc and Bexar County, Texas, January 12, 2006, Exhibit B.

⁴⁰ 19A NCAC 02D.1108(a).

⁴¹ 19A NCAC 02D.1108(a).

⁴² NCDOT, Division of Highways, Roadway Design and Design Services Unit, *Policy and Procedure Manual*, Chapter 10, at 4.

status, and six-digit work type.⁴³ The Goal Setting Committee is assisted in this process by EEO Contract Compliance staff in the Office of Civil Rights.

Prime contractors then submit documentation of good faith efforts to achieve the individual project goal. A statement of how they will make efforts to achieve the goal satisfies the good faith effort requirements.

The NCDOT Goal Setting Committee (in collaboration with the EEO Contract Compliance staff) seeks to set goals relative to where there is interest, availability and capacity, beyond mere looking at the certification lists. NCDOT relies on the EEO Contract Compliance staff to provide input on whether existing businesses are fully occupied. However, if EEO Contract Compliance says M/WBEs are not fully occupied, but prime contractors submit evidence that M/WBEs are fully occupied (for example, with invoices), then NCDOT accepts those explanations.

As part of goal setting, NCDOT regulations provide that:

- A documented excessive subcontractor bid constitutes a basis for not subcontracting with an M/WBE.
- A documented record of poor experience constitutes a basis for not subcontracting with an M/WBE.⁴⁴

In addition, a review of NCDOT DBE and M/WBE goals has been a regular topic at the Associated General Contractors (AGC)-DOT Joint Cooperative Committee meetings.⁴⁵

City of Phoenix, Arizona. The city of Phoenix Goal Setting Committee is responsible for setting project goals on public works contracts bid by the city. The assigned project manager provides goal-setting information for the specific project to the Bid Specifications section of the Engineering & Architectural Services Department (EASD) at least 21 days before the project is to be advertised. The required information includes design plans, a detailed cost estimate, a project description, and the client department's construction budget.

The Goal Setting Committee identifies trade areas needed for each eligible project. The EASD staff identifies available MBE and WBE subcontractors that could perform in each trade area identified in the project description and provides the information to the Goal Setting Committee for use in establishing M/WBE project goals. The Goal Setting Committee develops appropriate goals for each trade area based on estimated dollar amounts and M/WBE availability. EASD publishes these goals in the bid specifications. The equal opportunity department monitors projects for which MBE and WBE goals have been set. The Goal Setting Committee meets to establish goals on projects estimated to cost more than \$50,000.00.

Goals may be adjusted if the Goal Setting Committee finds, after consideration of historical bidding and utilization data, that such an adjustment is necessary to ensure a narrowly tailored goal. The Goal Setting Committee then forwards the goal to EASD for

⁴³ <http://apps.dot.state.nc.us/constructionunit/directory/>.

⁴⁴ The last two elements are adopted by the North Carolina DOT. 19A NCAC 02D.1110(7).

⁴⁵ AGC-DOT Joint Cooperative Committee Meeting Minutes, February 2001 through August 2003.

review. If EASD determines that delays or changes in the project will require modification of the goals, the recommendation is returned to the Goal Setting Committee for revision.

7.14.1 Waivers of Goals

City of Phoenix, Arizona. The city of Phoenix established a Waiver Review Committee (Committee) that is responsible for deciding whether to recommend waiver requests to the city engineer. The Committee has established a Subcontracting Goals Waiver Review Form. The form lists the criteria used by the Committee to determine whether to grant a waiver request. The Committee reviews each category on the form and evaluates the contractor's good faith efforts in attempting to meet project goals. Bidders requesting waivers must submit a letter explaining their reason(s) for the waiver along with supporting documentation demonstrating efforts made to solicit MBEs and WBEs as subcontractors on a project. The Committee then decides whether to grant the waiver based on the total number of categories in which the contractor has sufficiently complied with the requirements. Based on interviews with city officials, the criteria listed for granting or denying a waiver are not ranked in order of importance, the criteria are not weighted, and city officials have not established a definite number of categories that need to be satisfied to obtain a waiver.

Over a five-year period, the city awarded 504 projects with M/WBE goals, 25 waivers were requested by the low bidder and ten were rejected.

8.0 FINDINGS AND RECOMMENDATIONS

8.0 FINDINGS AND RECOMMENDATIONS

In October 2008, MGT of America, Inc. (MGT), was retained to conduct a minority and women business enterprise disparity study for Leon County Florida, (County), to determine whether there was a compelling interest to establish a narrowly-tailored minority- and women-owned business enterprise (M/WBE) program for the County. The study consisted of fact-finding to examine the extent to which race- and gender-conscious and race- and gender-neutral remedial efforts by the County had effectively eliminated ongoing effects of any past discrimination affecting the County's relevant marketplace; to analyze the County procurement trends and practices for the study period from October 1, 2004, through September 30, 2008; and to evaluate various options for future program development.

The results of this study and conclusions drawn are presented in detail in **Chapters 2.0** through **7.0** of this report. The following sections summarize each of the study's findings, which are followed by related major recommendations. Commendations are also noted in those instances in which the County already has procedures, programs, and policies in place that respond to findings. Selected best practices are described in **Chapter 7.0** to this report. These best practices expand on the findings and recommendations that are marked with an asterisk (*).

8.1 Findings for M/WBE Utilization and Availability

FINDING 8-1: Historical M/WBE Utilization

The dollar value of M/WBE utilization by the County in 2004 Leon County Disparity Study was as follows:

- M/WBEs won construction prime contracts for \$479,980 (1.61 percent of the total).
- M/WBEs won construction subcontracts for \$5.47 million (18.32 percent of total contract value).
- M/WBEs won professional services prime contracts for \$914,754 (12.24 percent of the total).
- M/WBEs won professional services subcontracts for \$422,975 (5.66 percent of the total).
- M/WBEs won other services contracts for \$3.28 million (29.71 percent of the total).
- M/WBEs won materials and supplies contracts for \$2.76 million (16.19 percent of the total).

FINDING 8-2: M/WBE Prime Utilization, Availability and Disparity

The dollar value of M/WBE prime utilization by the County over the study period of October 1, 2004 through September 30, 2008, is shown in **Exhibit 8-1**:

- M/WBEs were paid \$12.05 million (16.32 percent of the total) for prime construction services. There was substantial disparity for firms owned by African Americans and Asian Americans.
- M/WBEs were paid \$1.05 million (14.64 percent of the total) for architecture and engineering (A&E) services. There was substantial disparity for Hispanic American¹-, Asian American-, and nonminority women-owned firms.
- M/WBEs were paid \$719,377 (16.05 percent of the total) for professional services. There was substantial disparity for firms owned by African Americans, Hispanic Americans, and nonminority women.
- M/WBEs were paid \$3.40 million (53.57 percent of the total) for other services. There was substantial disparity for firms owned by Asian Americans, and Native Americans.
- M/WBEs were paid \$1.60 million (13.81 percent of the total) for materials and supplies. There was substantial disparity for firms owned by African Americans, Hispanic Americans, and Asian Americans.

¹ The availability pool of firms for this category among this MBE group was based on the count of firms that submitted a bid as a prime contractor and won the project. However, this contract ultimately was not awarded, thus not listed in the list of awarded agreements.

EXHIBIT 8-1
M/WBE PRIME UTILIZATION, AVAILABILITY, AND DISPARITY
LEON COUNTY
OCTOBER 1, 2004, THROUGH SEPTEMBER 30, 2008

Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women	Total M/WBE
Construction Prime Contractors						
Utilization Dollars	\$2,553,207	\$0	\$0	\$0	\$9,499,250	\$12,052,457
Utilization Percent	3.46%	0.00%	0.00%	0.00%	12.86%	16.32%
Availability Percent	9.73%	0.00%	0.54%	0.00%	6.49%	16.76%
Disparity	Underutilization *	N/A	Underutilization *	N/A	Overutilization	
Architecture and Engineering Prime Consultants						
Utilization Dollars	\$537,264	\$0	\$196,309	\$0	\$320,113	\$1,053,686
Utilization Percent	7.46%	0.00%	2.73%	0.00%	4.45%	14.64%
Availability Percent	8.51%	2.13%	4.26%	0.00%	17.02%	31.91%
Disparity	Underutilization	Underutilization *	Underutilization *	N/A	Underutilization *	
Professional Services Prime Consultants						
Utilization Dollars	\$181,430	\$0	\$0	\$0	\$537,948	\$719,377
Utilization Percent	4.05%	0.00%	0.00%	0.00%	12.00%	16.05%
Availability Percent	8.08%	1.01%	0.00%	0.00%	18.18%	27.27%
Disparity	Underutilization *	Underutilization *	N/A	N/A	Underutilization *	
Other Services Firms						
Utilization Dollars	\$817,616	\$319,088	\$3,672	\$3,696	\$2,263,882	\$3,407,954
Utilization Percent	12.85%	5.02%	0.06%	0.06%	35.59%	53.57%
Availability Percent	11.63%	1.16%	0.39%	0.39%	10.47%	24.03%
Disparity	Overutilization	Overutilization	Underutilization *	Underutilization *	Overutilization	
Materials and Supplies Vendors						
Utilization Dollars	\$95,676	\$0	\$0	\$0	\$1,509,432	\$1,605,108
Utilization Percent	0.82%	0.00%	0.00%	0.00%	12.98%	13.81%
Availability Percent	1.45%	0.36%	0.36%	0.00%	8.00%	10.18%
Disparity	Underutilization *	Underutilization *	Underutilization *	N/A	Overutilization	

Source: Utilization findings are taken from the exhibit previously shown in **Chapter 3.0** and **Chapter 4.0**. Availability is based on bidders/vendors.

N/A-not applicable.

*Substantial disparity.

FINDING 8-3: M/WBE Subcontractor Utilization, Availability, and Disparity

The dollar value of M/WBE construction subcontractors over the study period is shown in **Exhibit 8-2** below:

- M/WBEs won construction subcontracts for \$2.39 million (12.97 percent of the total). There was substantial disparity in the utilization of available African American, Asian American, Native American, and nonminority women construction subcontractors.

EXHIBIT 8-2
M/WBE SUBCONTRACTOR UTILIZATION, AVAILABILITY, AND DISPARITY
LEON COUNTY
OCTOBER 1, 2004, THROUGH SEPTEMBER 30, 2008

Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women	Total M/WBE
Construction Subcontractors						
Utilization Dollars (Overall Subcontractor Level)	\$1,868,840	\$302,580	\$0	\$9,792	\$213,761	\$2,394,973
Utilization Percent (Overall Subcontractor Level)	10.12%	1.64%	0.00%	0.05%	1.16%	12.97%
Availability Percent	18.75%	1.56%	0.52%	0.69%	10.76%	32.29%
Disparity (Overall Subcontractor Level)	Underutilization *	Overutilization	Underutilization *	Underutilization *	Underutilization *	

Source: Subcontractor bidders; Utilization and disparity findings are taken from the exhibit previously shown in **Chapters 3.0** and **4.0**.

N/A-not applicable.

*Substantial disparity.

FINDING 8-4: M/WBE Utilization in Private Sector Commercial Construction

MBE prime and subcontractor utilization in private sector commercial construction in the County was generally quite low, as measured by data from building permits. MBE subcontractor utilization in particular was low in absolute terms (less than 4 percent) (**Exhibit 8-3**), in comparison to MBE subcontractor utilization on County projects (more than 12 percent), and in comparison to MBE availability (about 21 percent).

EXHIBIT 8-3
COMPARISON OF M/WBE UTILIZATION PERCENTAGE OF DOLLARS
PRIVATE COMMERCIAL CONSTRUCTION
LEON COUNTY
OCTOBER 1, 2004, THROUGH SEPTEMBER 30, 2008

Business Category/Data Source	African American	Hispanic American	Asian American	Native American	Nonminority Women	M/WBE Firms	Non-M/WBE Firms
Prime Contractors							
Leon County Construction Prime Contractors (Based on Expenditure Data Only)	3.46%	0.00%	0.00%	0.00%	12.86%	16.32%	83.68%
Private Construction Prime Contractors (Leon County, Florida Building Permits)	0.86%	0.00%	0.00%	0.00%	2.48%	3.34%	96.66%
Private Construction Prime Contractors (City of Tallahassee, Florida Building Permits)	0.03%	0.00%	0.00%	0.00%	1.02%	1.05%	98.95%
Subcontractors							
Leon County Construction Subcontractors (Overall Subcontractor Level) ¹	10.12%	1.64%	0.00%	0.05%	1.16%	12.97%	87.03%
Private Construction Subcontractors (Leon County, Florida Building Permits)	0.00%	0.00%	0.00%	0.05%	3.80%	3.80%	96.20%
Private Construction Subcontractors (City of Tallahassee, Florida Building Permits)	0.04%	0.00%	0.00%	0.00%	18.16%	18.21%	81.79%

Source: Utilization findings are taken from the exhibit previously shown in **Chapters 3.0** and **6.0**.

FINDING 8-5: Disparities in the Census Data

There was evidence of disparities based on the 2002 Survey of Business Owners from the U.S. Census Bureau (for groups for which data was available):

- *Construction Firms.* Women-owned firms were 6.8 percent of firms, 6.2 percent of sales, with \$84,224 in average revenue per firm, 90.9 percent of the market place average.
- *Professional Services Firms.* African American-owned firms were 5.6 percent of firms, 0.9 percent of sales, with \$15,000 in average revenue per firm, 16.9 percent of the market place average. Women-owned firms were 24.4 percent of firms, 12.7 percent of sales, with \$202,148 in average revenue per firm, 52.1 percent of the market place average.

8.2 Commendations and Recommendations**8.2.1 Commendations and Recommendations for Race-Neutral Alternatives****COMMENDATION and RECOMMENDATION 8-1: Outreach***

The County should be commended for its outreach efforts, including sponsoring workshops; participating in the Small Business Enterprise Week and MEDWeek, activities with the city of Tallahassee; partnerships with business development organizations such as the Small Business Development Center at Florida Agricultural and Mechanical (Florida A&M) University; and posting opportunities on the Web. Additional outreach can be conducted through special vendor fairs, networking sessions, and “brown bag” sessions targeting vendors for major projects such as federal funded stimulus projects and the joint public safety building. Division directors should be included in outreach sessions. In addition, the consolidation of the County and city of Tallahassee certified firms’ directory would assist primes and staff with identifying available firms for M/W/SBE opportunities.

COMMENDATION and RECOMMENDATION 8-2: Vendor Rotation*

The County should consider the wider use of vendor rotation to expand utilization of under-utilized M/WBE groups. Some political jurisdictions use vendor rotation arrangements to limit habitual repetitive purchases from incumbent majority firms and to ensure that M/W/SBEs have an opportunity to bid along with majority firms. Generally, a diverse team of firms are prequalified for work and then teams alternate undertaking projects. A number of agencies, including the city of Indianapolis, Indiana; Fairfax County, Virginia; the Port Authority of New York and New Jersey; and Miami-Dade County, Florida; use vendor rotation to encourage utilization of underutilized M/WBE groups, particularly in professional services.

COMMENDATION and RECOMMENDATION 8-3: SBE Program for Prime Contracts*

The County should be commended for starting an SBE program. A strong SBE program is central to maintaining a narrowly tailored program to promote M/WBE utilization. In particular, the County should focus on increasing M/WBE utilization through the SBE program. The County does not face constitutional restrictions on its SBE program, only those procurement restrictions imposed by state law. Specific suggestions for the County's SBE program can be found in features of other SBE programs around the United States, including:

- Setting aside small financial consulting projects (Port Authority of New York and New Jersey SBE Program).
- Providing bid preferences to SBEs in bidding on contracts (Miami-Dade County, Florida, Community SBE Program; Port Authority of New York and New Jersey SBE Program; Port of Portland, East Bay Municipal Utility District Contract Equity Program).²
- Setting SBE goals on formal and informal contracts (city of Charlotte, North Carolina, SBE Program).
- Setting department goals for SBE utilization (city of Charlotte, North Carolina, SBE Program).
- Access to low cost insurance on small projects (city of San Diego, California, Minor Construction Program).
- Providing bid preferences to SBEs on tax-assisted projects (city of Oakland, California, Local Small Business Enterprise Program, and Port of Portland Emerging Small Business Program).
- Making SBE utilization part of department performance reviews (city of Charlotte, North Carolina, SBE Program).
- Mentor-protégé programs for small businesses (Port of Portland Emerging Small Business Program).

The County SBE training requirement has limited the effectiveness of the existing SBE program. The County should exempt firms from the training requirement if: (1) they have a record of satisfactory performance on similar projects with the County (or other major public/private organization), or (2) have satisfied similar training sessions with other organizations.

² The Port of Portland found that 10 percent bid preferences were more effective than 5 percent bid preferences.

RECOMMENDATION 8-4: Mandatory Subcontracting*

The County should consider imposing mandatory subcontracting clauses where such clauses would promote M/W/SBE utilization, and be consistent with industry practice.³

RECOMMENDATION 8-5: Business Development Assistance*

The County did attempt some business development initiatives for SBEs and M/WBEs. However, there have been problems with the existing delivery of training services. The County should focus on partnerships with organizations with a proven track record of business development assistance, such as the Florida Department of Transportation's Supportive Services program.

The County should evaluate the impact of these business development initiatives on M/W/SBE utilization. The County should follow the example of the Port Authority of New York and New Jersey, for which management and technical assistance contracts have been structured to include incentives for producing results, such as increasing the number of M/WBEs being registered as qualified vendors with the Port, and increasing the number of M/WBEs graduating from subcontract work to prime contracting.

8.2.2 M/WBE Policy Commendations and Recommendations**RECOMMENDATION 8-6: Narrowly Tailored M/W/SBE Program**

This study provides evidence to support a narrowly tailored program to promote M/WBE utilization. This conclusion is based primarily on statistical disparities in current M/WBE utilization, particularly in subcontracting, substantial disparities in the private marketplace, evidence of discrimination in business formation and revenue earned from self-employment, and some evidence of passive participation in private sector disparities. The County should tailor its women and minority participation policy to remedy each of these specific disparities.

The case law involving federal disadvantaged business enterprise (DBE) programs provide important insight into the design of local M/WBE programs. In January 1999, the United States Department of Transportation (USDOT) published its final DBE rule in Title 49, Code of Federal Regulations, Part 26 (49 CFR 26). The federal courts have consistently found the DBE regulations to be narrowly tailored.⁴ The federal DBE program has the features listed in **Exhibit 8-4** that contribute to this characterization as a narrowly tailored remedial procurement preference program. The County should adopt these features in any new narrowly tailored M/WBE program.

³ San Diego, as part of its Subcontractor Outreach Program (SCOPE), has mandatory outreach, mandatory use of subcontractors, and mandatory submission of an outreach document. Whether a contract has subcontracting is determined by the engineer on the project.

⁴ *Adarand v. Slater*, 228 F.3d 1147 (10th Cir. 2000), *Gross Seed. v. State of Nebraska*, 345 F.3d 968 (8th Cir. 2003); cert denied, 158 L.Ed. 2d 729 (2004), *Northern Contracting v. Illinois DOT*, 2005 U.S. Dist. LEXIS 19868 (ND IL 2005).

EXHIBIT 8-4
NARROWLY TAILORED M/WBE PROGRAM FEATURES

Narrowly Tailored Goal-Setting Features	DBE Regulations
The County should not use quotas.	49 CFR 26(43)(a)
The County should use race- or gender-conscious set-asides only in cases where other methods are inadequate to address the disparity.	49 CFR 26(43)(b)
The County should meet the maximum amount of its M/WBE goals through race-neutral means.	49 CFR 26(51)(a)
The County should use M/WBE contract goals only where race-neutral means are not sufficient.	49 CFR 26(51)(d)
The County should use M/WBE goals only where there are subcontracting possibilities.	49 CFR 26(51)(e)(1)
If the County estimates that it can meet the entire M/WBE goal with race-neutral means, then the County should not use contract goals.	49 CFR 26(51)(f)(1)
If it is determined that the County is exceeding its goal, then the County should reduce the use of M/WBE contract goals.	49 CFR 26(51)(f)(2)
If the County exceeds goals with race-neutral means for two years, then the County should not set contract goals the next year.	49 CFR 26(51)(f)(3)
If the County exceeds M/WBE goals with contract goals for two years, then the County should reduce use of contract goals the next year.	49 CFR 26(51)(f)(4)
If the County uses M/WBE goals, then the County should award only to firms that made good faith efforts.	49 CFR 26(53)(a)
The County should give bidders an opportunity to cure defects in good faith efforts.	49 CFR 26(53)(d)

COMMENDATION and RECOMMENDATION 8-7: Aspirational M/WBE TARGETS

The County should periodically adjust aspirational goals by business category, and not establish rigid project goals. Adjustments should be based on the degree of success of the program in previous years. To establish a benchmark for goal setting, aspirational goals should be based on relative M/WBE availability. The primary means for achieving these aspirational goals should be the SBE program, race-neutral joint ventures, outreach, and adjustments in the County procurement policy. As in the DOT, DBE program goals on particular projects should, in general, vary from overall aspirational goals. Possible revised aspirational goals based on M/WBE availability are proposed in **Exhibit 8-5**. These aspirational goals can be further decomposed by procurement category, ethnicity, and gender.

**EXHIBIT 8-5
PROPOSED M/WBE ASPIRATIONAL TARGETS
LEON COUNTY
BY PROCUREMENT CATEGORY**

Procurement Category	Aspirational MBE Target	Aspirational WBE Target
Construction Prime Contractors	8%	5%
Construction Subcontractors*	17%	9%
Architecture & Engineering	12%	14%
Professional Services	7%	15%
Other Services	10%	8%
Materials and Supplies	1%	6%

Source: Availability estimates are based on vendor data.

*Of total subcontract dollar value.

RECOMMENDATION 8-8: Joint Ventures

The County should consider adopting a joint venture policy similar to the one implemented by the city of Atlanta, Georgia. The city of Atlanta requires establishment of joint ventures on large projects of over \$10 million.⁵ Primes are required to joint venture with a firm from a different ethnic/gender group in order to ensure prime contracting opportunities for all businesses. This rule applies to women and minority firms as well as nonminority firms. This rule has resulted in tens of millions of dollars in contract awards to women and minority firms.

COMMENDATION and RECOMMENDATION 8-9: M/WBE Subcontractor Plans*

The County should consider reestablishing the good faith effort goal requirements in its contracts. The basis for retaining good faith efforts requirements is significant disparities in construction subcontracting, the very low utilization in private sector commercial construction and other evidence of private sector disparities, even after controlling for capacity and other race-neutral variables. The core theme should be that prime contractors should document their outreach efforts and the reasons why they may have rejected qualified M/WBEs that were the low-bidding subcontractors. Accordingly, the following narrow tailoring elements should be considered:

1. Good faith effort requirements should apply to both M/WBE and nonminority prime contractors.
2. Projects goals should vary by project and reflect realistic M/WBE availability for particular projects.
3. A documented excessive subcontractor bid can be a basis for not subcontracting with an M/WBE.
4. A documented record of poor performance can be a basis for not subcontracting with an M/WBE.⁶

⁵ City of Atlanta Ordinance Sec. 2-1450 and Sec. 2-1451.

⁶ The last two elements were adopted by the North Carolina Department of Transportation (NCDOT). 19A NCAC 02D.1110(7).

COMMENDATION 8-10: RFP Language*

The County is commended for putting in its request for proposals (RFPs) language asking proposers about their strategies for M/WBE inclusion on projects. A number of agencies, including the Port Authority of New York and New Jersey, have had success in soliciting creative responses to these requests, even in areas such as large-scale insurance contracts.

RECOMMENDATION 8-11: Economic Development*

The County should consider extending the M/W/SBE program to economic development projects. Jersey City, New Jersey, and the city of Saint Paul, Minnesota, have established offices that focus on employment and M/W/SBE utilization on economic development projects. San Antonio and Bexar County, Texas, also have very active M/W/SBE initiatives for development projects that receive tax subsidies.

RECOMMENDATION 8-12: Certification*

Two-Tier Size Standards. The federal case law points to the use of size standards and net worth requirements as one factor in the narrow tailoring of remedial procurement programs. At present, the County uses its own size standard.

Size standards for remedial procurement programs face a dilemma. If the size standard is placed too high, large firms crowd out new firms. If the size standard is placed too low, too many experienced firms lose the advantages of the remedial program. The second problem is an issue with the current County SBE certification. One solution to this dilemma is to adopt a two-tier standard for M/WBE and SBE certification. The federal government and the states of Oregon and New Jersey use a two-tier size standard. Thus, for example, contracts could be set aside for small and very small firms and goals that included very large M/W/SBEs could be established on large projects. A standard approach is to use the Small Business Administration (SBA) size standard for small firms and a percentage of the SBA size standard (for example, 25 or 50 percent) for very small firms.

Automatic SBE Certification. Firms that already satisfy the size and location requirements for the SBE program should be automatically certified as SBEs, unless they elect to remove themselves from the SBE directory. Several jurisdictions have used this approach to expand the pool of SBEs.

Socially and Economically Disadvantaged Firms. The County should consider adding socially and economically disadvantaged firms to its definition of targeted groups. The North Carolina M/WBE program has this feature.

Program Participation Limits. Another graduation provision is to restrict the overall amount of dollars a program participant can receive. For example, the city of New York graduates firms that have received more than \$15 million in prime contracts within the past three years.⁷

⁷ Local Laws of New York, Section 7-1292 (c) (17).

COMMENDATION and RECOMMENDATION 8-13: MWBE Program Data Management

It is important for the County to closely monitor the utilization of all businesses by race, ethnicity, and gender, and by prime and subcontractor utilization, over time to determine whether the County's M/W/SBE policy has the potential to eliminate race and gender disparities without applying specific race and gender goals. The County should be commended for its improved tracking of subcontractor utilization and for the implementation of the B2G system for tracking M/W/SBE contract compliance.

COMMENDATION and RECOMMENDATION 8-14: Purchasing and M/W/SBE Policy

The County should be commended for the consolidation of the purchasing policy and the M/WBE participation policy and elevating the M/W/SBE program to division level, which improved the internal and external perception of the County's commitment to the program's success. The County should ensure that vendors submit the required contract compliance documents pertaining to the M/W/SBE program as part of their request for payment.

COMMENDATION and RECOMMENDATION 8-15: M/W/SBE Program Staff

The County should be commended for the efforts of the County's M/W/SBE staff. The County could increase staff, training and resources to ensure the necessary resources to operate the MWBE program. The reason for an increase of staff would be: setting M/WBE project goals (targets), updating an M/WBE policy manual, re-establishing an SBE program, reporting M/WBE utilization to the highest levels of County management, overseeing business assistance, improving outreach, reserving contracts under an SBE program, and monitoring M/W/SBE targets and contract compliance.

RECOMMENDATION 8-16: Performance Measures*

The County should add performance measures other than M/W/SBE percentage utilization. Some suggested measures come from the Florida Department of Transportation's Small Business Initiative (discussed in the best practices section of this report). The County should develop additional measures to gauge the effectiveness of its efforts. Possible measures include:

- Growth in the number of M/W/SBEs winning their first award from the County.
- Growth in percentage of M/W/SBE utilization by the County.
- Growth in M/W/SBE prime contracting.
- Growth in M/W/SBE subcontractors to prime contractors.
- Number of M/W/SBEs that receive bonding.
- Number of M/W/SBEs that successfully graduate from the program.
- Number of graduated firms that successfully win County projects.

- Percentage of M/W/SBE utilization for contracts not subject to competitive bidding requirements.
- Growth in the number of M/W/SBEs utilized by the County.
- Number of joint ventures involving M/W/SBEs.
- Largest contract won by an M/W/SBE.
- Comparability in annual growth rates and median sales for M/W/SBEs and non-M/W/SBEs in the County contracts.

APPENDICES

APPENDIX A: UTILIZATION DETAILS

APPENDIX A UTILIZATION DETAILS

Attachment 1
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Utilization Details - Construction

VENDOR NAME	ETHNICITY	COUNTY_STATE	EXPENDITURE AMT
1001 USES UTILITY BLDG	NONMINORITY MALE	LEON, FL	\$4,298.00
ABSOLUTE DEMO, INC	NONMINORITY MALE	LEON, FL	\$6,000.00
ALBRITTON ELECTRICAL SERVICE INC	NONMINORITY MALE	LEON, FL	\$475,790.14
ALL FLORIDA ELECTRIC OF TALLAHASSEE INC	NONMINORITY MALE	LEON, FL	\$500.00
ALLEN'S EXCAVATING, INC.	NONMINORITY MALE	LEON, FL	\$11,096,038.40
ALLWEATHER INSULATION INC	NONMINORITY MALE	LEON, FL	\$1,902.00
ANYTIME CONCRETE, INC	NONMINORITY MALE	LEON, FL	\$352.00
APACHEE ROOFING	NONMINORITY MALE	LEON, FL	\$10,250.00
APALACHEE BACKHOE & SEPTIC TANK LLC	NONMINORITY MALE	LEON, FL	\$204,268.35
B & S UTILITIES	NONMINORITY MALE	LEON, FL	\$48,456.68
BASS CONSTRUCTION CO INC	NONMINORITY MALE	LEON, FL	\$267,160.68
BAYCREST CORPORATION	NONMINORITY MALE	LEON, FL	\$773,711.46
BLANKENSHIP CONTRACTNG INC	NONMINORITY MALE	LEON, FL	\$4,569,664.70
BLUE CHIP CONSTRUCTION	AFRICAN AMERICAN	LEON, FL	\$2,049,796.46
BOB MCKEITHEN & SONS	NONMINORITY MALE	LEON, FL	\$3,885.00
BRYAN SCRUGGS CONSTRUCTION, INC	NONMINORITY MALE	GADSDEN, FL	\$419,150.58
C & C ASPHALT, LLC	NONMINORITY MALE	LEON, FL	\$14,870.00
C & R CONSTRUCTION SVS, INC	AFRICAN AMERICAN	LEON, FL	\$33,259.00
CAMP DRESSER & MCKEE INC	NONMINORITY MALE	LEON, FL	\$599,873.08
CAPITAL QUALITY BUILDINGS, INC	NONMINORITY MALE	LEON, FL	\$5,325.00
COUNCIL CONTRACTING, INC	NONMINORITY FEMALE	LEON, FL	\$834,907.23
CPS RESIDENTIAL & COMMERCIAL CONSTRUCTION SERVICES	NONMINORITY MALE	LEON, FL	\$76,797.74
CUMBIE CONCRETE CONSTRUCTION CO.	NONMINORITY MALE	LEON, FL	\$389.85
DAVIS CONSTRUCTION	NONMINORITY MALE	LEON, FL	\$600.00
DIXIE PAVING & GRADING, INC	NONMINORITY MALE	LEON, FL	\$487,949.65
DOVE ROOFING CO INC	NONMINORITY MALE	LEON, FL	\$48,231.10
FLORIDA DESIGN AND CONSTRUCTION	AFRICAN AMERICAN	LEON, FL	\$1,975.00
FLORIDA DEVELOPERS INC	AFRICAN AMERICAN	LEON, FL	\$42,823.00
GAINES	NONMINORITY MALE	LEON, FL	\$300.00
GAINES & SONS STRIPING, INC	AFRICAN AMERICAN	LEON, FL	\$332,679.87
GARRISON DESIGN & CONSTRUCTION INC	NONMINORITY MALE	LEON, FL	\$628,376.74
GEMINI ELECTRIC	NONMINORITY MALE	LEON, FL	\$8,200.00
GREAT SOUTHERN DEMOLITION INC	NONMINORITY MALE	LEON, FL	\$15,826.00
HARRELL ROOFING INC	NONMINORITY MALE	LEON, FL	\$86,387.00
HODGES ELECTRIC, INC.	NONMINORITY MALE	LEON, FL	\$1,303.30
JACKSON COOK INC	NONMINORITY FEMALE	LEON, FL	\$10,359.45
JIMMIE CROWDER EXCAVATING & LAND CLEARING, INC	NONMINORITY MALE	LEON, FL	\$3,238,291.93
JP POWELL SERVICES	NONMINORITY FEMALE	LEON, FL	\$47,917.49
KCW ELECTRIC CO	NONMINORITY MALE	LEON, FL	\$29,405.55
KEITH LAWSON COMPANY	NONMINORITY MALE	LEON, FL	\$877.00
KINSEY CONTRACTORS INC	NONMINORITY MALE	LEON, FL	\$443,816.17
KRATOFIL'S HEATING & AIR CONDITIONING INC	NONMINORITY MALE	LEON, FL	\$5,880.00
LANCE MAXWELL PLUMBING	NONMINORITY MALE	LEON, FL	\$2,260.00
LARRY HAGAMAN PLUMBING CONTRACTOR	NONMINORITY MALE	LEON, FL	\$1,235.00
M OF TALLAHASSEE	NONMINORITY MALE	LEON, FL	\$102,400.00
M&L PLUMBING	NONMINORITY MALE	LEON, FL	\$3,775.00
MEYER CONSTRUCTION COMPANY, LLC	NONMINORITY MALE	LEON, FL	\$59,204.00

VENDOR NAME	ETHNICITY	COUNTY_STATE	EXPENDITURE AMT
MIKE SCOTT CONSTRUCTION	NONMINORITY MALE	LEON, FL	\$266,329.68
MORGAN ELECTRIC CO.	NONMINORITY MALE	LEON, FL	\$111,777.57
MOSLEY ENTERPRISES	NONMINORITY MALE	GADSDEN, FL	\$36,620.00
MSTCONSTRUCTION	NONMINORITY MALE	GADSDEN, FL	\$1,449.46
MUD WORKS	AFRICAN AMERICAN	LEON, FL	\$16,907.00
NORTH FLORIDA ASPHALT INC	NONMINORITY MALE	LEON, FL	\$1,714,065.65
PAGEL CONSTRUCTION, INC	NONMINORITY MALE	LEON, FL	\$348,281.50
PANHANDLE CONTRACTING	NONMINORITY MALE	LEON, FL	\$6,500.00
PEARSON CONSTRUCTION COMPANY LLC	NONMINORITY MALE	LEON, FL	\$1,157,452.96
PEAVY & SON CONSTRUCTION CO INC	NONMINORITY MALE	GADSDEN, FL	\$7,185,506.99
PETER R BROWN CONSTRUCTION	NONMINORITY FEMALE	LEON, FL	\$8,510,946.67
PHOENIX CONSTRUCTION & FENCING	AFRICAN AMERICAN	LEON, FL	\$75,766.74
PRO STEEL BLDG INC	NONMINORITY MALE	LEON, FL	\$631,779.15
REYNOLDS HOME BUILDERS, INC	NONMINORITY FEMALE	LEON, FL	\$67,773.80
RIPPEE CONSTRUCTION INC	NONMINORITY FEMALE	LEON, FL	\$21,820.00
ROTO ROOTER PLUMBERS	NONMINORITY MALE	LEON, FL	\$39,826.13
SANDCO INC	NONMINORITY MALE	LEON, FL	\$26,326,144.83
SCOTT-BURNETT INC	NONMINORITY MALE	LEON, FL	\$2,435.48
SOUTHEAST CONCRETE CUTTING AND DEMOLITION INC	NONMINORITY MALE	LEON, FL	\$450.00
SOUTHERN GENERAL CONTRACTORS, LLC	NONMINORITY MALE	LEON, FL	\$28,430.00
SPECIALTY CONTRACTORS OF TALLAHASSEE INC	NONMINORITY MALE	LEON, FL	\$8,597.36
STREAMLINE ROOFING	NONMINORITY MALE	LEON, FL	\$556.94
STRICKLAND ELECTRIC COMPANY OF TALLAHASSEE INC	NONMINORITY FEMALE	LEON, FL	\$5,525.00
T S BUILDERS, INC	NONMINORITY MALE	LEON, FL	\$155,978.07
TOM SHAW CONSTRUCTION COMPANY	NONMINORITY MALE	LEON, FL	\$37,450.39
VAUSE MECHANICAL CONTRACTING, INC.	NONMINORITY MALE	LEON, FL	\$2,724.00
WHITE'S PLUMBING INC	NONMINORITY MALE	LEON, FL	\$6,350.08

Utilization Details - Architecture & Engineering

VENDOR NAME	ETHNICITY	COUNTY_STATE	EXPENDITURE
			AMT
ACOUSTI ENGINEERING CO OF FLORIDA	NONMINORITY FEMALE	LEON, FL	\$2,304.92
ADVANCED GEOSPATIAL, INC	NONMINORITY MALE	LEON, FL	\$80,425.00
AKIN & ASSOCIATES ARCHITECTS	AFRICAN AMERICAN	LEON, FL	\$146,460.64
ALLEN NOBLES AND ASSOCIATES INC	NONMINORITY MALE	LEON, FL	\$157,454.71
BARNETT FRONCZAK ARCHITECTS	NONMINORITY MALE	LEON, FL	\$522,894.85
BENEDICT ENGINEERING COMPANY INC	NONMINORITY MALE	LEON, FL	\$9,080.50
CAPITAL ENGINEERING & SURVEYING, INC	NONMINORITY MALE	LEON, FL	\$5,662.00
COLONEY BELL ENGINEERING	NONMINORITY MALE	LEON, FL	\$1,852.50
CS & K ASSOCIATES, INC	NONMINORITY FEMALE	LEON, FL	\$2,660.00
DIVERSIFIED DESIGN % DRAFTING SERVICES, INC	NONMINORITY FEMALE	LEON, FL	\$1,760.00
EMO ARCHITECTS, INC	NONMINORITY MALE	LEON, FL	\$458,382.35
ENVIRONMENTAL & GEOTECHNICAL SPECIALISTS INC (EGS)	NONMINORITY MALE	LEON, FL	\$67,388.69
ENVIRONMENTAL CONSULTING & TECHNOLOGY INC	NONMINORITY FEMALE	LEON, FL	\$292,967.33
GENESIS GROUP INC	NONMINORITY MALE	LEON, FL	\$1,490,568.99
GPI SOUTHEAST INC	NONMINORITY MALE	LEON, FL	\$29,607.32
HAMMOND DESIGN GROUP	NONMINORITY MALE	LEON, FL	\$251,525.58
JOHNSON PETERSON ARCHITECTS INC	NONMINORITY MALE	LEON, FL	\$516,512.57
JRA ARCHITECTS INC	NONMINORITY MALE	LEON, FL	\$2,845.00
McGINNISS & FLEMING ENGINEERING INC	NONMINORITY MALE	LEON, FL	\$131,844.38
MIHIR ENVIRONICS INC	ASIAN AMERICAN	LEON, FL	\$22,465.00
MOORE BASS CONSULTING INC	NONMINORITY FEMALE	LEON, FL	\$16,108.73
POOLE ENGINEERING	NONMINORITY FEMALE	LEON, FL	\$4,312.00
POST BUCKLEY SCHUH & JERNIGAN, INC	NONMINORITY MALE	LEON, FL	\$2,359,696.37
REGISTE, SLIGER ENGINEERING, INC	AFRICAN AMERICAN	LEON, FL	\$153,869.20
ROSENBAUM ENGINEERING	NONMINORITY MALE	LEON, FL	\$38,084.02
SOUTHERN EARTH SCIENCES INC	NONMINORITY MALE	LEON, FL	\$9,319.00
SPECTRA ENGINEERING & RESEARCH, INC	AFRICAN AMERICAN	LEON, FL	\$210,018.89
STRUCTURAL DIAGNOSTICS	AFRICAN AMERICAN	LEON, FL	\$26,915.00
TRAK ENGINEERING INC	NONMINORITY MALE	LEON, FL	\$11,072.50
WELCH & WARD ARCHITECTS INC	ASIAN AMERICAN	LEON, FL	\$173,844.00
WILLIAMSON & ASSOCIATES, INC.	NONMINORITY MALE	LEON, FL	\$300.00

Utilization Details - Professional Services

VENDOR NAME	ETHNICITY	COUNTY_STATE	EXPENDITURE AMT
ACCURATE STENOGRAPHY REPORTERS	NONMINORITY FEMALE	LEON, FL	\$1,838.40
ALL PRO DRUG TESTING INC	NONMINORITY FEMALE	LEON, FL	\$40.00
ALLIED VET EMERGENCY SERVICES INC	NONMINORITY MALE	LEON, FL	\$200.00
APPRAISAL GROUP OF TALLAHASSEE, INC	NONMINORITY FEMALE	LEON, FL	\$10,000.00
BANKS & MORRIS, P.A.	NONMINORITY MALE	LEON, FL	\$36,968.13
BECK & BARRIOS, PA	NONMINORITY MALE	LEON, FL	\$2,500.00
BIBLER DESIGN DEVELOPMENT	NONMINORITY MALE	LEON, FL	\$3,800.00
BOUTIN BROWN REALTY ADVISORS INC	NONMINORITY MALE	LEON, FL	\$107,707.50
BRADLEY	NONMINORITY MALE	LEON, FL	\$560.00
BROWN AND BROWN PA	AFRICAN AMERICAN	LEON, FL	\$9,089.81
BRYANT MILLER & OLIVE PA	NONMINORITY MALE	LEON, FL	\$171,961.83
CARR ALLISON	NONMINORITY MALE	LEON, FL	\$241,767.93
CHARLES E HOBBS II, ESQ	AFRICAN AMERICAN	LEON, FL	\$420.00
CLINICAL PSYCHOLOGICAL SERVICES, INC	NONMINORITY MALE	LEON, FL	\$205.00
COMPUTER TUTORS USA INC	NONMINORITY FEMALE	LEON, FL	\$20,095.00
COOPER BYRNE BLUE & SCHWARTZ, LLC	NONMINORITY MALE	LEON, FL	\$90,364.11
CURETON-JOHNSON & ASSOCIATES	NONMINORITY MALE	LEON, FL	\$8,750.00
DAVID C HAWKINS, PLLC	NONMINORITY MALE	LEON, FL	\$16,686.25
DEBAUBIEN KNIGHT SIMMONS MANTZARIS & NEAL, LLP	NONMINORITY MALE	LEON, FL	\$4,700.80
DIANE WILKENS PRODUCTIONS	NONMINORITY FEMALE	LEON, FL	\$750.00
DISASTERS, STRATEGIES AND IDEAS GROUP, LLC	NONMINORITY MALE	LEON, FL	\$49,757.64
DISKIN PROPERTY RESEARCH	NONMINORITY MALE	LEON, FL	\$64,368.86
EMPLOYEE MANAGEMENT SYSTEMS	NONMINORITY MALE	LEON, FL	\$7,280.00
FIXEL & MAGUIRE	NONMINORITY MALE	LEON, FL	\$9,567.00
FLORIDA PROPERTY CONSULTANTS GROUP	NONMINORITY MALE	LEON, FL	\$6,000.00
FOR THE RECORD REPORTING	NONMINORITY FEMALE	LEON, FL	\$112.50
FRANK E SHEFFIELD PA	NONMINORITY MALE	LEON, FL	\$29,635.50
GARDNER, BIST, WIENER, WADSWORTH & BOWDEN, P.A.	NONMINORITY MALE	LEON, FL	\$48,825.00
GENTRY & WAY PA	NONMINORITY FEMALE	LEON, FL	\$6,406.08
GREGORY J CUMMINGS	NONMINORITY MALE	LEON, FL	\$1,445.94
HENNINGSSEN INVESTMENT INC	NONMINORITY MALE	LEON, FL	\$2,542.43
HERRLE COMMUNICATIONS GROUP	NONMINORITY FEMALE	LEON, FL	\$1,665.50
I S CONSULTING	NONMINORITY FEMALE	LEON, FL	\$30,160.00
INFINITY SOFTWARE DEVELOPMENT	NONMINORITY MALE	LEON, FL	\$9,338.75
INOVIA CONSULTING GROUP	NONMINORITY MALE	LEON, FL	\$22,686.40
INTEGRITY PUBLIC FINANCE CONSULTING	NONMINORITY MALE	LEON, FL	\$22,300.00
JORDAN RESEARCH & CONSULTING	NONMINORITY MALE	LEON, FL	\$456.25
KETCHAM APPRAISAL GRP PA	NONMINORITY MALE	LEON, FL	\$114,348.45
KETCHAM REALTY GROUP, INC	NONMINORITY MALE	LEON, FL	\$75.00
KNOWLES & RANDOLPH PA	AFRICAN AMERICAN	LEON, FL	\$138,225.00
LAW OFFICES OF GARY ANTON, PA	NONMINORITY MALE	LEON, FL	\$1,911.40
LEWIS LONGMAN & WALKER P.A.	NONMINORITY MALE	LEON, FL	\$178,693.10
MCGLYNN LABORATORIES	NONMINORITY FEMALE	LEON, FL	\$430,440.13
MERIT REPORTING	NONMINORITY FEMALE	LEON, FL	\$145.00
MESSER CAPARELLO & SELF	NONMINORITY MALE	LEON, FL	\$2,287.04
MGT OF AMERICA INC	NONMINORITY MALE	LEON, FL	\$60,310.70

VENDOR NAME	ETHNICITY	COUNTY_STATE	EXPENDITURE AMT
MOORE CONSULTING GROUP	NONMINORITY FEMALE	LEON, FL	\$3,000.00
NABORS GIBLIN & NICKERSON PA	NONMINORITY MALE	LEON, FL	\$63,178.12
PARTNERS IN COMMUNICATION	NONMINORITY FEMALE	LEON, FL	\$4,162.50
PAUL CONSULTING INC	NONMINORITY MALE	LEON, FL	\$1,413,875.00
PROFESSIONAL PRACTICE SOLUTIONS, LLC	NONMINORITY FEMALE	LEON, FL	\$10,885.00
REMILLARD LAW FIRM, P.A.	NONMINORITY MALE	LEON, FL	\$1,168.75
RICHARD A GREENBERG ATTY	NONMINORITY MALE	LEON, FL	\$1,002.31
ROGERS, ATKINS, GUNTER & ASSOCIATES	NONMINORITY MALE	LEON, FL	\$3,850.00
ROSE, SUNDSTROM & BENTLEY, LLP	NONMINORITY MALE	LEON, FL	\$23,788.66
ROTHENBERG, LOUIS PAUL	NONMINORITY MALE	LEON, FL	\$331.50
ROUMELIS PLANNING & DEVELOP SERVICES INC	NONMINORITY FEMALE	LEON, FL	\$10,780.91
SAVLOV & ANDERSON	NONMINORITY MALE	LEON, FL	\$9,716.00
SHUTTS & BOWEN LLP	NONMINORITY MALE	LEON, FL	\$159,000.00
SMITH THOMPSON SHAW P A	NONMINORITY FEMALE	LEON, FL	\$6,496.50
TALLAHASSEE LAND CO INC	NONMINORITY MALE	LEON, FL	\$962.50
THE DYE LAW FIRM P.A.	NONMINORITY MALE	LEON, FL	\$4,905.00
THOMAS HOWELL FERGUSON PA	NONMINORITY MALE	LEON, FL	\$759,552.29
TRACY P. MOYE, P.A.	NONMINORITY FEMALE	LEON, FL	\$970.12
TROY FAIN INSURANCE INC	NONMINORITY MALE	LEON, FL	\$185.88
UZZELL ADVERTISING	AFRICAN AMERICAN	LEON, FL	\$30,000.00
VAUSE'S PROCESS SERVICE	NONMINORITY MALE	LEON, FL	\$3,633.00
WILLIAMS, WILSON, & SEXTON PA	AFRICAN AMERICAN	LEON, FL	\$3,694.80

Utilization Details - Other Services

VENDOR NAME	ETHNICITY	COUNTY_STATE	EXPENDITURE AMT
A AND A CLEANING	NONMINORITY MALE	LEON, FL	\$12,415.00
A BLIND DECOR	NONMINORITY MALE	LEON, FL	\$2,939.80
A MAN WITH A VAN INC	NONMINORITY MALE	LEON, FL	\$189.00
AAA TO ZEE	NONMINORITY MALE	LEON, FL	\$4,266.30
AAA TREE SERVICE INC	NONMINORITY MALE	LEON, FL	\$39,445.00
ABRAHAM GEORGE PATIO	NONMINORITY MALE	LEON, FL	\$5,939.00
ACCENT OFFICE PLANNERS INC	NONMINORITY FEMALE	LEON, FL	\$21,625.10
ACTION LEGAL COPY SERVICE INC	NONMINORITY MALE	LEON, FL	\$10.00
ADAM'S TREES	NONMINORITY MALE	LEON, FL	\$300.00
ADVANCED GRAPHICS TECHNOLOGIES INC	NONMINORITY MALE	LEON, FL	\$555.00
AEGIS COMPUTER SERVICES, INC.	NONMINORITY FEMALE	LEON, FL	\$6,450.00
AFFINITY DESIGN GROUP	NONMINORITY FEMALE	LEON, FL	\$157.60
AIR TECH	NONMINORITY MALE	LEON, FL	\$450.00
ALL PRO LANDSCAPING	NONMINORITY MALE	LEON, FL	\$33,034.15
ALL-AMERICAN CARPET & UPHOLSTERY CLEANING INC	NONMINORITY MALE	LEON, FL	\$260.00
ALPHA BUSINESS FORMS	NONMINORITY MALE	LEON, FL	\$16,795.44
ALPHA TRAVEL & TOURS INC	AFRICAN AMERICAN	LEON, FL	\$2,156.90
AMERICAN CLUTCH REBUILDERS	NONMINORITY MALE	LEON, FL	\$1,526.45
AMERICAN EXTERIOR CLEANING COMPANY	NONMINORITY MALE	LEON, FL	\$1,970.00
AMERICAN FENCE CO	NONMINORITY MALE	GADSDEN, FL	\$31,478.60
AMERICAN PHOTOGRAPHY SERVICES	AFRICAN AMERICAN	LEON, FL	\$165.00
ANDREWS	NONMINORITY MALE	LEON, FL	\$708.50
ASTRO TRAVEL AND TOURS	NONMINORITY MALE	LEON, FL	\$1,262.50
B&T FENCING INC	NONMINORITY MALE	LEON, FL	\$1,100.00
BAKER LANDSCAPE & IRRIGATION INC.	NONMINORITY FEMALE	LEON, FL	\$2,749.00
BARRY GROSS PHOTOGRAPHY	NONMINORITY MALE	LEON, FL	\$3,437.00
BEGGS FUNERAL HOME INC	NONMINORITY MALE	LEON, FL	\$250.00
BIG BEND GARAGE DOOR SERVICE	NONMINORITY MALE	LEON, FL	\$19,750.00
BIG BEND TRANSIT INC	NONMINORITY MALE	LEON, FL	\$590.15
BILL'S CARPET CARE	NONMINORITY MALE	LEON, FL	\$25,253.95
BONE DRY RESTORATION AND CLEANING	NONMINORITY MALE	LEON, FL	\$8,782.86
BRIAN S HURLEY & ASSOCIATES INC	NONMINORITY MALE	LEON, FL	\$967.22
BRIAN'S SEPTIC SERVICE	NONMINORITY MALE	LEON, FL	\$2,260.00
BRIDGES TREE SERVICE INC	NONMINORITY MALE	LEON, FL	\$3,300.00
BROWNS PAINT & BODY SHOP	AFRICAN AMERICAN	LEON, FL	\$8,975.46
BROWN'S REFRIGERATION & EQUIPMENT CO, INC	NONMINORITY MALE	LEON, FL	\$4,760.68
BRUCE'S KEY & LOCK INC	NATIVE AMERICAN	LEON, FL	\$3,696.37
B'S ICE CREAM	NONMINORITY MALE	LEON, FL	\$1,363.73
BUDDY'S SEPTIC TANK SERV	NONMINORITY MALE	LEON, FL	\$200.00
BUDGET PRINTING CENTERS	NONMINORITY MALE	LEON, FL	\$56,220.56
BUSINESS COMMUNICATIONS	NONMINORITY MALE	LEON, FL	\$5,764.50
C & L ASSOCIATES	NONMINORITY FEMALE	LEON, FL	\$2,109,824.45
C & L WELL AND PUMP SERVICE	NONMINORITY MALE	LEON, FL	\$1,920.00
C & M IRRIGATION & LAWN SERVICE	NONMINORITY MALE	LEON, FL	\$50.00
C & M LANDSCAPE & IRRIGATION	NONMINORITY MALE	LEON, FL	\$9,325.00
CAPITAL BUSINESS INTERIORS	NONMINORITY FEMALE	LEON, FL	\$7,560.69

VENDOR NAME	ETHNICITY	COUNTY_STATE	EXPENDITURE AMT
CAPITAL CITY BLACK PAGES	AFRICAN AMERICAN	LEON, FL	\$3,000.00
CAPITAL CITY RADIATOR SHP	NONMINORITY MALE	LEON, FL	\$536.50
CAPITAL CITY STAMPS	NONMINORITY FEMALE	LEON, FL	\$656.50
CAPITAL GLASS TINTING,INC	NONMINORITY MALE	LEON, FL	\$684.29
CAPITAL HYDRAULICS	NONMINORITY MALE	LEON, FL	\$26,565.35
CAPITAL OUTLOOK NEWSPAPER	AFRICAN AMERICAN	LEON, FL	\$19,888.00
CAPITAL TREE SERVICE	NONMINORITY MALE	LEON, FL	\$5,650.00
CAPITAL TRUCK INC	NONMINORITY MALE	LEON, FL	\$3,632.11
CAPITOL GLASS AND TINTING, INC.	AFRICAN AMERICAN	LEON, FL	\$4,290.75
CAPITOL WINDOW CENTER	NONMINORITY MALE	LEON, FL	\$490.83
CARLSON WAGONLIT TRAVEL	NONMINORITY FEMALE	LEON, FL	\$437.79
CITY BLUE COPY & MAIL CENTER	NONMINORITY MALE	LEON, FL	\$13,000.18
COMMERCIAL CLEANING ASSOCIATES	NONMINORITY MALE	LEON, FL	\$400.00
COMMERCIAL PRINT & COPY	NONMINORITY MALE	LEON, FL	\$368.00
CONFIDENTIAL SHREDDING & RECYCLING, INC.	NONMINORITY FEMALE	LEON, FL	\$18,265.00
CORRY CABINET COMPANY	NONMINORITY MALE	GADSDEN, FL	\$17,763.00
COVER TIME UPHOLSTERY, INC	NONMINORITY MALE	LEON, FL	\$1,565.00
CREATE IT ENTERPRISES	NONMINORITY MALE	LEON, FL	\$5,000.00
CRICKETS TREE SREVICE	NONMINORITY MALE	LEON, FL	\$6,150.00
CULLEY'S MEADOWWOOD FUNERAL HOME	NONMINORITY MALE	LEON, FL	\$250.00
CUSHING SPECIALTY CO. INC.	NONMINORITY MALE	LEON, FL	\$1,068.00
DAVIS SAFE & LOCK INC	NONMINORITY MALE	LEON, FL	\$14,644.60
DICKIES TREE SERVICE	NONMINORITY MALE	LEON, FL	\$2,820.00
DJKT ENTERPRISES INC	NONMINORITY MALE	LEON, FL	\$83.00
DON HENSLEY'S LANDSCAPE AND LAWN SERVICE	NONMINORITY MALE	LEON, FL	\$86,027.82
DON SIRMONS ALIGNMENT & BRAKE INC	NONMINORITY MALE	LEON, FL	\$63.50
DOUG'S WINDOW CLEANING	NONMINORITY MALE	LEON, FL	\$2,850.00
DUCT MASTER	NONMINORITY MALE	LEON, FL	\$550.00
EDDIE NATHAN PAINTING	AFRICAN AMERICAN	LEON, FL	\$3,425.00
ELLIS TREE SERVICE	NONMINORITY MALE	LEON, FL	\$485.00
ELSASSERS'S LOCK & KEY	NONMINORITY MALE	LEON, FL	\$1,404.00
ELUSTER RICHARDSON INC	AFRICAN AMERICAN	LEON, FL	\$300.00
EMMETT BELL'S TREE SERVICE	NONMINORITY MALE	LEON, FL	\$3,600.00
ENGLAND FLORIST & GIFTS	NONMINORITY FEMALE	LEON, FL	\$3,453.50
ESTES SEAL COATING	NONMINORITY MALE	LEON, FL	\$16,115.00
EVANS SURECUT LANDSCAPING	AFRICAN AMERICAN	GADSDEN, FL	\$47,795.97
EXPRESS COPY & PRINTING	ASIAN AMERICAN	LEON, FL	\$3,671.80
EXPRESSIT INC	NONMINORITY FEMALE	LEON, FL	\$1,382.45
FAMILY FUN RENTALS	NONMINORITY MALE	LEON, FL	\$90.00
FISH WINDOW CLEANING	NONMINORITY MALE	LEON, FL	\$378.00
FLORIDA FENCE AND DECK	NONMINORITY MALE	LEON, FL	\$132,684.47
FLORIDA PEST CONTROL &	NONMINORITY MALE	LEON, FL	\$175.00
FLORIDA ROOFING & SHEET METAL WORKS, INC	NONMINORITY MALE	LEON, FL	\$6,637.81
FULL MOON SIGNS & GRAPHIC	NONMINORITY MALE	LEON, FL	\$20,590.75
GANDY PRINTERS	NONMINORITY MALE	LEON, FL	\$21,645.64
GANT ASSOCIATES INC	AFRICAN AMERICAN	LEON, FL	\$36,200.00
GASKIN IRRIGATION AND LANDSCAPE	NONMINORITY MALE	LEON, FL	\$42,496.61
GIBSON SAW REPAIR	NONMINORITY MALE	LEON, FL	\$232.50
GLASS PRO SHOP INC	NONMINORITY MALE	LEON, FL	\$12,869.93

VENDOR NAME	ETHNICITY	COUNTY_STATE	EXPENDITURE AMT
GRAMLING'S INC.	NONMINORITY MALE	LEON, FL	\$8,530.96
GRAPHATERIA	NONMINORITY FEMALE	LEON, FL	\$4,302.06
GREENWAY LAWN CARE	NONMINORITY MALE	LEON, FL	\$950.00
GULF COAST PAINTING	AFRICAN AMERICAN	LEON, FL	\$27,830.00
H&S SERVICES OF N FLORIDA	AFRICAN AMERICAN	LEON, FL	\$10,822.50
HARMON AUTOGLASS	NONMINORITY MALE	LEON, FL	\$571.27
HARTSFIELD ELECTRIC CO.	NONMINORITY MALE	LEON, FL	\$3,108.00
HARVEST PRINTING & COPY	HISPANIC AMERICAN	LEON, FL	\$9,795.08
HEAVENLY CATERING	AFRICAN AMERICAN	LEON, FL	\$4,781.61
HELGA'S TAILORING	NONMINORITY FEMALE	LEON, FL	\$5,454.00
HIRE QUEST, LLC DBA TROJAN LABOR	NONMINORITY MALE	LEON, FL	\$469,152.70
HOUSE OF BROWN'S FUNERAL SERVICES INC	AFRICAN AMERICAN	LEON, FL	\$1,250.00
HUNTERS TREE SERVICE	NONMINORITY MALE	LEON, FL	\$2,000.00
ILG RESTAURANT LLC	NONMINORITY MALE	LEON, FL	\$352.00
INLINE LANDSCAPE INC	NONMINORITY MALE	LEON, FL	\$49,225.00
INSTY PRINTS	NONMINORITY FEMALE	LEON, FL	\$1,657.00
J & R PRINTERS	AFRICAN AMERICAN	LEON, FL	\$34,807.45
JEFF KYNOCH PAINTING	NONMINORITY MALE	LEON, FL	\$22,210.00
JERRYS AUTO & INDUSTRIAL ELECTRIC INC	NONMINORITY MALE	LEON, FL	\$8,133.43
JIMMIE WILSON PAINTING	AFRICAN AMERICAN	LEON, FL	\$1,162.00
JONES AUTO ELECTRIC, INC	NONMINORITY MALE	LEON, FL	\$1,121.85
JOYNER ELECTRIC INC	NONMINORITY MALE	LEON, FL	\$2,274.21
KIM'S FURNITURE REPAIR	NONMINORITY FEMALE	LEON, FL	\$1,322.00
KINKO'S THE COPY CENTER	NONMINORITY MALE	LEON, FL	\$564.43
LAB WORKS,LLC	NONMINORITY MALE	LEON, FL	\$4,190.41
LARRY'S PUMP SERVICE	NONMINORITY MALE	LEON, FL	\$168.60
LAWN KEEPERS	AFRICAN AMERICAN	LEON, FL	\$121,415.03
LEGAL EASE TEMP SERVICES INC	NONMINORITY MALE	LEON, FL	\$13,270.50
LEON SCREENING & REPAIR INC	NONMINORITY MALE	LEON, FL	\$34.00
LEVINGS & ASSOCIATES, INC.	HISPANIC AMERICAN	LEON, FL	\$1,071.00
LISA'S PAINT & BODY SHOP	NONMINORITY FEMALE	LEON, FL	\$5,552.79
M & L BRAKE & ALIGNMENT	NONMINORITY MALE	LEON, FL	\$11,087.54
MACK CROUNSE GROUP	NONMINORITY MALE	LEON, FL	\$54,223.00
MACK'S LAWN SERVICE	AFRICAN AMERICAN	LEON, FL	\$178,895.48
MADISON LAWN SERVICE	AFRICAN AMERICAN	LEON, FL	\$1,000.00
MAINTENANCE & MORE	NONMINORITY MALE	LEON, FL	\$924.50
MARIE LIVINGSTON'S STEAKHOUSE	NONMINORITY FEMALE	LEON, FL	\$735.00
MARK'S LAWN MAINTENANCE INC	NONMINORITY MALE	LEON, FL	\$1,150.00
MCNEILL SEPTIC TANK COMPANY INC	NONMINORITY MALE	LEON, FL	\$3,575.00
METRO DELI/ELITE DELI & CATERING	NONMINORITY MALE	LEON, FL	\$456.80
MIKE VASILINDA PRODUCTIONS INC	NONMINORITY MALE	LEON, FL	\$9,346.25
MIKE'S MOVING	NONMINORITY MALE	LEON, FL	\$2,219.01
MILLS WELL DRILLING & PUMP SERVICES, INC.	NONMINORITY MALE	LEON, FL	\$9,375.00
MODERN MAILERS INC	NONMINORITY MALE	LEON, FL	\$3,845.90
MOWER MENDERS, INC	NONMINORITY MALE	LEON, FL	\$1,199.17
NATIONWIDE TRANSMISSION	NONMINORITY MALE	LEON, FL	\$27,385.55
NATURES FINEST	HISPANIC AMERICAN	LEON, FL	\$308,222.24
NATURE'S NEEDS	NONMINORITY MALE	LEON, FL	\$11,800.00
NE-RO TIRE AND BRAKE SERVICE, INC.	NONMINORITY MALE	LEON, FL	\$205.96

VENDOR NAME	ETHNICITY	COUNTY_STATE	EXPENDITURE AMT
NEWMAN'S AUTO AIR	NONMINORITY MALE	LEON, FL	\$1,570.00
NORTHSIDE MOWER	NONMINORITY MALE	LEON, FL	\$229.50
PARKER SERVICE	NONMINORITY MALE	LEON, FL	\$5,055.00
PARKWAY WRECKER SERVICE	NONMINORITY MALE	LEON, FL	\$44,155.90
PERSICA LANDSCAPING CO INC	NONMINORITY MALE	LEON, FL	\$40,276.00
PO` BOYS CREOLE CAFE	NONMINORITY MALE	LEON, FL	\$1,739.34
PRECISION MOBILE SHARPENING SRVC	NONMINORITY MALE	LEON, FL	\$265.98
PROTECTION SERVICES, INC	NONMINORITY MALE	LEON, FL	\$240.00
PROTOCOL COMMUNICATIONS INC	NONMINORITY MALE	WAKULLA, FL	\$3,450.00
PYRAMID EXCAVATION, INC. (ADA) TIM'S HAULING AND TRACTOR SER	NONMINORITY MALE	GADSDEN, FL	\$141,963.60
RAY'S GLASS SERVICE	NONMINORITY MALE	LEON, FL	\$919.42
REX THOMAS PEST CONTROL	NONMINORITY MALE	LEON, FL	\$5,945.00
RIGGINS FENCE CO	NONMINORITY MALE	LEON, FL	\$5,471.00
ROBERT THOMAS FURNITURE REFINISHING	NONMINORITY MALE	LEON, FL	\$8,360.00
ROBERT WILSON/WILSONS BBQ & CATERING	AFRICAN AMERICAN	LEON, FL	\$14,502.25
ROSSELOT'S REMODELING	NONMINORITY MALE	LEON, FL	\$73.09
ROWE DRILLING CO INC	NONMINORITY MALE	LEON, FL	\$204.00
RUSSELL DANIEL IRRIGATION	NONMINORITY MALE	GADSDEN, FL	\$65,926.90
S&T PAINTING	AFRICAN AMERICAN	LEON, FL	\$113,300.00
SAULS SIGNS	NONMINORITY MALE	LEON, FL	\$55.00
SERVICE PLUS INC	NONMINORITY MALE	LEON, FL	\$363,451.21
SESSALY ROSE TRANSIT	AFRICAN AMERICAN	LEON, FL	\$875.00
SHEFFIELD AUTO & TRUCK BODY SHOP, INC.	NONMINORITY MALE	LEON, FL	\$10,838.57
SHEFFIELD'S BODY SHOP	AFRICAN AMERICAN	LEON, FL	\$2,288.35
SIEMENS	NONMINORITY MALE	LEON, FL	\$73.00
SILVER PRODUCTIONS	NONMINORITY MALE	LEON, FL	\$2,300.00
SIMMONS MOVING & STORAGE INC	NONMINORITY MALE	LEON, FL	\$1,550.00
SIR SPEEDY PRINTING	NONMINORITY MALE	LEON, FL	\$42.48
SKELDING & COX	NONMINORITY MALE	LEON, FL	\$40,000.00
SOFT TOUCH CAR WASH OF TALLAHASSEE	NONMINORITY MALE	LEON, FL	\$2,430.22
SOFTWARE SOLUTIONS NOW	NONMINORITY FEMALE	LEON, FL	\$250.00
SOLOMAN'S PAINTING AND PRESSURE WASHING SERVICES	AFRICAN AMERICAN	LEON, FL	\$800.00
SONITROL OF TALLAHASSEE INC	NONMINORITY MALE	LEON, FL	\$509,088.82
SOUTHERN TRADITION LANDSCAPING	NONMINORITY MALE	LEON, FL	\$11,476.00
SOUTHSIDE MOWER & MAGNETO INC	NONMINORITY MALE	LEON, FL	\$58,691.81
STEAM MASTER	NONMINORITY MALE	LEON, FL	\$30.00
STEREO SALES	NONMINORITY MALE	LEON, FL	\$703.29
STRIPES UNLIMITED	NONMINORITY MALE	LEON, FL	\$854.00
STRONG AND JONES FUNERAL HOME INC	AFRICAN AMERICAN	LEON, FL	\$7,750.00
SUN COAST ELECTRIC NETWORKING	NONMINORITY MALE	LEON, FL	\$1,528.50
SUPERGLASS WINSHIELD REPAIR	NONMINORITY MALE	LEON, FL	\$520.00
SUPER-SUDS	NONMINORITY MALE	LEON, FL	\$34.85
SUZANNE DIAMBRA LANDSCAPING INC.	NONMINORITY FEMALE	LEON, FL	\$5,497.50
SWEETPEAS CAFE' & CATERING	NONMINORITY MALE	LEON, FL	\$1,450.00
TALAHASSEE FINEST WINDOW CLEANING CO.	NONMINORITY MALE	LEON, FL	\$29,409.00
TALLAHASSEE DEMOCRAT	NONMINORITY MALE	LEON, FL	\$4,782.79
TALLAHASSEE HYDRAULIC INC	NONMINORITY MALE	LEON, FL	\$728.80
TALLAHASSEE PAINT AND BODY SHOP	NONMINORITY MALE	LEON, FL	\$81,440.70
TALLAHASSEE WELDING & MACHINE SHOP INC	NONMINORITY FEMALE	LEON, FL	\$44,895.22

VENDOR NAME	ETHNICITY	COUNTY_STATE	EXPENDITURE AMT
TARGET COPY	NONMINORITY FEMALE	LEON, FL	\$13,253.71
TASTE BUDS	NONMINORITY FEMALE	LEON, FL	\$3,880.85
TAYLOR JANITORIAL SERVICES	AFRICAN AMERICAN	LEON, FL	\$147,513.26
TERMINAL SERVICE COMPANY	NONMINORITY MALE	LEON, FL	\$1,025.65
THE BLUEPRINT SHOP	NONMINORITY MALE	LEON, FL	\$5.00
THE COPY SHOP	NONMINORITY FEMALE	LEON, FL	\$3,174.62
THE FINISHING TOUCH	AFRICAN AMERICAN	LEON, FL	\$22,426.00
THE HONEY BAKED HAM COMPANY AND CAFE	NONMINORITY MALE	LEON, FL	\$974.70
THE PRINTERY	NONMINORITY FEMALE	LEON, FL	\$1,345.00
THE SEINEYARD SEAFOOD RESTAURANT	NONMINORITY MALE	LEON, FL	\$553.15
THINK CREATIVE	NONMINORITY MALE	LEON, FL	\$20,300.00
TIRES ON THE MOVE	NONMINORITY MALE	LEON, FL	\$128.00
TJG DISTRIBUTERS INC, DBA 1800 RADIATOR OF TALLAHASSEE	NONMINORITY MALE	LEON, FL	\$568.28
UPTOWN CAFE	NONMINORITY MALE	LEON, FL	\$98.25
VIDEO TECH	NONMINORITY MALE	LEON, FL	\$75.00
VISUAL SOLUTIONS	NONMINORITY MALE	LEON, FL	\$1,828.00
W BUCKLEY REESE LANDSCAPING	NONMINORITY MALE	LEON, FL	\$7,553.96
WALKER BODY SHOP INC	NONMINORITY MALE	LEON, FL	\$279.50
WRIGHT WELDING	NONMINORITY MALE	LEON, FL	\$2,050.00

Utilization Details - Materials and Supplies

VENDOR NAME	ETHNICITY	COUNTY_STATE	EXPENDITURE AMT
ACCENT BLINDS	NONMINORITY MALE	LEON, FL	\$395.00
ACCURATE AUTO & FLEET, INC	NONMINORITY FEMALE	LEON, FL	\$1,918.44
AD-ART SIGNS	NONMINORITY MALE	LEON, FL	\$1,235.00
ADVANCED BUSINESS SYSTEMS	NONMINORITY MALE	LEON, FL	\$113,509.81
ADVANCED DATA SYSTEMS	NONMINORITY MALE	LEON, FL	\$103,601.00
AEGIS COMPUTER SERVICES, INC.	NONMINORITY FEMALE	LEON, FL	\$6,450.00
ALEXANDER TRAILERS, LLC	NONMINORITY MALE	LEON, FL	\$4,200.00
ALL ABOUT GUTTERS	NONMINORITY MALE	GADSDEN, FL	\$200.00
ALL PRO EQUIPMENT	NONMINORITY MALE	LEON, FL	\$6,640.36
ALSCO INC	NONMINORITY MALE	LEON, FL	\$12,826.14
AMERICAN AUDIO VISUAL, INC	NONMINORITY MALE	LEON, FL	\$26,922.25
AMERICAN PUMP & SUPPLY	NONMINORITY MALE	LEON, FL	\$14,462.70
ARCHITECTURAL HARDWARE PRODUCTS INC	NONMINORITY MALE	LEON, FL	\$430.00
ARTISTIC FLOWERS	NONMINORITY MALE	LEON, FL	\$109.50
ASHLEY FEED STORE	NONMINORITY MALE	LEON, FL	\$259.00
ASSOCIATED SERVICES AND SUPPLIES, INC.	NONMINORITY FEMALE	LEON, FL	\$320,220.78
AWARDS 4 U	NONMINORITY MALE	LEON, FL	\$10,098.23
B & B SPORTING GOODS INC	NONMINORITY FEMALE	LEON, FL	\$949.75
B & T SMALL ENGINES	NONMINORITY MALE	LEON, FL	\$4,221.00
BENTON PRODUCTS	NONMINORITY MALE	LEON, FL	\$589.75
BILL'S SIGNS	NONMINORITY MALE	LEON, FL	\$401.81
BLOSSOM'S FLOWERS	NONMINORITY MALE	LEON, FL	\$535.61
BOATWRIGHT TIMBER SERVICE	NONMINORITY MALE	LEON, FL	\$75.00
BRADLEY	NONMINORITY MALE	LEON, FL	\$560.00
BRADLEY POND LLC	NONMINORITY MALE	LEON, FL	\$1,000.00
BRIAN BARNARD'S FLOORING AMERICA INC	NONMINORITY MALE	LEON, FL	\$6,722.42
BURKES TRACTOR WORKS, LLC	NONMINORITY MALE	GADSDEN, FL	\$117,216.96
CABINETS FROM PARKER	NONMINORITY MALE	LEON, FL	\$12,741.60
CAPITAL CITY LUMBER COMPANY INC	NONMINORITY MALE	LEON, FL	\$45.00
CAPITAL HITCH SERVICE	NONMINORITY MALE	LEON, FL	\$4,673.16
CAPITAL RUBBER & INDUSTRIAL SUPPLY CO INC	NONMINORITY MALE	LEON, FL	\$19,621.43
CARPET STUDIO INC	NONMINORITY MALE	LEON, FL	\$33,400.86
CARQUEST AUTO PARTS	NONMINORITY MALE	LEON, FL	\$80,484.27
CARROLLS BOOT COUNTRY	NONMINORITY MALE	LEON, FL	\$1,437.05
CELLULAR SALES	NONMINORITY MALE	LEON, FL	\$53.97
COASTAL WATER SYSTEMS	NONMINORITY MALE	LEON, FL	\$2,431.00
COLLIER INTERIORS	NONMINORITY MALE	LEON, FL	\$1,925.71
COMPUSA INC	NONMINORITY MALE	LEON, FL	\$14,428.93
CONNIE LILES AUTO PARTS	NONMINORITY FEMALE	LEON, FL	\$93.13
CONTRACT HARDWARE OF FLORIDA	NONMINORITY MALE	LEON, FL	\$114,498.21
COPYFAX 2000, INC	NONMINORITY MALE	LEON, FL	\$590.00
CORNERSTONE TOOL & FASTENER INC	NONMINORITY FEMALE	LEON, FL	\$48,226.19
CROSS CREEK CENTER	NONMINORITY MALE	LEON, FL	\$121,976.04
CUSHING SPECIALTY CO. INC.	NONMINORITY MALE	LEON, FL	\$1,068.00
CUSTOM GUTTER CORPORATION	NONMINORITY MALE	LEON, FL	\$739.00
CYPRESS PUBLICATIONS	NONMINORITY MALE	LEON, FL	\$10.36

VENDOR NAME	ETHNICITY	COUNTY_STATE	EXPENDITURE AMT
DACAR FIRE PROTECTION SYSTEMS, INC	NONMINORITY MALE	LEON, FL	\$1,428.00
DELTA TECHNOLOGIES INC	NONMINORITY MALE	LEON, FL	\$981,783.10
DIAL COMMUNICATIONS	NONMINORITY MALE	LEON, FL	\$1,194.50
DOCS (DEANNE'S OFFICE SUPPLY)	NONMINORITY FEMALE	LEON, FL	\$292,086.37
DOOR PRODUCTS	NONMINORITY MALE	LEON, FL	\$78,081.20
ELI ROBERTS & SONS INC	NONMINORITY MALE	LEON, FL	\$6,132,079.02
ELINOR DOYLE FLORIST	NONMINORITY MALE	LEON, FL	\$63.96
EMERALD COAST RV CENTER	NONMINORITY MALE	GADSDEN, FL	\$4.56
ENGINEERING & EQUIPMENT CO	NONMINORITY MALE	LEON, FL	\$23,384.38
ESPOSITO GARDEN SERVICE	NONMINORITY MALE	LEON, FL	\$69,963.26
EXECUTIVE OFFICE FURNITURE INC	NONMINORITY FEMALE	LEON, FL	\$145,818.42
FAST SIGNS	NONMINORITY MALE	LEON, FL	\$2,968.75
FLEET SUPPLY INC	NONMINORITY MALE	LEON, FL	\$11,483.01
FLORIDA FARM & FEED INC	NONMINORITY MALE	LEON, FL	\$3,662.30
FOURAKER ELECTRONICS INC	NONMINORITY MALE	LEON, FL	\$587.83
FULL PRESS APPAREL, INC	NONMINORITY MALE	LEON, FL	\$2,475.00
G & M ENTERPRISES	AFRICAN AMERICAN	LEON, FL	\$308.35
G WILLIE'S UNIFORM	NONMINORITY FEMALE	LEON, FL	\$31,938.18
GARDEN PRODUCTS	AFRICAN AMERICAN	LEON, FL	\$21,760.00
GEORGIA-FLORIDA BURGLAR ALARM COMPANY	NONMINORITY MALE	LEON, FL	\$50,564.59
GLASS SERVICE CENTER	NONMINORITY MALE	LEON, FL	\$4,125.24
GRAPHICS BUSINESS SYSTEMS	NONMINORITY FEMALE	LEON, FL	\$1,950.00
GRIMES CRANE SERVICE	NONMINORITY MALE	LEON, FL	\$45,345.00
GULF ATLANTIC CULVERT CO	NONMINORITY MALE	LEON, FL	\$7,983.60
GULF COAST LUMBER & SUPPLY INC	NONMINORITY MALE	LEON, FL	\$10,410.49
HAVANA SOD & PALLET, INC	NONMINORITY MALE	LEON, FL	\$750.00
HAYES COMPUTER SYSTEMS	NONMINORITY FEMALE	LEON, FL	\$649,667.86
HD SUPPLY WATERWORKS, LTD	NONMINORITY MALE	LEON, FL	\$3,093.37
HEINZ BROTHERS NURSERY	NONMINORITY MALE	LEON, FL	\$813.00
HOLLEY INC	NONMINORITY MALE	LEON, FL	\$16,813.97
HOWDY'S RENT A TOILET	NONMINORITY MALE	LEON, FL	\$2,542.50
HUGHES SUPPLY	NONMINORITY MALE	LEON, FL	\$1,801.11
INSIGHT DIRECT	NONMINORITY MALE	LEON, FL	\$20,991.30
INTERSTATE BATTERY SYSTEM	NONMINORITY MALE	LEON, FL	\$3,377.54
INTERSTATE FIRE SYSTEMS INC	NONMINORITY MALE	LEON, FL	\$5,633.39
JH DOWLING INC	NONMINORITY MALE	LEON, FL	\$39,670.46
JOHNSON'S LUMBER & SUPPLY, INC.	NONMINORITY MALE	LEON, FL	\$1,267.67
JOHNSTONE SUPPLY	NONMINORITY MALE	LEON, FL	\$24,166.51
JUST RIGHT SUPPLY INC	NONMINORITY MALE	LEON, FL	\$8,437.68
KEENS PORTABLE BUILDING	NONMINORITY MALE	LEON, FL	\$1,150.00
KELLY BROS SHEET METAL	NONMINORITY MALE	LEON, FL	\$339.00
LANDMARK SYSTEMS	NONMINORITY MALE	LEON, FL	\$8,335.00
LEE TRAILER SALES	NONMINORITY MALE	LEON, FL	\$46,802.64
LESCO-PROX	NONMINORITY MALE	LEON, FL	\$41,142.41
LPS RENTALS INC	NONMINORITY MALE	LEON, FL	\$84,000.00
MACK BROTHERS LANDSCAPE NURSERY	AFRICAN AMERICAN	LEON, FL	\$17,747.65
MANNING & SMITH TILE CO. INC.	NONMINORITY MALE	LEON, FL	\$17,995.25
MARPAN SUPPLY CO	NONMINORITY MALE	LEON, FL	\$308,363.65
MAYS MUNROE INC	NONMINORITY MALE	LEON, FL	\$5,222.00

VENDOR NAME	ETHNICITY	COUNTY_STATE	EXPENDITURE AMT
MCGEE TIRE STORES	NONMINORITY MALE	LEON, FL	\$2,081.64
MCNAMARA TRAILERS	NONMINORITY MALE	LEON, FL	\$2,175.00
METAL FABRICATION & SALES OF TALLAHASSEE	NONMINORITY MALE	LEON, FL	\$5,321.99
MILLER GLASS	NONMINORITY MALE	LEON, FL	\$52,495.00
MILLER SEPTIC TANKS	NONMINORITY MALE	LEON, FL	\$2,350.00
MILLER SHEET METAL	NONMINORITY MALE	LEON, FL	\$15,834.03
MITCHELL BROTHERS	NONMINORITY MALE	LEON, FL	\$455.82
MODERN CABINETS & FIXTURES INC	NONMINORITY MALE	LEON, FL	\$3,300.00
MULVANEYS	NONMINORITY MALE	LEON, FL	\$5,066.57
MUSICMASTERS	NONMINORITY MALE	LEON, FL	\$10,611.29
NATIVE NURSERIES	NONMINORITY MALE	LEON, FL	\$32,064.30
NEECE TRUCK TIRE CENTER INC	NONMINORITY MALE	LEON, FL	\$88,073.32
NORTHLAND MFG INC	NONMINORITY MALE	LEON, FL	\$4,020.63
OFFICE BUSINESS SYSTEMS INC	NONMINORITY MALE	LEON, FL	\$15,839.83
OFFICE EQUIPMENT SOLUTIONS	NONMINORITY MALE	LEON, FL	\$4,275.00
OFFICE SYSTEMS CONSULTANTS INC.	NONMINORITY FEMALE	LEON, FL	\$9,668.96
ONE HOUR SIGNS & DESIGNS	NONMINORITY MALE	LEON, FL	\$4,642.84
OSCEOLA SUPPLY, INC.	NONMINORITY FEMALE	LEON, FL	\$273.20
PANTHER CREEK SOD FARMS	NONMINORITY MALE	LEON, FL	\$705.00
PARAMEDICAL SERVICES INC	NONMINORITY MALE	LEON, FL	\$43,362.75
PAUL PRODUCTS COMPANY (PPC)	NONMINORITY MALE	LEON, FL	\$1,232.75
PEDDIE CHEMICAL COMPANY	NONMINORITY MALE	LEON, FL	\$30,531.09
PIT STOP PORTABLE TOILETS OF TALLAHASSEE	NONMINORITY MALE	LEON, FL	\$33,565.63
PLANTS & DESIGN	NONMINORITY MALE	LEON, FL	\$1,273.92
POINT GLASS & METAL	NONMINORITY MALE	LEON, FL	\$2,012.00
POLY ASPHALT INC	NONMINORITY MALE	WAKULLA, FL	\$86,330.36
PROCTOR & PROCTOR INC	NONMINORITY MALE	LEON, FL	\$89,598.89
PROFESSIONAL SAFETY EDUCATORS, INC	NONMINORITY MALE	LEON, FL	\$49,288.90
QUALITY WATER SUPPLY	NONMINORITY MALE	LEON, FL	\$9,063.12
R&R CORPORATE SYSTEMS, INC	AFRICAN AMERICAN	LEON, FL	\$55,809.75
RAY LYNN DISTRIBUTORS	NONMINORITY MALE	LEON, FL	\$50.00
RED ENTERPRISES	NONMINORITY MALE	LEON, FL	\$2,595.41
REVELL	NONMINORITY MALE	LEON, FL	\$180.00
REXEL SOUTHERN	NONMINORITY MALE	LEON, FL	\$82,681.37
RING RENT	NONMINORITY MALE	LEON, FL	\$1,606.25
RIVERS BAIT & TACKLE	NONMINORITY MALE	LEON, FL	\$210.00
ROMAC LUMBER	NONMINORITY MALE	LEON, FL	\$24,725.29
ROSEMOUNT % EXECUTIVE OFFICE FURNITURE	NONMINORITY MALE	LEON, FL	\$8,641.10
ROWLAND PUBLISHING INC	NONMINORITY MALE	LEON, FL	\$1,408.50
ROYSTER'S STORAGE VAN RENTALS, INC.	NONMINORITY MALE	LEON, FL	\$3,385.00
RUPPSHIRTS, INC	NONMINORITY MALE	LEON, FL	\$7,347.00
SCAN HAUS	NONMINORITY MALE	LEON, FL	\$1,982.00
SEACOAST SUPPLY	NONMINORITY MALE	LEON, FL	\$109,337.29
SGT RENTALS AND SALES	NONMINORITY MALE	LEON, FL	\$9,400.00
SHERWIN WILLIAMS	NONMINORITY MALE	LEON, FL	\$2,330.39
SIGNPRINTERS	NONMINORITY MALE	LEON, FL	\$2,085.05
SIGNS NOW	NONMINORITY MALE	LEON, FL	\$8,349.37
SIGNS UNLIMITED	NONMINORITY FEMALE	LEON, FL	\$11.00
SIMPLER SOLAR SYSTEMS INC	NONMINORITY MALE	LEON, FL	\$3,810.00

VENDOR NAME	ETHNICITY	COUNTY_STATE	EXPENDITURE AMT
SOUTH GEORGIA BRICK	NONMINORITY MALE	LEON, FL	\$189.00
SOUTHEAST DIGITAL NETWORKS	NONMINORITY MALE	LEON, FL	\$1,124.26
SOUTHEAST PROPANE	NONMINORITY MALE	LEON, FL	\$1,823.79
STEVE ROSS SHEETMETAL	NONMINORITY MALE	LEON, FL	\$930.00
SUNFLOWER SMALL ENGINES	NONMINORITY MALE	LEON, FL	\$7,339.10
SUPER SIGNS	NONMINORITY MALE	LEON, FL	\$185.00
TALLAHASSEE CAMERA & IMAGE CENTER	NONMINORITY MALE	LEON, FL	\$2,215.00
TALLAHASSEE ENGRAVING & AWARDS INC	NONMINORITY MALE	LEON, FL	\$1,451.50
TALLAHASSEE FORD LINCOLN MERCURY	NONMINORITY MALE	LEON, FL	\$50,347.52
TALLAHASSEE NURSERIES	NONMINORITY MALE	LEON, FL	\$1,801.63
TALLAHASSEE STAMP COMPANY	NONMINORITY MALE	LEON, FL	\$212.90
TALLAHASSEE TURF	NONMINORITY MALE	WAKULLA, FL	\$17,070.00
TALLAHASSEE WINAIR COMPANY	NONMINORITY MALE	LEON, FL	\$3,727.70
TERRY'S AWNING & CANVAS INC	NONMINORITY MALE	GADSDEN, FL	\$3,630.00
THE SWEET SHOP	NONMINORITY MALE	LEON, FL	\$245.00
THE CLOTHESLINE	NONMINORITY MALE	LEON, FL	\$8,064.44
THE PAINT CENTER	NONMINORITY MALE	LEON, FL	\$39,198.54
THE SAW-SAW PATCH COUNTRY WOODCRAFTS	NONMINORITY MALE	LEON, FL	\$640.00
THE SHOE BOX	NONMINORITY MALE	LEON, FL	\$50,312.17
THE STORAGE CENTER	NONMINORITY MALE	LEON, FL	\$5,636.00
TODDS GARAGE DOORS	NONMINORITY MALE	LEON, FL	\$1,300.00
TROPHY KING	NONMINORITY MALE	LEON, FL	\$15.90
TRUCK N' CAR CONCEPTS	NONMINORITY MALE	LEON, FL	\$17,289.50
TURNER SUPPLY COMPANY	NONMINORITY MALE	LEON, FL	\$2,172.17
ULTIMATE SOUND & LIGHT	NONMINORITY MALE	LEON, FL	\$2,589.72
WESLEY THIGPEN GENERAL SHEET METAL	NONMINORITY MALE	LEON, FL	\$210.00
WESTON TRAWICK, INC.	NONMINORITY MALE	LEON, FL	\$252.00
WHIDDON GLASS CO INC	NONMINORITY MALE	LEON, FL	\$11,852.38
WILEY AUTO PARTS	NONMINORITY MALE	LEON, FL	\$19.06
WILLIAMS COMMUNICATIONS	NONMINORITY FEMALE	LEON, FL	\$160.00
WILLIAMS COMMUNICATIONS	NONMINORITY MALE	LEON, FL	\$15,360.55
WILLIAMS PANHANDLE PROPANE	NONMINORITY MALE	LEON, FL	\$176.18
YOUR LOGO HERE	AFRICAN AMERICAN	LEON, FL	\$50.00

***APPENDIX B:
ANALYSIS OF RACE/GENDER/
ETHNICITY EFFECTS ON
SELF-EMPLOYMENT
PROPENSITY AND EARNINGS***

APPENDIX B

ANALYSIS OF RACE/GENDER/ETHNICITY EFFECTS ON SELF-EMPLOYMENT PROPENSITY AND EARNINGS

Executive Summary

The purpose of this analysis is to examine the effects of race and gender, along with other individual economic and demographic characteristics, on individuals' participation in the private sector as self-employed business operators, and on their earnings as a result of their participation in five categories of private sector business activity in the Tallahassee, FL, Consolidated Metropolitan Statistical Area (CMSA)¹. Findings for minority business enterprises are compared to the self-employment participation and earnings record of nonminority male business owners to determine if a disparity in self-employment rates and earnings exists, and if it is attributable to differences in race, gender, or ethnicity. Adopting the methodology and variables employed by a City of Denver disparity study (see *Concrete Works v. City and County of Denver* ²), we use Public Use Microdata Samples (PUMS) data derived from the 2000 Census of Population and Housing, to which we apply appropriate regression statistics to draw conclusions.

To guide this investigation, three general research questions were posed. Questions and variables used to respond to each, followed by a report of findings, are reported below:

1. Are racial, ethnic and gender minority groups less likely than nonminority males to be self-employed?

This analysis examined the statistical effects of the following variables on the likelihood of being self-employed in the study market area: Race, ethnicity, and gender of business owner (African American, Asian American, Hispanic American, Native American, nonminority women, nonminority men), marital status, age, self-reported health-related disabilities, availability of capital (household property value, monthly total mortgage payments, unearned income) and other characteristics (number of individuals over the age of 65 living in household, number of children under the age of 18 living in household) and level of education.

2. Does racial/gender/ethnic status have an impact on individual's self-employment earnings?

This analysis examined the statistical effects of the following variables on income from self-employment for business owners in the market area: Race, ethnicity, and gender of business owner (African American, Asian American, Hispanic American, Native American, nonminority women, nonminority men), marital status, age, self-reported health-related disabilities, and availability of capital (household property value, monthly total mortgage payments, unearned income) and level of education.

¹ The Tallahassee CMSA includes the following counties: Leon County, Florida; Gadsden County, Florida; Wakulla County, Florida; and Jefferson County, Florida.

² *Concrete Works v. City and County of Denver*, 321 F.3d 950 (10th Cir. 2003).

Analysis of Race/Gender/Ethnicity Effects on Self-Employment Propensity and Earnings

3. If Minority and Women's Business Enterprises (M/WBEs) and nonminority males shared similar traits and marketplace "conditions" (that is, similar "rewards" in terms of capital and asset accrual), what would be the effect on rates of self-employment by race, ethnicity and gender?

Derived from a similar model employed by a City of Denver disparity study, MGT created a model that leveraged statistical findings in response to the first two questions. The objectives were to determine if race, gender, and ethnic effects derived from those findings would persist if nonminority male demographic and economic characteristics were combined with M/WBE self-employment data. More precisely, in contrast to Question 1, which permitted a comparison of self-employment rates based on demographic and economic characteristics reported by the 2000 census for individual M/WBE categories and nonminority males, respectively, this analysis posed the question, "How would M/WBE rates change, if M/WBE's operated in a nonminority male business world and how much of this change is attributable to race, gender or ethnicity?"

Findings:

1. Are racial, ethnic and gender minority groups less likely than nonminority males to be self-employed?
 - In all industries in the Tallahassee CMSA, nonminority males were over two and a half times as likely to be self-employed as African Americans, Hispanic Americans, and nonminority women.³
 - In the Tallahassee CMSA, nonminority males were over three and a half times as likely as nonminority women to be self-employed in the construction industry.
 - In the Tallahassee CMSA, nonminority males were nearly four times as likely as African Americans to be self-employed in professional services.
 - African Americans were less likely to be self-employed than were nonminority males in all industries.
2. Does race/gender/ethnic status have an impact on an individual's self-employment earnings?
 - In the Tallahassee CMSA, African Americans, Hispanic Americans, and nonminority women reported significantly lower earnings in all business type categories.
 - In the other services industry, African Americans, Hispanic American, and nonminority women reported significantly lower earnings than nonminority males in the Tallahassee CMSA: 19.2 percent, 96.3 percent, and 38.2 percent, respectively.

³ These 'likelihood' characteristics were derived from Exhibit 1 by calculating the inverse of the reported odds ratios.

Analysis of Race/Gender/Ethnicity Effects on Self-Employment Propensity and Earnings

- The most egregious effect on earnings elasticities was found in other services for Hispanic Americans. In other services, Hispanic Americans earned 96.3 percent less than nonminority males.
3. If M/WBEs and nonminority males shared similar traits and marketplace “conditions” (that is, similar “rewards” in terms of capital and asset accrual), what would be the effect on rates of self-employment by race, ethnicity, and gender?
- Overall, comparing self-employed nonminority males with self-employed African Americans in the Tallahassee CMSA, over 70 percent of the disparity in self-employment rates was attributable to race differences.
 - Comparing self-employed nonminority males with self-employed African Americans in the Tallahassee CMSA construction industry, over 67 percent of the disparity in self-employment rates was attributable to race differences.
 - Comparing self-employed nonminority males with self-employed African Americans in Tallahassee CMSA professional services, over 70 percent of the disparity in self-employment rates was attributable to race differences.
 - Comparing self-employed nonminority males with self-employed African Americans in Tallahassee CMSA other services, over 80 percent of the disparity in self-employment rates was attributable to gender differences.

B.1.0 Introduction

This report analyzes the availability of minority, nonminority women, and nonminority male firms in five categories of private sector business activity in the City of Tallahassee. The goal of this investigation is to examine the effects of race and gender, along with other individual economic and demographic characteristics, on individuals’ participation in the private sector as self-employed business operators, and on their earnings as a result of their participation. Ultimately, we will compare these findings to the self-employment participation and earnings record of nonminority male business owners to determine if a disparity in self-employment rates and earnings exists, and if it is attributable to racial or gender discrimination in the marketplace. Data for this investigation are provided by the Public Use Microdata Samples (PUMS) data derived from the 2000 Census of Population and Housing, to which we apply appropriate regression statistics to draw conclusions. **Exhibit B-1** presents a general picture of self-employment rates by race, median earnings, and sample sizes (n’s) in the City of Tallahassee CMSA, calculated from the five percent PUMS census sample.

The next section will discuss the research basis for this examination to lay the groundwork for a description of the models and methodologies to be employed. This will be followed by a presentation of findings regarding minority status effects on self-employment rates, self-employment earnings, and attributions of these differences to discrimination, per se.

Analysis of Race/Gender/Ethnicity Effects on Self-Employment Propensity and Earnings

EXHIBIT B-1
PERCENTAGE SELF-EMPLOYED/1999 EARNINGS BY
RACE/GENDER/ETHNIC CATEGORY
CITY OF TALLAHASSEE CMSA

Race/Ethnic/Gender Category	Percent of the Population Self-Employed	1999 Sample Census n	1999 Median Earnings
Nonminority Males	22.93%	1,025	\$39,500.00
African American	6.83%	542	\$22,500.00
Hispanic American	8.70%	69	\$16,900.00
Asian American	21.74%	46	\$20,000.00
Native American	22.22%	18	\$112,500.00
Nonminority Women	10.40%	683	\$30,000.00
TOTAL	15.23%	2,383	\$35,000.00

Source: PUMS data from 2000 Census of Population and Housing.

B.2.0 Self-Employment Rates and Earnings as an Analog of Business Formation and Maintenance

Research in economics consistently supports the finding of group differences by race and gender in rates of business formation (see *Journal of Econometrics*, Vol. 61, Issue 1, devoted entirely to the econometrics of labor market discrimination and segregation). For a disparity study, however, the fundamental question is “How much of this difference is due to factors that would appear, at least superficially, to be related to group differences other than race, ethnicity, or gender, and how much can be attributed to discrimination effects related to one’s race/ethnic/gender affiliation?” We know, for instance, that most minority groups have a lower median age than do non-Hispanic whites (PUMS, 2000). We also know, in general, that the likelihood of being self-employed increases with age (PUMS, 2000). When social scientists speak of nonracial group differences, they are referring to such things as general differences in religious beliefs as these might influence group attitudes toward contraception, and, in turn, both birthrates and median age. A disparity study, therefore, seeks to examine these other important demographic and economic variables in conjunction with race and ethnicity, as they influence group rates of business formation, to determine if we can assert that discrimination against minorities is sufficiently present to warrant consideration of public sector legal remedies such as affirmative action and minority set-aside contracting.

Questions about marketplace dynamics affecting self-employment—or, more specifically, the odds of being able to form one’s own business and then to excel (that is, generate earnings growth)—are at the heart of disparity analysis research. Whereas early disparity studies tended to focus on gross racial disparities, merely documenting these is insufficient for inferring discrimination effects per se without “partialling out” effects due to nondiscriminatory factors. Moreover, to the extent that discrimination exists, it is likely to inhibit both the formation of minority business enterprises and their profits and growth. Consequently, earlier disparity study methodology and analysis have failed to account for the effects of discrimination on minority self-employment in at least two ways: (1) a failure to account adequately for the effects of discriminatory barriers

minorities face “up front” in attempting to form businesses; and (2) a failure to isolate and methodologically explain discrimination effects once minority businesses are formed.

The next section addresses these shortcomings, utilizing PUMS data derived from the 2000 U.S. Census to answer research questions about the effects of discrimination on self-employment and self-employment earnings using multiple regression statistics.

B.3.0 Research Questions, Statistical Models, and Methods

Two general research questions were posed in the initial analysis:

- Are racial, ethnic, and gender minority groups less likely than nonminority males to be self-employed?
- Does race/gender/ethnic status have an impact on individuals' earnings?

A third question, to be addressed later—How much does race/ethnic/gender discrimination influence the probability of being self-employed?—draws conclusions based on findings from questions one and two.

To answer the first two questions, we employed two multivariate regression techniques, respectively: logistic regression and linear regression. To understand the appropriate application of these regression techniques, it is helpful to explore in greater detail the questions we are trying to answer. The dependent variables in questions I and II—that is, the phenomena to be explained by influences such as age, race, gender, and disability status, for example (the independent or “explanatory” variables)—are, respectively: the probability of self-employment status (a binary, categorical variable based on two possible values: 0 = not self-employed/1 = self-employed) and 1999 earnings from self-employment (a continuous variable). In our analysis, the choice of regression approach was based on the scale of the dependent variable (in question I, a categorical scale with only two possible values, and in question II, a continuous scale with many possible values). Because binary logistic regression is capable of performing an analysis in which the dependent variable is categorical, it was employed for the analysis of question I.⁴ To analyze question II in which the dependent variable is continuous, we used simple linear regression.

B.3.1 Deriving the Logistic Regression Model from the Simple Linear Model

The logistic regression model can be derived with reference to the simple linear regression model expressed mathematically as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \dots + \varepsilon$$

⁴ Logistical regression, or logit, models generate predicted probabilities that are almost identical to those calculated by a probit procedure, used in *Concrete Works v. City and County of Denver* case. Logit, however, has the added advantage of dealing more effectively with observations at the extremes of a distribution. For a complete explanation, see *Interpreting Probability Models* (T.F. Liao, Text 101 in the Sage University series).

Where:

- Y = a continuous variable (e.g., 1999 earnings from self-employment)
- β_0 = the constant, representing the value of Y when $X_i = 0$
- β_i = coefficient representing the magnitude of X_i 's effect on Y
- X_i = the independent variables, such as age, human capital (e.g., level of education), availability of capital, race/ethnicity/gender, etc.
- ε = the error term, representing the variance in Y unexplained by X_i

This equation may be summarized as:

$$E(Y) = \mu = \sum_{k=1}^K \beta_k x_k$$

in which Y is the dependent variable and μ represents the expected values of Y as a result of the effects of β , the explanatory variables. When we study a random distribution of Y using the linear model, we specify its expected values as a linear combination of K unknown parameters and the covariates or explanatory variables. When this model is applied to data in the analysis, we are able to find the statistical link between the dependent variable and the explanatory or independent variables.

Suppose we introduce a new term, η , into the linear model such that:

$$\eta = \mu = \sum_{k=1}^K \beta_k x_k$$

When the data are randomly distributed, the link between η and μ is linear, and a simple linear regression can be used. However, to answer the first question, the categorical dependent variable was binomially distributed. Therefore, the link between η and μ became $\eta = \log[\mu/(1-\mu)]$ and logistic regression was utilized to determine the relationship between the dependent variable and the explanatory variables, calculated as a probability value (e.g., the probability of being self-employed when one is African American). The logistic regression model is expressed mathematically as:

$$\log[\mu/1(1-\mu)] = \alpha + \beta_i X_n + \varepsilon$$

Where:

- $(\mu/1-\mu)$ = the probability of being self-employed
- α = a constant value
- β_i = coefficient corresponding to independent variables
- X_n = selected individual characteristic variables, such as age, marital status, education, race, and gender
- ε = error term, representing the variance in Y unexplained by X_i

This model can now be used to determine the relationship between a single categorical variable (0 = not self-employed/1 = self-employed) and a set of characteristics hypothesized

to influence the probability of finding a 0 or 1 value for the categorical variable. The result of this analysis illustrates not only the extent to which a characteristic can increase or decrease the likelihood that the categorical variable will be a 0 or a 1, but also whether the effect of the influencing characteristics is positive or negative in relation to being self-employed.

B.4.0 Results of the Self-Employment Analysis

B.4.1 Question I: Are Racial, Ethnic, and Gender Minority Groups Less Likely than Nonminority Males to Be Self-Employed?

To derive a set of variables known to predict employment status (self-employed/not self-employed), we used the 5 percent PUMS data from Census 2000. Binary logistic regression was used to calculate the probability of being self-employed, the dependent variable, with respect to socioeconomic and demographic characteristics selected for their potential to influence the likelihood of self-employment. The sample for the analysis was limited to labor force participants who met to the following criteria:

- Resident of the Tallahassee CMSA
- Self-employed in construction, professional services, other services, architecture and engineering,⁵ or goods and supplies
- Employed full-time (more than 35 hours a week)
- 18 years of age or older
- Employed in the private sector

Next, we derived the following variables hypothesized as predictors of employment status:

- **Race and Sex:** African American, Asian American, Hispanic American, Native American, nonminority woman, nonminority male
- **Availability of Capital:** Homeownership, home value, mortgage rate, unearned income, residual income
- **Marital Status**
- **Ability to Speak English Well**
- **Disability Status:** From individuals' reports of health-related disabilities
- **Age and Age Squared:** Squaring the age variable acknowledges the positive, curvilinear relationship between each year of age and earnings.

⁵ Due to inadequate sample numbers for all races in the Architecture and Engineering PUMS 2000 data, A & E was merged with the Professional Services category.

Analysis of Race/Gender/Ethnicity Effects on Self-Employment Propensity and Earnings

- ***Owner's Level of Education***
- ***Number of Individuals Over the Age of 65 Living in Household***
- ***Number of Children Under the Age of 18 Living in Household***

B.4.1.1 Findings

Binary logistic regression analysis provided estimates of the relationship between the independent variables described above and the probability of being self-employed in the four types of business industries. In **Exhibit B-2**, odds ratios are presented by minority group, reporting the effect of race/ethnicity/gender on the odds of being self-employed in 1999, holding all other variables constant. Full regression results for all the variables are presented in **Appendix C**.

EXHIBIT B-2
SELF-EMPLOYMENT "ODDS RATIOS" OF MINORITY GROUPS RELATIVE TO
NONMINORITY MALES AFTER CONTROLLING FOR
SELECTED DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS
CITY OF TALLAHASSEE CMSA

Race/Ethnic Group	All Industries	Construction	Professional Services	Other Services	Goods & Supplies
African American	0.326	0.573	0.257	0.477	0.069
Hispanic American	0.395	*	1.591	0.300	1.114
Asian American	1.007	*	1.860	0.984	2.038
Native American	1.231	3.711	*	1.654	*
Nonminority Women	0.392	0.282	0.357	1.042	0.732

Source: PUMS data from 2000 Census of Population and Housing and MGT of America, Inc., calculations using SPSS.

Note: **Bold** indicates that the estimated "odds ratio" for the group was statistically significant. The architecture and engineering business industry was excluded from this analysis because of the insufficient data.

* There were insufficient census numbers available for analysis.

The results reveal the following:

- In all industries in the Tallahassee CMSA, nonminority males were over two and a half times as likely to be self-employed as African Americans, Hispanic Americans, and nonminority women.⁶
- In the Tallahassee CMSA, nonminority males were over three and a half times as likely as nonminority women to be self-employed in the construction industry.
- In the Tallahassee CMSA, nonminority males were nearly four times as likely as African Americans to be self-employed in professional services.

⁶ These 'likelihood' characteristics were derived from Exhibit 1 by calculating the inverse of the reported odds ratios.

Analysis of Race/Gender/Ethnicity Effects on Self-Employment Propensity and Earnings

- African Americans were less likely to be self-employed than were nonminority males in all industries.

B.4.2 Question II: Does Race/Gender/Ethnic Status Have an Impact on Individuals' Earnings?

To answer this question, we compared self-employed, minority, and women entrepreneurs' earnings to those of nonminority males in the Tallahassee CMSA, when the effect of other demographic and economic characteristics was controlled or "neutralized." That is, we were able to examine the earnings of self-employed individuals of similar education levels, ages, etc., to permit earnings comparisons by race/gender/ethnicity.

To derive a set of variables known to predict earnings, the dependent variable, we used 1999 wages from employment for self-employed individuals, as reported in the 5 percent PUMS data. These included:

- **Race and Sex:** African American, Asian American, Hispanic American, Native American, nonminority woman, nonminority males
- **Availability of Capital:** Homeownership, home value, mortgage rate, unearned income, residual income
- **Marital Status**
- **Ability to Speak English Well**
- **Disability Status:** From individuals' reports of health-related disabilities
- **Age and Age Squared:** Squaring the age variable acknowledges the positive, curvilinear relationship between each year of age and earnings.
- **Owner's Level of Education**

B.4.2.1 Findings

Exhibit B-3 presents the results of the linear regression model estimating the effects of selected demographic and economic variables on self-employment earnings. Each number (coefficient) in the exhibit represents a percent change in earnings. For example, the corresponding number for an African American in all industries is -.404, meaning that an African American will earn 40.4 percent less than a nonminority male when the statistical effects of the other variables in the equation are "controlled for." Full regression results for all the variables are presented in **Appendix C**.

EXHIBIT B-3
EARNINGS ELASTICITIES OF MINORITY GROUPS RELATIVE TO NONMINORITY
MALES AFTER CONTROLLING FOR
SELECTED DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS
CITY OF TALLAHASSEE CMSA

Race/Ethnic Group	All Industries	Construction	Professional Services	Other Services	Goods & Supplies
African American	-0.139	-0.278	-0.457	-0.192	-0.784
Hispanic American	-0.374	*	0.469	-0.963	-0.757
Asian American	0.046	*	0.172	0.041	0.569
Native American	0.852	-0.101	*	0.943	*
Nonminority Women	-0.129	0.294	-0.176	-0.382	0.056

Source: PUMS data from 2000 Census of Population and Housing and MGT of America, Inc., calculations using SPSS.

Note: **Bold** indicates that the estimated "elasticities" for the group were statistically significant. The architecture and engineering business industry was excluded from this analysis because of insufficient data.

* There were insufficient census numbers available for analysis.

The results reveal the following:

- In the Tallahassee CMSA, African Americans, Hispanic Americans, and nonminority women reported significantly lower earnings in all business type categories.
- In the other services industry, African Americans, Hispanic American, and nonminority women reported significantly lower earnings than nonminority males in the Tallahassee CMSA: 19.2 percent, 96.3 percent, and 38.2 percent, respectively.
- The most egregious effect on earnings elasticities was found in other services for Hispanic Americans. In other services, Hispanic Americans earned 96.3 percent less than nonminority males.

B.4.3 Disparities in Rates of Self-Employment: How Much Can Be Attributed to Discrimination?

Results of the analyses of self-employment rates and 1999 self-employment earnings revealed general disparities between minority and nonminority self-employed individuals whose businesses were located in the Tallahassee CMSA.

Exhibit B-4 presents the results of these analyses. Column A reports observed employment rates for each race/gender group, calculated directly from the PUMS 2000 data. To obtain values in columns B and C, we calculated two predicted self-employment rates using the following equation:

$$Pr ob(y = 1) = \sum_{k=1}^K (e^{\beta_k x_k} / 1 + e^{\beta_k x_k})$$

Where:

- $Pr ob(y = 1)$ = represents the probability of being self-employed
 β_k = coefficient corresponding to the independent variables used in the logistic regression analysis of self-employment probabilities
 x_k = the mean values of these same variables

The first of these predicted self-employment rate calculations (in column B) presents nonminority male self-employment rates as they would be if their characteristics (that is, x_k , or mean values for the independent variables) were applied to minority market structures (represented for each race by their β_k or odds coefficient values). The second self-employment rate calculation (in column C) presents minority self-employment rates as they would be if minorities were rewarded in a similar manner as nonminority males in the nonminority male market structure: that is, by multiplying the minority means (i.e., characteristics) by the estimated nonminority coefficients for both race and the other independent variables.

Analysis of Race/Gender/Ethnicity Effects on Self-Employment Propensity and Earnings

**EXHIBIT B-4
OBSERVED AND PREDICTED SELF-EMPLOYMENT RATES**

CITY OF TALLAHASSEE CMSA					
Business/Race Group	Observed Self-Employment Rates	White Characteristics and Own Market Structure	Own Characteristics and White Market Structure	Disparity Ratio (column A divided by column C)	Portion of Difference Due to Discrimination
	(A)	(B)	(C)	(D)	(E)
Overall					
Nonminority Males	0.2293	0.2293	0.2293	1.000	
African American	0.0683	0.1030	0.1813	0.3764	70.23%
Hispanic American	0.0870	0.1221	0.3051	0.2850	n/d
Asian American	0.2174	0.2616	0.1977	1.0993	n/d
Native American	0.2222	0.3022	0.2462	0.9025	n/d
Nonminority Women	0.1040	0.1211	0.2679	0.3880	n/d
Construction					
Nonminority Males	0.3496	0.3496	0.3496	1.000	
African American	0.2037	0.2912	0.3015	0.6755	67.07%
Hispanic American	0.0000	0.0000	0.0572	0.0000	16.35%
Asian American	0.0000	0.0000	0.0572	0.0000	16.35%
Natvie American	0.6667	0.7269	0.4835	1.3789	57.78%
Nonminority Women	0.1404	0.1681	0.3992	0.3516	n/d
Professional Services					
Nonminority Males	0.2477	0.2477	0.2477	1.000	
African American	0.0211	0.1246	0.1897	0.1114	74.38%
Hispanic American	0.1333	0.4683	0.4385	0.3041	n/d
Asian American	0.2727	0.5073	0.2113	1.2909	n/d
Natvie American	0.0000	0.0000	0.0000	0.0000	n/d
Nonminority Women	0.0557	0.1652	0.2920	0.1908	n/d
Other Services					
Nonminority Males	0.2434	0.2434	0.2434	1.0000	
African American	0.1078	0.1563	0.2196	0.4910	82.45%
Hispanic American	0.0952	0.1043	0.4209	0.2263	n/d
Asian American	0.2400	0.2765	0.1924	1.2475	n/d
Natvie American	0.2857	0.3911	0.2328	1.2272	n/d
Nonminority Women	0.2444	0.2881	0.2754	0.8875	n/d
Goods & Supplies					
Nonminority Males	0.1000	0.1000	0.1000	1.000	
African American	0.0070	0.0102	0.3175	0.0222	n/d
Hispanic American	0.1053	0.1415	0.1123	0.9375	n/d
Asian American	0.1667	0.2318	0.0644	2.5862	n/d
Natvie American	0.0000	0.0000	0.0001	0.0000	0.07%
Nonminority Women	0.0758	0.0978	0.1092	0.6940	n/d

Source: PUMS data from 2000 Census of Population and Housing and MGT of America, Inc., calculations using SPSS and Microsoft Excel.

n/d: No discrimination was found.

Using these calculations, we were able to determine a percentage of the disparities in self-employment between minorities and nonminority males attributable to discrimination by dividing the observed self-employment rate for a particular minority group (column A) by the predicted self-employment rate as it would be if minority groups faced the same market structure as nonminority males (column C). Next, we calculated the difference between the predicted self-employment rate as it would be if minority groups faced the same market structure as nonminority males and the observed self-employment rate for that minority group, and divided this value by the difference between the observed self-

Analysis of Race/Gender/Ethnicity Effects on Self-Employment Propensity and Earnings

employment rate for nonminority males and the self-employment rate for a particular minority group. In the absence of discrimination, this number is zero, which means disparities in self-employment rates between minority groups and nonminority males can be attributed to differences in group characteristics not associated with discrimination. Conversely, as this value approaches 1.0, we are able to attribute disparities increasingly to discrimination in the marketplace.

B.4.4 Findings

Examining the results reported in **Exhibit B-4**, we found the following:

- Overall, comparing self-employed nonminority males with self-employed African Americans in the Tallahassee CMSA, over 70 percent of the disparity in self-employment rates was attributable to race differences.
- Comparing self-employed nonminority males with self-employed African Americans in the Tallahassee CMSA construction industry, over 67 percent of the disparity in self-employment rates was attributable to race differences.
- Comparing self-employed nonminority males with self-employed African Americans in Tallahassee CMSA professional services, over 70 percent of the disparity in self-employment rates was attributable to race differences.
- Comparing self-employed nonminority males with self-employed African Americans in Tallahassee CMSA other services, over 80 percent of the disparity in self-employment rates was attributable to gender differences.

B.5.0 Summary of Self-Employment Analysis Findings

In general, findings from the PUMS 2000 data indicate that minorities were significantly less likely than nonminority males to be self-employed and, if they were self-employed, they earned significantly less in 1999 than did self-employed nonminority males. When self-employment rates were stratified by race and by business type, trends varied within individual race-by-type cells, but disparities persisted, in general, for African Americans, Hispanic Americans, and nonminority women. When group self-employment rates were submitted to MGT's disparity-due-to-minority-status analysis, findings supported the conclusion that disparities for these three groups (of adequate sample size to permit interpretation) were likely the result of differences in the marketplace due to race, gender, and ethnicity.⁷

⁷ **Appendix C** reports self-employment rates and earnings in greater detail by race/gender/ethnicity and business type.

APPENDIX C: PUMS REGRESSION ANALYSIS

APPENDIX C LEON COUNTY, FLORIDA BASED ON CITY TALLAHASSEE CMSA PUMS REGRESSION ANALYSIS

EXHIBIT C-a RESULTS OF LOGISTIC REGRESSION EXPLANATION OF RESULTS AND VARIABLES

Logistic Regression Output

Below, variable names and operational definitions are provided. When interpreting **Exhibits C-1 to C-5**, the third column—Exp (B)—is the most informative index with regard to the influence of the independent variables on the likelihood of being self-employed. From the inverse of this value, we can interpret a likelihood value of its effect on self-employment. For example the Exp (B) for an African American is .326, from **Exhibit C-1**; the inverse of this is 3.07. This means that a nonminority male is 3.07 times more likely to be self-employed than an African American. Columns A and B are reported as a matter of convention to give the reader another indicator of both the magnitude of the variable's effect and the direction of the effect ("-" suggests the greater the negative B value the more it depresses the likelihood of being self-employed, and vice versa for a positive B value). It is noteworthy that theoretically "race-neutral" variables (e.g., marital status) tend to impact the likelihood of self-employment positively and that the race/ethnicity/gender variables, in general, tend to have a negative effect on self-employment.

Variables

Race, ethnicity, and gender indicator variables:

- African American
- Asian American
- Hispanic American
- Native American
- Sex: Nonminority woman or not

Other indicator variables:

- Marital Status: Married or not.
- Age
- Age²: age squared. Used to acknowledge the positive, curvilinear relationship between each year of age and self-employment.
- Disability: Individuals self-reported health-related disabilities.
- Tenure: Owns their own home.
- Value: Household property value.
- Mortgage: Monthly total mortgage payments.
- Unearn: Unearned income, such as interests and dividends.
- Resdinc: Household income less individuals personal income.
- P65: Number of individuals over the age of 65 living in the household.
- P18: Number of children under the age of 18 living in the household.
- Some College: Some college education.
- College Graduate: College degree.
- More than College: Professional or graduate degree.

**EXHIBIT C-1
RESULTS OF LOGISTIC REGRESSION
OVERALL**

City of Tallahassee CMSA			
	B	Sig.	Exp (B)
African American	-1.119	0.000	0.326
Hispanic American	-0.928	0.037	0.395
Asian American	0.007	0.986	1.007
Native American	0.208	0.725	1.231
Sex (1=Female)	-0.937	0.000	0.392
Marital Status (1=Married)	0.058	0.704	1.059
Age	0.096	0.079	1.101
Age ²	-0.001	0.198	0.999
Disability (1=Yes)	-0.022	0.908	0.979
Tenure (1=Yes)	0.346	0.074	1.413
Value	0.049	0.001	1.051
Mortgage	0.000	0.880	1.000
Unearn	0.000	0.551	1.000
Resdinc	0.000	0.035	1.000
P65	-0.292	0.267	0.747
P18	0.114	0.052	1.121
Some College (1=Yes)	-0.068	0.665	0.934
College Graduate (1=Yes)	-0.126	0.468	0.882
More than College (1=Yes)	0.184	0.357	1.202
Number of Observations	2383		
Chi-squared statistic (df=19)	191.01945		
Log Likelihood	-1842.765		

Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc., calculations using SPSS.

Note: **BOLD** indicates the value is statistically significant at $p < .05$.

Estimation was conducted using the Binary Logistic command on SPSS. The Binary Logistic command performs binary logistic regressions and reports estimated coefficients and odds ratios that measure the effect on the probability of each one-unit increase in the included variables.

**EXHIBIT C-2
RESULTS OF LOGISTIC REGRESSION
CONSTRUCTION**

City of Tallahassee CMSA			
	B	Sig.	Exp (B)
African American	-0.557	0.158	0.573
Hispanic American	-20.160	0.998	0.000
Asian American	-20.232	0.999	0.000
Native American	1.311	0.344	3.711
Sex (1=Female)	-1.267	0.003	0.282
Marital Status (1=Married)	0.291	0.336	1.338
Age	0.019	0.857	1.019
Age ²	0.000	0.944	1.000
Disability (1=Yes)	-0.338	0.366	0.713
Tenure (1=Yes)	0.518	0.211	1.679
Value	0.059	0.077	1.061
Mortgage	0.000	0.609	1.000
Unearn	0.000	0.183	1.000
Resdinc	0.000	0.487	1.000
P65	-1.665	0.123	0.189
P18	0.004	0.977	1.004
Some College (1=Yes)	0.313	0.290	1.368
College Graduate (1=Yes)	-0.413	0.295	0.662
More than College (1=Yes)	-0.472	0.453	0.624
Number of Observations	378		
Chi-squared statistic (df=19)	61.577		
Log Likelihood	-388.8687		

Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc., calculations using SPSS.

Note: **BOLD** indicates the value is statistically significant at $p < .05$.

Estimation was conducted using the Binary Logistic command on SPSS. The Binary Logistic command performs binary logistic regressions and reports estimated coefficients and odds ratios that measure the effect on the probability of each one-unit increase in the included variables.

**EXHIBIT C-3
RESULTS OF LOGISTIC REGRESSION
PROFESSIONAL SERVICES**

City of Tallahassee CMSA			
	B	Sig.	Exp (B)
African American	-1.358	0.041	0.257
Hispanic American	0.464	0.631	1.591
Asian American	0.621	0.468	1.860
Native American	-18.515	0.999	0.000
Sex (1=Female)	-1.029	0.002	0.357
Marital Status (1=Married)	0.172	0.666	1.187
Age	0.428	0.009	1.534
Age ²	-0.004	0.021	0.996
Disability (1=Yes)	0.342	0.510	1.408
Tenure (1=Yes)	0.641	0.197	1.898
Value	0.084	0.030	1.087
Mortgage	0.000	0.343	1.000
Unearn	0.000	0.667	1.000
Resdinc	0.000	0.252	1.000
P65	-0.055	0.921	0.947
P18	0.181	0.192	1.198
Some College (1=Yes)	0.669	0.417	1.952
College Graduate (1=Yes)	1.918	0.013	6.806
More than College (1=Yes)	2.211	0.004	9.127
Number of Observations	754		
Chi-squared statistic (df=19)	154.74		
Log Likelihood	-368.0563		

Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc., calculations using SPSS.

Note: **BOLD** indicates the value is statistically significant at $p < .05$.

Estimation was conducted using the Binary Logistic command on SPSS. The Binary Logistic command performs binary logistic regressions and reports estimated coefficients and odds ratios that measure the effect on the probability of each one-unit increase in the included variables.

**EXHIBIT C-4
RESULTS OF LOGISTIC REGRESSION
OTHER SERVICES**

City of Tallahassee CMSA			
	B	Sig.	Exp (B)
African American	-0.740	0.013	0.477
Hispanic American	-1.204	0.130	0.300
Asian American	-0.016	0.975	0.984
Native American	0.503	0.573	1.654
Sex (1=Female)	0.041	0.876	1.042
Marital Status (1=Married)	-0.053	0.834	0.949
Age	0.075	0.415	1.078
Age ²	-0.001	0.530	0.999
Disability (1=Yes)	0.348	0.233	1.417
Tenure (1=Yes)	0.119	0.735	1.126
Value	0.064	0.010	1.066
Mortgage	0.000	0.897	1.000
Unearn	0.000	0.403	1.000
Resdinc	0.000	0.088	1.000
P65	-0.437	0.321	0.646
P18	0.151	0.126	1.164
Some College (1=Yes)	0.171	0.508	1.187
College Graduate (1=Yes)	0.057	0.853	1.059
More than College (1=Yes)	-0.004	0.992	0.996
Number of Observations	659		
Chi-squared statistic (df=19)	55.384		
Log Likelihood	-599.125		

Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc., calculations using SPSS.

Note: **BOLD** indicates the value is statistically significant at $p < .05$.

Estimation was conducted using the Binary Logistic command on SPSS. The Binary Logistic command performs binary logistic regressions and reports estimated coefficients and odds ratios that measure the effect on the probability of each one-unit increase in the included variables.

**EXHIBIT C-5
RESULTS OF LOGISTIC REGRESSION
GOODS AND SUPPLIES**

City of Tallahassee CMSA			
	B	Sig.	Exp (B)
African American	-2.670	0.010	0.069
Hispanic American	0.108	0.896	1.114
Asian American	0.712	0.538	2.038
Native American	-17.942	0.999	0.000
Sex (1=Female)	-0.312	0.442	0.732
Marital Status (1=Married)	0.072	0.871	1.075
Age	0.253	0.152	1.288
Age ²	-0.002	0.240	0.998
Disability (1=Yes)	-0.651	0.316	0.522
Tenure (1=Yes)	-0.427	0.520	0.652
Value	0.006	0.888	1.006
Mortgage	0.000	0.588	1.000
Unearn	0.000	0.430	1.000
Resdinc	0.000	0.304	1.000
P65	0.687	0.220	1.987
P18	0.154	0.327	1.166
Some College (1=Yes)	0.000	0.999	1.000
College Graduate (1=Yes)	0.135	0.770	1.144
More than College (1=Yes)	0.515	0.485	1.674
Number of Observations	592		
Chi-squared statistic (df=19)	37.854		
Log Likelihood	-270.4627		

Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc., calculations using SPSS.

Note: **BOLD** indicates the value is statistically significant at $p < .05$.

Estimation was conducted using the Binary Logistic command on SPSS. The Binary Logistic command performs binary logistic regressions and reports estimated coefficients and odds ratios that measure the effect on the probability of each one-unit increase in the included variables.

**EXHIBIT C-b
RESULTS OF LINEAR REGRESSION
EXPLANATION OF RESULTS AND VARIABLES**

Linear Regression Output

Below, variable names and operational definitions are provided. When interpreting the linear regression **Exhibits C-6 to C-10**, the first column—Unstandardized B—is the most informative index with regard to the influence of the independent variables on the earnings of a self-employed individual. Each number in this column represents a percent change in earnings. For example, the corresponding number for an African American is -.139, from **Exhibit C-6**, meaning that an African American will earn 13.9 percent less than a nonminority male. The other four columns are reported in order to give the reader another indicator of both the magnitude of the variable's effect and the direction of the effect. Std. Error reports the standard deviation in the sampling distribution. Standardized B reports the standard deviation change in the dependent variable from on standard deviation increase in the independent variable. The t and Sig. columns simply report the level and strength of a variable's significance.

Variables

Race, ethnicity, and gender indicator variables:

- African American
- Asian American
- Hispanic American
- Native American
- Nonminority Woman

Other indicator variables:

- Marital Status: Married or not.
- Disability: Individuals self-reported health-related disabilities.
- Age
- Age²: age squared. Used to acknowledge the positive, curvilinear relationship between each year of age and self-employment.
- Speaks English Well: Person's ability to speak English if not a native speaker.
- Some College: Some college education.
- College Graduate: College degree.
- More than College: Professional or graduate degree.

**EXHIBIT C-6
RESULTS OF LINEAR REGRESSION
OVERALL**

City of Tallahassee CMSA					
	Unstandardized		Standardized	t	Sig.
	B	Std. Error	B		
African American	-0.139	0.148	-0.046	-0.940	0.348
Hispanic American	-0.374	0.355	-0.052	-1.054	0.293
Asian American	0.046	0.300	0.008	0.155	0.877
Native American	0.852	0.420	0.098	2.030	0.043
Nonminority Women	-0.129	0.113	-0.056	-1.141	0.255
Marital Status	0.207	0.105	0.099	1.973	0.049
Disability (1=Yes)	-0.411	0.138	-0.146	-2.985	0.003
Age	0.087	0.039	0.909	2.206	0.028
Age ²	-0.001	0.000	-0.859	-2.089	0.037
Speaks English Well	-0.109	0.207	-0.029	-0.528	0.598
Some College (1=Yes)	0.024	0.114	0.012	0.209	0.835
College Graduate	0.475	0.122	0.220	3.907	0.000
More than College	0.763	0.136	0.320	5.612	0.000
Constant	8.288	0.841		9.859	0.000

Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc., calculations using SPSS.

Note: **BOLD** indicates the value is statistically significant at $p < .05$.

Estimation was conducted using the Binary Logistic command on SPSS. The Binary Logistic command performs binary logistic regressions and reports estimated coefficients and odds ratios that measure the effect on the probability of each one-unit increase in the included variables.

**EXHIBIT C-7
RESULTS OF LINEAR REGRESSION
CONSTRUCTION**

City of Tallahassee CMSA					
	Unstandardized		Standardized	t	Sig.
	B	Std. Error	B		
African American	-0.278	0.241	-0.107	-1.153	0.252
Native American	-0.101	0.618	-0.017	-0.164	0.870
Nonminority Women (1=Female)	0.294	0.272	0.098	1.079	0.283
Marital Status (1=Married)	0.331	0.160	0.188	2.064	0.042
Disability (1=Yes)	-0.043	0.231	-0.018	-0.186	0.852
Age	0.177	0.059	2.264	2.985	0.004
Age ²	-0.002	0.001	-2.296	-3.023	0.003
Speaks English Well (1=Yes)	1.963	0.619	0.336	3.169	0.002
Some College (1=Yes)	-0.129	0.167	-0.076	-0.773	0.442
College Graduate (1=Yes)	0.414	0.220	0.177	1.881	0.063
More than College (1=Yes)	-0.088	0.346	-0.024	-0.255	0.799
Constant	6.560	1.218		5.386	0.000

Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc., calculations using SPSS.

Note: **BOLD** indicates the value is statistically significant at $p < .05$.

Estimation was conducted using the Binary Logistic command on SPSS. The Binary Logistic command performs binary logistic regressions and reports estimated coefficients and odds ratios that measure the effect on the probability of each one-unit increase in the included variables.

**EXHIBIT C-8
RESULTS OF LINEAR REGRESSION
PROFESSIONAL SERVICES**

City of Tallahassee CMSA					
	Unstandardized		Standardized	t	Sig.
	B	Std. Error	B		
African American	-0.457	0.613	-0.087	-0.745	0.459
Hispanic American	0.469	0.725	0.073	0.646	0.520
Asian American	0.172	0.662	0.033	0.260	0.795
Nonminority Women (1=Female)	-0.176	0.277	-0.077	-0.636	0.527
Marital Status (1=Married)	0.285	0.351	0.102	0.814	0.419
Disability (1=Yes)	-0.954	0.454	-0.252	-2.102	0.039
Age	-0.072	0.138	-0.580	-0.523	0.603
Age ²	0.001	0.001	0.511	0.462	0.645
Speaks English Well (1=Yes)	0.040	0.485	0.011	0.083	0.934
Some College (1=Yes)	-1.412	0.785	-0.400	-1.799	0.076
College Graduate (1=Yes)	-0.661	0.746	-0.318	-0.885	0.379
More than College (1=Yes)	-0.494	0.745	-0.250	-0.663	0.509
Constant	13.565	3.406		3.982	0.000

Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc., calculations using SPSS.

Note: **BOLD** indicates the value is statistically significant at $p < .05$.

Estimation was conducted using the Binary Logistic command on SPSS. The Binary Logistic command performs binary logistic regressions and reports estimated coefficients and odds ratios that measure the effect on the probability of each one-unit increase in the included variables.

**EXHIBIT C-9
RESULTS OF LINEAR REGRESSION
OTHER SERVICES**

City of Tallahassee CMSA					
	Unstandardized		Standardized	t	Sig.
	B	Std. Error	B		
African American	-0.192	0.178	-0.095	-1.075	0.285
Hispanic American	-0.963	0.513	-0.156	-1.876	0.063
Asian American	0.041	0.342	0.011	0.119	0.906
Native American	0.943	0.515	0.153	1.831	0.070
Nonminority Women (1=Female)	-0.382	0.151	-0.219	-2.529	0.013
Marital Status (1=Married)	0.252	0.140	0.154	1.797	0.075
Disability (1=Yes)	-0.345	0.171	-0.168	-2.020	0.046
Age	0.016	0.066	0.200	0.247	0.805
Age ²	0.000	0.001	-0.024	-0.030	0.976
Speaks English Well (1=Yes)	-0.508	0.241	-0.194	-2.106	0.037
Some College (1=Yes)	0.201	0.153	0.128	1.310	0.193
College Graduate (1=Yes)	0.461	0.176	0.253	2.627	0.010
More than College (1=Yes)	0.131	0.259	0.046	0.505	0.614
Constant	9.542	1.367		6.982	0.000

Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc., calculations using SPSS.

Note: **BOLD** indicates the value is statistically significant at $p < .05$.

Estimation was conducted using the Binary Logistic command on SPSS. The Binary Logistic command performs binary logistic regressions and reports estimated coefficients and odds ratios that measure the effect on the probability of each one-unit increase in the included variables.

**EXHIBIT C-10
RESULTS OF LINEAR REGRESSION
GOODS AND SUPPLIES**

City of Tallahassee CMSA					
	Unstandardized		Standardized	t	Sig.
	B	Std. Error	B		
African American	-0.784	1.125	-0.128	-0.697	0.491
Hispanic American	-0.757	0.857	-0.173	-0.884	0.384
Asian American	0.569	1.280	0.093	0.445	0.660
Nonminority Women	0.056	0.375	0.026	0.150	0.882
Marital Status	-0.489	0.370	-0.224	-1.321	0.197
Disability (1=Yes)	-0.620	0.610	-0.172	-1.016	0.318
Age	0.123	0.158	1.164	0.778	0.443
Age ²	-0.001	0.002	-1.145	-0.772	0.446
Speaks English Well	0.547	0.791	0.151	0.691	0.495
Some College (1=Yes)	-0.005	0.401	-0.003	-0.012	0.990
College Graduate	0.139	0.405	0.070	0.344	0.733
More than College	1.716	0.724	0.475	2.371	0.024
Constant	7.922	3.606		2.197	0.036

Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc., calculations using SPSS.

Note: **BOLD** indicates the value is statistically significant at $p < .05$.

Estimation was conducted using the Binary Logistic command on SPSS. The Binary Logistic command performs binary logistic regressions and reports estimated coefficients and odds ratios that measure the effect on the probability of each one-unit increase in the included variables.

APPENDIX D: PRIVATE SECTOR DISCUSSION

APPENDIX D

PRIVATE SECTOR DISCUSSION

Based on the U.S. Bureau of Census, 2002 Survey of Business Owners (SBO) there remains a significant gap between the market share of minority- and women-owned business enterprises (M/WBEs) and their share of the Leon County metropolitan area business population.

As shown in **Exhibit D-1** below, there were 24,317 businesses in the Leon County metropolitan area, of which 16.5 percent were owned by minorities and 27.8 percent by women. Minorities' share of market revenue was 2.2 percent. Minorities averaged \$303,661 per firm. **Exhibit D-1** also shows that the following:

- African American-owned firms were 9.6 percent of firms, 0.7 percent of sales, with \$95,637 in average revenue per firm, 7.3 percent of the market place average.
- Hispanic American-owned firms were 3.0 percent of firms, 0.4 percent of sales, with \$49,299 in average revenue per firm, 11.9 percent of the market place average.
- Asian American-owned firms were 2.6 percent of firms, 1.0 percent of sales, with \$139,444 in average revenue per firm, 39.3 percent of the market place average;
- Native American-owned firms were 1.3 percent of firms, 0.1 percent of sales, with \$19,281 in average revenue per firm, 11.3 percent of the market place average.
- Nonminority women-owned firms were 27.8 percent of firms, 7.0 percent of sales, with \$958,738 in average revenue per firm, 25.2 percent of the market place average.

**EXHIBIT D-1
U.S. BUREAU CENSUS 2002
SURVEY OF BUSINESS OWNERS
MEASURE OF AVAILABILITY AND UTILIZATION
IN THE LEON COUNTY MARKET PLACE
ALL FIRMS**

	# of Firms	Sales	Sales Per Firm
All firms	24,317	\$13,690,982	\$563
African American	2,333	\$95,637	\$41
Hispanic American	734	\$49,299	\$67
Asian American	631	\$139,444	\$221
Native American	304	\$19,281	\$63
All Minorities	4,002	\$303,661	\$76
Nonminority Women	6,769	\$958,738	\$142
Percentage of Marketplace			
	Firms	Sales	Sales Per Firm Compared to the Marketplace Average
African American	9.6%	0.7%	7.3%
Hispanic American	3.0%	0.4%	11.9%
Asian American	2.6%	1.0%	39.3%
Native American	1.3%	0.1%	11.3%
All Minorities	16.5%	2.2%	13.5%
Nonminority Women	27.8%	7.0%	25.2%
Disparity Index			
	(ratio of sales to firms)		
African American	7.3		
Hispanic American	11.9		
Asian American	39.3		
Native American	11.3		
Nonminority Women	25.2		

Source: U.S. Bureau of the Census 2002, Survey Of Business Owners, Based On All Firms.

Exhibit D-2 below shows that based on all firms there were 6,472 businesses with paid employees. in the Leon County metropolitan area in 2002, of which 7.6 percent were owned by minorities and 18 percent by nonminority women-owned firms. Minorities' share of market revenue was 1.7 percent. Minorities averaged \$217,536 per firm.

Exhibit D-2 also shows that the following,

- African American-owned firms were 3.6 percent of firms, 0.4 percent of sales, with \$53,179 in average revenue per firm, 11.5 percent of the market place average.
- Hispanic American-owned firms were 2.3 percent of firms, 0.3 percent of sales, with \$41,808 in average revenue per firm, 14.4 percent of the market place average.

- Asian American-owned firms were 1.8 percent of firms, 1 percent of sales, with \$122,549 in average revenue per firm, 53.5 percent of the market place average.
- Nonminority women-owned firms were 18 percent of firms, 5.8 percent of sales, with \$752,237 in average revenue per firm, 32.3 percent of the market place average.
- The data was incomplete for Native American-owned firms with paid employees.

**EXHIBIT D-2
U.S. BUREAU CENSUS 2002
SURVEY OF BUSINESS OWNERS
ALL FIRMS WITH PAID EMPLOYEES**

	# of Firms	Sales	Sales Per Firm
All firms	6,472	\$12,889,631	\$1,992
African American	233	\$53,179	\$228
Hispanic American	146	\$41,808	\$286
Asian American	115	\$122,549	\$1,066
Native American	N/A	N/A	N/A
All Minorities	494	\$217,536	\$440
Nonminority Women	1,168	\$752,237	\$644
Percentage of Marketplace			
	Firms	Sales	Sales Per Firm Compared to the Marketplace Average
African American	3.6%	0.4%	11.5%
Hispanic American	2.3%	0.3%	14.4%
Asian American	1.8%	1.0%	53.5%
Native American	N/A	N/A	N/A
All Minorities	7.6%	1.7%	22.1%
Nonminority Women	18.0%	5.8%	32.3%
Disparity Index			
	(ratio of sales to firms)		
African American	11.5		
Hispanic American	14.4		
Asian American	53.5		
Native American	N/A		
Nonminority Women	32.3		

Source: U.S. Bureau of the Census 2002, Survey Of Business Owners, Based On Firms with Paid Employees Only.

For all construction firms the results are shown in **Exhibit D-3** below, there were 2,901 construction firms in the Leon County metropolitan area in 2002, of which 6.8 percent were owned nonminority women-owned firms. **Exhibit D-3** also shows that:

- Nonminority women-owned firms were 6.8 percent of firms, 6.2 percent of sales, with \$84,224 in average revenue per firm, 90.9 percent of the market place average.
- Complete data on African American-, Native American, Hispanic American-, and Asian American-owned firms was not available.

**EXHIBIT D-3
U.S. BUREAU CENSUS 2002
SURVEY OF BUSINESS OWNERS
CENSUS MEASURE OF AVAILABILITY AND UTILIZATION
IN THE LEON COUNTY MARKET PLACE
ALL CONSTRUCTION FIRMS**

	# of Firms	Sales	Sales Per Firm
All firms	2,901	\$1,363,866	\$470
African American	N/A	N/A	N/A
Hispanic American	N/A	N/A	N/A
Asian American	N/A	N/A	N/A
Native American	N/A	N/A	N/A
All Minorities	N/A	N/A	N/A
Nonminority Women	197	\$84,224	\$428
Percentage of Marketplace			
	Firms	Sales	Sales Per Firm Compared to the Marketplace Average
African American	N/A	N/A	N/A
Hispanic American	N/A	N/A	N/A
Asian American	N/A	N/A	N/A
Native American	N/A	N/A	N/A
All Minorities	N/A	N/A	N/A
Nonminority Women	6.8%	6.2%	90.9%
Disparity Index			
	(ratio of sales to firms)		
African American	N/A		
Hispanic American	N/A		
Asian American	N/A		
Native American	N/A		
Nonminority Women	90.9		

Source: U.S. Bureau of the Census 2002, Survey of Business Owners, Based On All Firms Specializing in Construction.

Exhibit D-4 below shows that based on all firms there were 4,387 businesses specializing in professional services in the Leon County metropolitan area in 2002, of which 7.9 percent were owned by minorities and 24.4 percent by nonminority women-owned firms. Minorities' share of market revenue was 26.4 percent. Minorities averaged \$33,034 per firm. **Exhibit D-4** also shows that the following,

- African American-owned firms were 5.6 percent of firms, 0.9 percent of sales, with \$15,000 in average revenue per firm, 16.9 percent of the market place average.
- Asian American-owned firms were 2.3 percent of firms, 1.1 percent of sales, with \$18,034 in average revenue per firm, 49.8 percent of the market place average.
- Nonminority women-owned firms were 24.4 percent of firms, 12.7 percent of sales, with \$202,148 in average revenue per firm, 52.1 percent of the market place average.
- The data was incomplete for Hispanic American- and Native American-owned firms.

**EXHIBIT D-4
U.S. BUREAU CENSUS 2002
SURVEY OF BUSINESS OWNERS
ALL FIRMS WITH PAID EMPLOYEES**

	# of Firms	Sales	Sales Per Firm
All firms	4,387	\$1,588,337	\$362
African American	245	\$15,000	\$61
Hispanic American	N/A	N/A	N/A
Asian American	100	\$18,034	\$180
Native American	N/A	N/A	N/A
All Minorities	345	\$33,034	\$96
Nonminority Women	1,072	\$202,148	\$189
Percentage of Marketplace			
	Firms	Sales	Sales Per Firm Compared to the Marketplace Average
African American	5.6%	0.9%	16.9%
Hispanic American	N/A	N/A	N/A
Asian American	2.3%	1.1%	49.8%
Native American	N/A	N/A	N/A
All Minorities	7.9%	2.1%	26.4%
Nonminority Women	24.4%	12.7%	52.1%
Disparity Index			
	(ratio of sales to firms)		
African American	16.9		
Hispanic American	N/A		
Asian American	49.8		
Native American	N/A		
Nonminority Women	52.1		

Source: U.S. Bureau of the Census 2002, Survey Of Business Owners, Based On All Firms Specializing in Professional Services.

All groups exhibited disparity to substantial disparity in the marketplace where data was available. Disparity indices for the overall market place are presented at the bottom of **Exhibits D-1, D-2, D-3, and D-4.**

Board of County Commissioners Leon County, Florida

Policy No. 96-1

Title:	Purchasing and Minority, Women and Small Business Enterprise Policy
Date Adopted:	January 27, 2015
Effective Date:	January 27, 2015
Reference:	Chapter 274, Florida Statutes
Policy Superseded:	Policy No. 96-1, "Purchasing Policy"; adopted January 16, 1996; revised November 25, 1997; revised February 24, 1998; revised March 22, 2005; revised December 13, 2005; revised June 13, 2006; revised February 26, 2009; revised October 27, 2009; revised February 9, 2010; revised March 23, 2010; revised October 12, 2010; revised June 14, 2011; revised August 23, 2011; revised November 8, 2011; revised February 14, 2012; revised March 13, 2012; revised February 12, 2013; revised October 29, 2013

It shall be the policy of the Board of County Commissioners of Leon County, Florida, that Policy No. 96-1, "Purchasing and Minority, Women and Small Business Enterprise Policy," revised by the Board of County Commissioners on October 29, 2013 be superseded and a revised policy is hereby adopted in its place, to wit:

BOARD OF COUNTY COMMISSIONERS LEON COUNTY

Purchasing and Minority, Women and Small Business Enterprise Policy



LEON COUNTY BOARD OF COUNTY COMMISSIONERS
Purchasing and Minority, Women and Small Business Enterprise Policy

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Section 1 PURPOSE

This policy is adopted to promote the following purposes:

- A. To simplify, clarify, and modernize the procurement practices used by the Leon County Board of County Commissioners.
- B. To promote the continued development of professional and equitable procurement policies and practices.
- C. To promote public confidence in the purchasing procedures followed by Leon County.
- D. To ensure the fair and equitable treatment of all persons who deal with the procurement system of Leon County.
- E. To encourage the growth of small and minority businesses through the promotion of an atmosphere conducive to the development and maintenance of small and minority business participation in the County's procurement system.
- F. To maximize economy in Leon County procurement activities and to maximize to the fullest extent practicable the purchasing value of public funds of Leon County.
- G. To provide safeguards for the maintenance of a procurement system of quality and integrity in Leon County.

Section 2 APPLICATION OF POLICY

- A. **Contracts:** This policy shall apply to contracts/agreements solicited or entered into after the effective date of this policy or subsequent amendments or revisions, unless the parties agree to its application to a contract solicited or entered into prior to the effective date.
- B. **Activities:** This policy shall apply to the purchase/procurement of all materials, supplies, services, construction and equipment except as herein specifically exempted.
- C. **Exemptions from the Purchasing Policy.** The following exemptions do not preclude the County from utilizing competitive procurement practices where possible. The following types of purchasing activities shall be exempt from the purchasing policy except as noted:
 - 1. All heavy equipment repairs shall be exempted from the competitive sealed bid requirements. The Fleet Management Director or designee shall solicit and evaluate quotations and make a recommendation for award. The Purchasing Director shall review the quotations and the recommendation for award and award of the bid shall be made by the appropriate authority as provided in Section 5.0.
 - 2. All purchases of services from a utility whose rates are determined and controlled by the Public Service Commission or other governmental authority, including but not limited to electricity, water, sewer, telephone, and cable television services.
 - 3. All supplies, materials, equipment, or services purchased at a price established in any of the authorized forms of state contracts of the State of Florida Department of Management Services, Division of Purchasing; or under the terms and conditions of a cooperative purchasing agreement or term contract by other governmental units.
 - 4. All supplies, and materials, equipment, construction, or services purchased from another unit of government not otherwise limited or prohibited by law.
 - 5. **Service/Maintenance Contracts:** Continuing service and/or maintenance contracts that are initially awarded by the Board as a part of product acquisition/installation to a vendor who is the manufacturer, developer, or who is the authorized service agent thereof and for which funds are

- annually appropriated in the budget are exempt from further competitive requirements of this policy. Examples are software/hardware maintenance, building systems maintenance, security systems, etc.)
6. Real property, real estate brokerage, options of title or abstracts of title for real property, title insurance for real property, and other related costs of acquisition, rental, or sale of real property.
 7. All purchases of used equipment having a value of \$20,000 or less; however, each such purchase shall be supported by one equipment appraisal report from the vendor.
 8. All purchases of used equipment having a value greater than \$20,000 and less than \$100,000; however, each such purchase shall be supported by two independent equipment appraisal reports.
 9. Library Media and Materials. The purchase of library books, education and/or personnel texts, textbooks, printed instructional materials, reference books, periodicals, databases, indexes, pre-recorded library media materials, e.g. audio and video cassettes, film strips, films, sound recordings, computer software, etc., and printed library cards that are to be a part of the library collection are exempt.
 10. Grants (Direct Payment) by the County and social services (e.g. burials, reimbursable emergency assistance payments to approved social service agencies, down payment assistance, temporary housing relocation expenses and indigent medical and tubercular care patient services).
 11. Advertisements (except Delinquent Tax Notices).
 12. Training Media and Services. When such materials or services are available only from the producer, publisher, owner of the copyright or patent, educational institution or training service provider, which developed the training program, the purchase, is exempt from competitive requirements. Approval thresholds in Section 5.0 shall apply.
 13. Software. Upgrades, software modification services by the copyright holder, and related software enhancements to installed software purchased through competitive means are exempt. The purchase of new software packages or systems shall follow the thresholds and procedures of the policy to ensure competitive selection.
 14. Corporate and media sponsorship agreements up to the formal bid threshold in Section 5.0.
 15. Licensed health professionals, e.g., Doctors, Nurses, Veterinarians who provide service directly to patients.
 16. Training and educational courses, contracts between the County and governmental entities or nonprofit corporations, memberships, publications, meeting rooms, and hotels when any of the procurements listed previously are below the formal bid threshold in Section 5.0.
 17. Lectures by individuals.
 18. Artistic services, works of art for public places, and art design and conservation services.
 19. Continuing education events or programs.
 20. Services of legal counsel authorized by the Office of the County Attorney, including, but not limited to, expert witnesses, conflict counsel, and other services required by the Office of the County Attorney.
 21. Travel arrangements and expenses. (Reference Travel Policy)

Section 3 DEFINITIONS

A. The following terms defined in this section shall have the meanings set forth below whenever they appear in this policy:

1. "Addendum" is a written document used to expand or more fully explain the terms of a bid instrument (Invitation to Bid or Request for Proposals). An addendum is not to be confused with a contract "amendment."
2. "Agreement" means all types of Leon County agreements, regardless of what they may be called, for the purchase or disposal of supplies, services, materials, equipment, or construction.
3. "Blanket Purchase Order" means a purchase order issued to a vendor for an amount not to exceed the face value of the purchase order. A blanket purchase order is for the procurement of commodities or services no single item of which shall exceed the threshold for small purchases unless the appropriate method of procurement was used to generate the Blanket Purchase Order.
4. "Board" means the Board of County Commissioners of Leon County, Florida.
5. "Brand Name or Equivalent Specification" means a specification limited to one or more items by manufacturers' names or catalogue numbers to describe the standard of quality, performance, and other salient characteristics needed to meet the County requirements, and which provides for the submission of equivalent products.
6. "Business" means any corporation, partnership, individual, sole proprietorship, joint stock company, joint venture, or any other private legal entity.
7. "Change Order" means a written order amending the scope of, or correcting errors, omissions, or discrepancies in a contract or purchase order.
8. "Commodity" means a product that the County may contract for or purchase for the use and benefit of the County. A specific item, it is different from the rendering of time and effort by a provider.
9. "Competitive Sealed Bidding" (Invitation for Bid) means a written solicitation for sealed competitive bids used for the procurement of a commodity, group of commodities, or services valued more than the threshold for this category. The invitation for bids is used when the County is capable of specifically defining the scope of work for which a contractual service is required or when the County is capable of establishing precise specifications defining the actual commodity or group of commodities required.
10. "Confirming Order" means a purchase order restating the same terms originally placed orally or in writing other than a purchase order.
11. "Construction" means the process of building, attaining, repairing, improving, or demolishing any public structure or building, or other public improvement of any kind to any public real property. It does not include routine operation, routine repair, or routine maintenance of existing structures, buildings, or real property.
12. "Contract" means all types of Leon County agreements, regardless of what they may be called, for the purchase or disposal of supplies, services, materials, equipment, or construction and which name the terms and obligations of the business transaction.
13. "Contract amendment or modification" means any written alteration in specifications, delivery point, rate of delivery, period of performance, price, quantity, or other provisions of any contract accomplished by mutual action of the parties to the contract.

14. "Contractor" means any person having a contract with Leon County (not to include employment contracts).
15. "Contractual Services" means the rendering by a contractor of its time and effort rather than the furnishing of specific commodities. The term applies only to those services rendered by individuals and firms who are independent contractors, and such services may include, but are not limited to, evaluations; consultations; maintenance; accounting; security; management systems; management consulting; educational training programs; research and development studies or reports on the findings of consultants engaged there under; and professional, technical, and social services.
16. "Contractual Services Contract" is a contract for a contractor's time and effort rather than the furnishing of specific commodities. Satisfactory completion of the service and/or a specified period of time or date completes such contract.
17. "Cooperative Purchasing" is procurement conducted by, or on behalf of, more than one public procurement unit.
18. "Cost Analysis" is the evaluation of cost data for the purpose of arriving at costs actually incurred or estimates of costs to be incurred, prices to be paid, and costs to be reimbursed.
19. "Data" means recorded information, regardless of form or characteristic.
20. "Definite Quantity Contract" is a contract whereby the contractor(s) agrees to furnish a specific quantity of an item or items at a specified price and time to specified locations. Delivery by the vendor and acceptance of the specific quantity by the County completes such contract.
21. "Designee" means a duly authorized representative of a person holding a superior position.
22. "Emergency" means when there exists a threat to public health, welfare, or safety; natural or unnatural, unexpected events; accidents; or loss to the County under emergency conditions which shall be considered to mean those situations where the operation of a department or division would be seriously impaired if immediate action were not taken.
23. "Emergency Purchase" is a purchase necessitated by a sudden unexpected turn of events (e.g., acts of God, riots, fires, floods, accidents or any circumstances or cause beyond the control of the agency in the normal conduct of its business) where the delay incident to competitive bidding would be detrimental to the interests of the County.
24. "Employee" means an individual drawing a salary from Leon County, whether elected or non-elected. For the purposes of this policy, it also means that any non-compensated individual performing personal services for Leon County is to be governed by these rules.
25. "Established Catalog Price" is the price included in a catalog, price list, schedule, or other form that:
 - a. is regularly maintained by a manufacturer or contractor;
 - b. is either published or otherwise available for inspection by customers; and
 - c. states prices at which sales are currently or were last made to a significant number of any category of buyers or those buyers constituting the general buying public for the supplies or services involved.
26. "Field Purchase Order" means the procurement of commodities or services through the issuance of a purchase order by a department or division head under procedures established by the Purchasing Division and with a value within the thresholds set for this category. Field Purchase orders do not require quotes, bids, or public notice prior to issuance.
27. "Field Quotes" is the procurement procedure used by the operating department or divisions to purchase commodities or contractual services with a value within the threshold amounts set for this category and are conducted by the department or division.

28. "f.o.b. or FOB (free on board)" is a term used in conjunction with an identified physical location to determine the responsibility and basis for payment of freight charges, and the point at which title for the shipment passes from seller to buyer. Commonly used deliveries are:
 - a) FOB Destination. A shipment to be delivered to a destination designated by the buyer and the point at which buyer accepts title.
 - b) FOB Shipping Point (Origin). A shipment is to be delivered to the buyer with passage of title, on board the indicated conveyance or carrier at the contractor's designated facility.
29. "Gratuity" is a payment, loan, subscription, advance, deposit of money, service, or anything of more than nominal value, present or promised, inuring to the benefit of an employee, unless consideration of substantially equal or greater value is given by the employee.
30. "Informal Sealed Bid is a written solicitation method used by the County for securing prices and selecting a provider of commodities or services with a value within the threshold for this category
31. Intended Decision means a written notice that states the firm or firms to whom the County intends to award a contract resulting from a solicitation and which establishes the period in which a notice of intent to protest may be timely filed. The Intended Decision is posted on the County website and on the Public Notice board in the Purchasing Division.
32. Invitation for Bid (Competitive Sealed Bidding) means a written solicitation for sealed competitive bids used for the procurement of a commodity, group of commodities, or services valued more than the threshold for this category. The invitation for bids is used when the County is capable of specifically defining the scope of work for which a contractual service is required or when the County is capable of establishing precise specifications defining the actual commodity or group of commodities required.
33. "Invitation to Negotiate" means a written solicitation that calls for responses to select one or more persons or business entities with which to commence negotiations for the procurement of commodities or contractual services.
34. "Joint Venture" means:
 - a) a combination of contractors performing a specific job in which business enterprises participate and share a percentage of the net profit or loss; or
 - b) a joint business association of a minority individual(s)/firm(s) as defined herein, and a non-minority individual(s)/firm(s) to carry out a single business enterprise for which purpose the individuals/firms combine their property, money, efforts, skills and/or knowledge.
35. "Local Business" means a business which:
 - a) Has had a fixed office or distribution point located in and having a street address within Leon, Gadsden, Wakulla, or Jefferson County for at least six months immediately prior to the issuance of the request for competitive bids or request for proposals by the county; and
 - b) Holds any business license required by Leon County, and, if applicable, the City of Tallahassee; and
 - c) Is the principal offeror who is a single offeror; a business that is the prime contractor and not a subcontractor; or a partner or joint venturer submitting an offer in conjunction with other businesses.
36. "Manufacturer" means a person or firm engaged in the process of making, fabricating, constructing, forming, or assembling a product(s) from raw, unfinished, semi-finished, finished, or recycled materials through a direct contract/agreement on behalf of the general contractor.
37. "Option to Renew" means a contract clause that allows a party to reinstate the contract for an additional term.
38. "Person" means any business, individual, committee, club, other organization, or group of individuals.

39. "Pre-Bid Conference" (or Pre-Proposal Conference) means a meeting held with prospective bidders prior to solicitation of or the date for receipt of bids or proposals, to recognize state of the art limits, technical aspects, specifications, and standards relative to the subject, and to elicit expertise and bidders' interest in submitting a bid or pursuing the task.
40. "Procurement Award" is an award of a contract for goods or services resulting from a solicitation through action by the Board of County Commissioners in a public meeting.
41. "Professional Services" means those services within the scope of the practice of architecture, professional engineering, landscape architecture, or registered land surveying, as defined by the State of Florida, or those performed by any architect, professional engineer, landscape architect, or registered land surveyor in connection with his professional employment or practice.
42. "Purchase Order" means that document used by Leon County to request that a contract be entered into for a specified need, and may include, but not be limited to, the technical description of the requested item, delivery schedule, transportation, criteria for evaluation, payment terms, and other specifications.
43. "Purchasing" means buying, procuring, renting, leasing, or otherwise acquiring any materials, supplies, services, construction, or equipment. It also includes all functions that pertain to the obtaining of any material, supplies, services, construction, and equipment, including description of specifications and requirements, selection and solicitation of resources, preparation, and award of contract.
44. "Purchasing Director" means the Leon County employee duly authorized to enter into and administer contracts and make written determinations with respect thereto under the terms of the purchasing policies of the Board of County Commissioners.
45. "Purchasing Quotes" is the procedure used to purchase commodities or contractual services wherein the Purchasing Director or Purchasing Agents obtain either written or oral quotations from two or more vendors for purchases within the threshold amounts set for this category.
46. "Recycled Content" means materials that have been recycled and are contained in the products or materials to be procured, including, but not limited to, paper, plastic, aluminum, glass, and composted materials. The term does not include internally generated scrap that is commonly used in industrial or manufacturing processes or waste or scrap purchased from another manufacturer who manufactures the same or a closely related product.
47. "Regulation" means a statement by the Board of County Commissioners having general or particular applicability and future effect, designed to implement, interpret, or prescribe law, policy, or practice.
48. "Request for Information" means a written or electronically posted request to vendors for information concerning commodities or contractual services. Responses to these requests are not offers and may not be accepted to form a binding contract.
49. "Request for Proposals" (RFP) means a written solicitation for sealed proposals with the title, date, and hour of public opening designated. The request for proposals may be used when the County is unable to specifically define the scope of work for which the commodity, group of commodities, or contractual service is required, and when the County is requesting that a qualified offeror propose a commodity, group of commodities, or contractual service to meet the specifications of the solicitation document.
50. "Request for a Quote" means a solicitation that calls for pricing information for purposes of competitively selecting and procuring commodities and contractual services from qualified or registered vendors.

51. "Responsible bidder or offeror" means a person who has the capability, in all respects, to perform fully the contract requirements, and the integrity and reliability, which will assure good faith performance.
52. "Responsive bidder" means a person who has submitted a bid, which conforms in all material respects to the Invitation to Bid or the Request for Proposals.
53. "Services" means the furnishing of labor, time, or effort by a contractor, not involving the delivery of a specific end product other than those which is not defined as supplies and which are merely incidental to the required performance. This term shall not include employment agreements or collective bargaining agreements.
54. "Small Purchases" means the procurement of commodities or services with a value within the thresholds set for this category without the requirement of quotes, bids, or public notice under procedures established by the Purchasing Division.
55. "Sole (Single) Source Purchases" means the purchase of a commodity, service, equipment, or construction item(s) from one available practical source of supply. A Sole (single) Source may be declared such by the Board of County Commissioners for reasons acceptable to it.
56. "Specification" means any description of the physical or functional characteristics of the nature of a material, supply, service, construction, or equipment item. It may include a description of any requirement for inspection, testing, recycled, or degradable materials content, or preparing a material, supply, service, construction, or equipment item for delivery.
57. "Supplier" means a person or firm who engages in the selling of materials and supplies to contractors, subcontractors, and/or manufacturers for the purpose of constructing, repairing, altering, remodeling, adding to or subtracting from or improving any building, structure, or property through a direct contract/agreement on behalf of the general contractor.
58. "Tangible Personal Property" is defined as property which has an original acquisition cost of \$750 or more; is not consumed in use and has a useful life of one year or more after initial acquisition; is not fixed in place and not an integral part of a structure or facility; and is not an integral part or component of another piece of equipment.
59. "Term Contract" means indefinite quantity contract whereby a contractor(s) agrees to furnish an item or items during a prescribed period of time (such as 3, 6, 9, 12 months or a specific date). The specified period of time or date completes such contract.60. "Tie (Identical) Bid" is when two or more bids are equal with respect to price and it appears that the quality and service offered by the vendors are otherwise comparable.

Section 4 AUTHORITY OF PURCHASING DIRECTOR

- A. The Purchasing Director shall serve as the central purchasing officer of Leon County.
- B. The Purchasing Director shall develop and administer operational procedures implementing this policy and for governing the internal functions of the Division of Purchasing.
- C. Except as otherwise specifically provided in this policy, the Purchasing Director, or his/her designee, shall, in accordance with regulations promulgated by the Board of County Commissioners:
 1. Purchase or supervise the purchase of all supplies, services, materials, equipment, and construction services defined within the scope of this policy.
 2. Operate a central warehouse for the purchasing, in bulk, of items that may be more economically bought and distributed than when purchased on an individual basis; and, to provide facilities for storage of critically needed supplies.
 3. Administer the County Purchasing Card Program.
 4. Administer the Property Control Program.

- D. Upon the prior approval of the County Administrator or designee, the Purchasing Director may delegate authority to designee(s) as allowed by law or rule.
- E. The Purchasing Director shall assist the Minority Business Enterprise Coordinator, implement, monitor, and enforce the County's Minority Business Enterprise program policy.

Section 5 PURCHASING CATEGORIES; THRESHOLD AMOUNTS

Table 1 – Purchasing Process Thresholds	
Procurement Method	Threshold
Petty Cash/Reimbursement (Section 5.01)	Not to exceed \$100
Field Purchase Order (Section 5.02)	\$1 to \$500
Small Purchase Procedures (Section 5.03)	\$1 to \$1,000
Warehouse Operations (Section 5.031)	\$1 to \$5,000
Blanket Purchase Orders (Section 5.04) Non-contractual Basis Contractual Basis	not to exceed \$5,000 not to exceed annual contract value
Field Quotes (Section 5.05)	\$1,000 to \$5,000
Purchasing Quotes (Section 5.06)	\$5,000.01 to \$50,000
Bid - Informal Bid Process – Standard (Section 5.07)	\$50,000.01 to \$100,000
Bid – Informal Bid Process for Tenant Renovations/Improvements to County Space Leased by Private Entities (Section 5.07.1)	\$50,000.01 to \$200,000
Bid - Competitive Sealed Bids (Section 5.08)	\$100,000.01 and above
RFP - Competitive Sealed Proposals (Sections 5.09 and 5.09.1)	Purchasing Director –Authorized to Release RFPs Expected to Result in Costs No Greater than \$100,000; County Administrator Authorized to release all RFPs

Table 2 - Contract Award and Signature Authority Thresholds	
Individual	Threshold ¹
Purchasing Director	*Procurement Agreements up to \$100,000
County Administrator	*Procurement Agreements greater than \$100,000 and no greater than \$250,000
Board of County Commissioners	*Procurement Agreements greater than \$250,000
¹ Term contracts will be awarded based upon the value of the initial term of the contract. *All contracts will be in a form approved by the County Attorney's Office prior to execution.	

Section 5.01 PETTY CASH/REIMBURSEMENT

- A. Petty cash funds shall be established and administered under the financial policies of the Board.
- B. Purchases from any petty cash fund or the reimbursement for a purchase shall be governed by the following requirements:
1. No purchase of any single item from any petty cash fund or for reimbursement shall exceed the authorized dollar limit for petty cash/reimbursements in Section 5.
 2. Reimbursement for employee travel expenses from a petty cash fund shall not be allowed, except for local parking or toll costs.

3. Funds contained within a petty cash fund shall not be expended for the payment of salaries.
4. Expenditures from a petty cash fund or personal funds shall be reimbursed, provided:
 - a) They are supported by itemized vouchers, invoices, or receipts signed by the division or department head or designee.
 - b) They qualify as a proper public purpose.
 - c) They are expenses included within the approved annual budget of the division or department.

Section 5.02 FIELD PURCHASE ORDERS

- A. Field purchase orders shall be used for purchase of small, sundry items, which cost not more than the threshold authorized for field purchase orders in Section 5. Field purchase orders shall be used for a single or aggregate purchase, but only for a single transaction. Employees are encouraged to seek out and utilize certified minority and women-owned business enterprises in these purchases.
- B. Field purchase orders shall not be combined to purchase any item, which costs more than the approved threshold limit and shall not be used in the manner of or in lieu of a blanket purchase order.
- C. Field purchase orders shall be issued and authorized only by department and division heads.

Section 5.03 SMALL PURCHASES

The purchase of commodities, equipment, and services, which cost less than the threshold authorized in Section 5, does not require solicitation of quotes or bids. Small purchases shall be authorized by Department or Division heads or their designees. Employees are encouraged to seek out and utilize certified minority and women-owned business enterprises in these purchases.

Section 5.03.1 WAREHOUSE OPERATIONS

The purchase of commodities, materials, and equipment for warehouse inventory, which cost less than the threshold authorized in Section 5, does not require solicitation of quotes or bids. Use of economic indices, review of costs, market trends, and/or use of periodic quotations shall be used by staff to assure cost effective purchases. Warehouse employees are encouraged to seek out and utilize certified minority and women-owned business enterprises in these purchases.

Section 5.04 BLANKET PURCHASE ORDERS

Blanket Purchase Orders of either type listed below shall not be used to purchase any tangible personal property item. Tangible personal property items shall be listed as individual line items on a purchase order.

- A. Non-contractual Basis - All purchases made with a non-contractual blanket purchase order shall follow the thresholds and requirements for competitive selection. No purchase order shall be issued for an amount greater than the limit established for a non-contractual blanket purchase order in Section 5 of this policy for the purchase of goods or services not under a contractual arrangement authorized under this purchasing policy or approved by the Board.
- B. Contractual Basis - No purchase order shall be issued for an amount greater than the limit established for a contractual blanket purchase order in Section 5 of this policy for the purchase of goods or services unless approved by the Board.

Section 5.05 FIELD QUOTES

The purchase of goods and services, which cost within the range authorized for field quotes in Section 5, shall require competitive quotations from three or more vendors. The quotations may be obtained by the Department/Divisions. Employees are encouraged to seek out and secure at least one of the three quotes from certified minority and women-owned business enterprises. The Purchasing Director shall review the quotations and make the award or require additional quotations prior to award.

Section 5.06 PURCHASING QUOTES

The purchase of goods and services, which cost within the range authorized for purchasing quotes in Section 5, shall require competitive quotations from three or more vendors. The quotations may be obtained by the operating department/division or the Purchasing Division and shall be reviewed and awarded by the Purchasing Director. Quotes must be on company letterhead, quote forms, or in a similar format with a date and signature of an authorized representative of the vendor. Employees are encouraged to seek out and secure at least one of the three quotes from certified minority and women-owned business enterprises.

Section 5.07 INFORMAL BIDS

For purchases within the cost range authorized for informal bids in Section 5, the Purchasing Director shall secure, whenever possible, a minimum of three written quotations, which shall be the result of written specifications transmitted by mail, by electronic format, or by facsimile. When such quotations are received by facsimile, the purchasing agent will immediately seal and label the quotations until the time set for opening bids. In those instances where the securing of three quotations is not practicable, the Purchasing Director shall provide written justification of such. The Purchasing Division shall seek out and encourage participation in the bid from certified small or certified minority and women-owned business enterprises, when available. The quotations shall be reviewed and a written recommendation of award shall be prepared for review and action.

Section 5.07.1 INFORMAL BIDS FOR TENANT RENOVATIONS AND IMPROVEMENTS FOR LEASED SPACE

For purchases for tenant renovations/improvements for County-owned spaces leased to private entities and within the cost range authorized for informal bids for lease space in Section 5, all procedures in Section 5.07 shall be followed:

Section 5.08 COMPETITIVE SEALED BIDDING

- A. Conditions for Use. All contracts for purchases of a single item or aggregate for the proposed term of service in excess of the established base amount for competitive sealed bidding in Section 5 shall be awarded on the basis of sealed competitive bidding, except as provided in Section 5.09, Competitive Sealed Proposals.
- B. Invitation to Bid. An invitation to bid shall be issued and shall include specifications, all contractual terms and conditions, and the place, date, and time for opening or submittal. All interpretations or corrections shall be issued as addenda. The County shall not be responsible for oral clarifications or representations.
 - 1. Alternate(s). Alternate bids will not be considered unless authorized by and defined in the invitation to bid or addenda thereto.
 - 2. Approved Equivalents. The County reserves the right to determine acceptance of item(s) as an approved equivalent. Bids, which do not comply with, stated requirements for equivalents in the bid conditions are subject to rejection. The procedure for acceptance of equivalents shall be included in the invitation to bid or addenda thereto.
 - 3. If less than two responsive bids, proposals, or replies for commodity or contractual services purchases are received, the Purchasing Director may negotiate on the best terms and conditions. The Purchasing Director shall document the reasons that such action is in the best interest of the County in lieu of resoliciting competitive sealed bids, proposals, or replies. The Purchasing Director shall report all such actions to the County Administrator or designee prior to final award of any contract resulting from the negotiations.

C. Public Notice.

1. The solicitation of competitive bids or proposals for any County construction project that is projected to cost more than \$200,000 shall be publicly advertised at least once in a newspaper of general circulation in the County at least 21 days prior to the established bid opening and at least 5 days prior to any scheduled pre-bid conference. The solicitation of competitive bids or proposals for any County construction project that is projected to cost more than \$500,000 shall be publicly advertised at least once in a newspaper of general circulation in the County at least 30 days prior to the established bid opening and at least 5 days prior to any scheduled pre-bid conference. Bids or proposals shall be received and opened at the location, date, and time established in the bid or proposal advertisement. In cases of emergency, the procedures required in this section may be altered by the County in any manner that is reasonable under the emergency circumstances.

The solicitation of competitive bids for work on roads shall be publicly advertised in a newspaper of general circulation in the county at least once each week for two consecutive weeks.

2. Changes to Public Notice. If the location, date, or time of the bid opening changes, written notice of the change shall be given in the form of an addendum, as soon as practicable after the change is made and posted on the Purchasing Division website
3. Each invitation to bid, request for proposals, request for qualifications, invitation to negotiate, or other procurement solicitation which is anticipated to include travel expenses by authorized persons as defined in the Leon County Travel Policy shall include the following notice:
Consultant travel which is not covered within the scope of the consultant's contract and which is billed separately to the County on a cost reimbursement basis must receive prior approval and will be reimbursed in accordance with the Leon County Travel Policy. Travel expenses shall be limited to those expenses necessarily incurred in the performance of a public purpose authorized by law to be performed by the Leon County Board of County Commissioners and must be within limitations described herein and in Ch. 112.06, Florida Statutes. Consultants and contractors, traveling on a cost reimbursement basis, must have their travel authorized by the department head from whose budget the travel expenses will be paid and the County Administrator.

- D. Bid Opening. Bids shall be opened publicly. At least one representative from the Division of Purchasing shall open the bids in the presence of one or more witnesses at the time and place designated in the Invitation to Bid. The amount of each bid, and such other relevant information as may be deemed appropriate by the Purchasing Director, together with the name of each bidder, and all witnesses shall be recorded. The record (Tabulation Sheet) and each bid shall be open to public inspection as provided by law.

- E. Bid Acceptance and Evaluation. Bids shall be unconditionally accepted without alteration or correction, except as authorized in this Policy. Bids shall be evaluated based on the requirements set forth in the Invitation to Bid, which may include, but not be limited to criteria to determine acceptability such as: inspection, testing, quality, recycled or degradable materials content, workmanship, delivery, and suitability for a particular purpose and/or factors to determine a bidder's level of responsibility such as references, work history, bonding capacity, licensure, certifications, etc. Those criteria that will affect the bid price and that are to be considered in evaluation for award shall be objectively measured, such as discounts, transportation costs, and total or life cycle costs. No criteria may be used in bid evaluation that is not set forth in the Invitation to Bid, in regulations, or in this policy.

- F. Bid Agenda Item. The Tabulation Sheet and other bid documents, as necessary, shall be presented to the appropriate department or division head for review and recommendation. The department or division head shall prepare the recommendation in the appropriate format to the awarding authority as prescribed in Section 5.

- G. Correction or Withdrawal of Bids; Cancellation of Awards. Correction or withdrawal of inadvertently erroneous bids, before or after award, or cancellation of awards or contracts based on such bid mistakes, shall be permitted where appropriate under the sole discretion of the County. Mistakes discovered before bid opening may be modified or withdrawn upon written notice received in the office designated in the Invitation for Bids prior to the time set for bid opening. After bid opening, corrections in bids shall be permitted only to the extent that the bidder can show by clear and convincing evidence that a mistake of a non-judgmental character was made, the nature of the mistake, and the bid price actually intended. After bid opening, no changes in bid price or other provisions of bids prejudicial to the interest of the County or fair competition shall be permitted. In lieu of bid correction, a low bidder alleging a material mistake of fact may be permitted to withdraw its bid if:
1. the mistake is clearly evident on the face of the bid document but the intended correct bid is not similarly evident; or
 2. the bidder submits evidence that clearly and convincingly demonstrates that a mistake was made. All decisions to permit the correction or withdrawal of bids, or to cancel awards or contracts based on bid mistakes, shall be supported by a written determination made by the Purchasing Director and concurred with by the County Administrator.
- H. Multi-Step Sealed Bidding.
1. When it is considered impractical to initially prepare a purchase description to support an award based on price, an invitation for bids or request for proposals may be issued requesting the submission of unpriced offers to be followed by an invitation for bids limited to those bidders whose offers have been determined to be technically acceptable under the criteria set forth in the first solicitation.
 2. A multi-step process utilizing pre-qualification of bidders or respondents may be used to ensure that the bidders/respondents have the appropriate licensure, capacity, qualifications, experience, staffing, equipment, bonding, insurance and similar project based criteria to successfully perform a specific project or service. Those bidders/respondents determined qualified in the pre-qualification will then be eligible to participate in the invitation to bid or request for proposal process for the project or service. The Purchasing Director shall develop and administer operational procedures governing any such pre-qualification process.
- I. Award. The contract shall be awarded with reasonable promptness to the lowest responsible and responsive bidder whose bid meets the requirements and criteria set forth in the invitation to bid. The County reserves the right to waive any informality in bids and to make an award in whole or in part when either or both conditions are in the best interest of Leon County. The contract shall be awarded by purchase order or other written notice. Every procurement of contractual services shall be evidenced by a written agreement.
1. Notice of Intended Decision. The Intended Decision shall be posted on the County website and on the public notice board in the Purchasing Division. This written notice shall state the firm or firms to whom the County intends to award the contract resulting from the solicitation and establishes the 72 consecutive hour period in which a notice of intent to protest may be timely filed.
 2. Notice of Right to Protest. Any bid award recommendation may be protested if the recommendation is alleged to be contrary to the County's rules or policies, the solicitation specifications, or law. The standard of proof for such proceedings shall be whether the action is clearly erroneous, contrary to competition, arbitrary or capricious. Such notice of intent of bid protest shall be delivered to the Purchasing Director within 72 consecutive hours after posting of the Notice of Intended Decision of Award (excluding Saturdays, Sundays, and County holidays). Protestor shall file thereafter a formal written bid challenge within 10 calendar days after the date in which the notice of intent of bid protest has been submitted. Failure to timely file a notice of intent of bid protest or failure to timely file a formal written bid protest with the proper bond shall constitute a waiver of all rights provided under the Leon County Purchasing Policy.

- J. Cancellation of Invitations for Bids. An invitation for bids or other solicitation may be canceled, or any or all bids may be rejected in whole or in part when it is in the best interests of the County, as determined by the Board. Notice of cancellation shall be provided to all planholders and posted on the County website. The notice shall identify the solicitation, explain the reason for cancellation, and, where appropriate, explain that an opportunity will be given to compete on any re-solicitation or any future procurement of similar items.
- K. Disqualification of Vendors. For any specific bid, vendors may be disqualified by the Purchasing Director for the following reasons:
1. Failure to materially perform according to contract provisions on prior contracts with the County.
 2. Conviction in a court of law of any criminal offense in connection with the conduct of business.
 3. Clear and convincing evidence of a violation of any federal or state anti-trust law based on the submission of bids or proposals, or the awarding of contracts.
 4. Clear and convincing evidence that the vendor has attempted to give a Board employee a gratuity of any kind for the purpose of influencing a recommendation or decision in connection with any part of the Board's purchasing activity.
 5. Failure to execute a Public Entity Crimes Statement as required by Florida Statutes Chapter 287.133(3)(a).
 6. Other reasons deemed appropriate by the Board of County Commissioners.
- L. If less than two responsive bids, proposals, or replies for commodity or contractual services purchases are received, or all bids received exceed the available budget identified for the commodity or contractual service, the Purchasing Director may negotiate on the best terms and conditions. The Purchasing Director shall document the reasons that such action is in the best interest of the County in lieu of resoliciting competitive sealed bids, proposals, or replies. The Purchasing Director shall report all such actions to the County Administrator or designee prior to final award of any contract resulting from the negotiations. Award will be made according to the award thresholds in Section 5.
- M. Local preference in bidding.
1. In purchasing of, or letting of contracts for procurement of, personal property, materials, contractual services, and construction of improvements to real property or existing structures for projects estimated not to exceed \$250,000, in which pricing is the major consideration, the County may give a preference to Local Businesses in making such purchase or awarding such contract, as follows:
 - a) Individuals or firms which have a home office located within Leon, Gadsden, Wakulla, or Jefferson County, and which meet all of the criteria for a Local Business as defined herein, shall be given a preference in the amount of five percent of the bid price.
 - b) Individuals or firms which do not have a home office located within Leon, Gadsden, Wakulla, or Jefferson County, and which meet all of the criteria for a Local Business as defined herein, shall be given a preference in the amount of three percent of the bid price.
 - c) The maximum cost differential shall not exceed \$20,000.00. Total bid price shall include the base bid and all alternatives or options to the base bids, which are part of the bid and being recommended for award by the appropriate authority.
 2. Preference in bidding for construction services estimated to exceed \$250,000.
 - a) Except where otherwise provided by federal or state law or other funding source restrictions, in the purchasing of, or letting of contracts for procurement of construction services for improvements to real property or existing structures, limited to projects estimated to exceed \$250,000, the County may give preference to Local Businesses in the following manner:

- i. Under a competitive bid solicitation, when the lowest responsive and responsible bid is submitted by an individual or firm that is not a Local Business, then the local business that submitted the lowest responsive and responsible bid shall be offered the opportunity to perform the work at the lowest bid amount, if that Local Business's bid was not greater than 110 percent of the lowest responsive and responsible bid amount.
 - ii. All contractual awards issued in accordance with the provisions of Section 5.08(M)(2)(a) shall contain aspirational trade contractor work targets, based on market and economic factors, of 85 percent as follows: The successful individuals or firms shall agree to engage not less than 85 percent of the dollar value of trade contractor work with Local Businesses, unless the successful individuals or firms prove to the County's satisfaction that the trade contractor work is not available locally within the Leon, Gadsden, Wakulla or Jefferson County area. The term "trade contractor" shall mean a subcontractor who contracts with the prime contractor and whose primary activity is performing specific activities (e.g., pouring concrete, masonry, site preparation, framing, carpentry, dry wall installation, electrical, plumbing, painting) in a construction project but is not responsible for the entire project.
- b) Section 5.08 (M)(2)(a) shall sunset and stand repealed on January 1, 2016 unless reviewed and saved from repeal through reenactment by the Board.
3. Certification. Any vendor claiming to be a Local Business shall so certify in writing to the purchasing division. The certification shall provide all necessary information to meet the requirements for a Local Business as defined herein. The purchasing agent shall not be required to verify the accuracy of any such certifications, and shall have the sole discretion to determine if a vendor meets the definition of a "Local Business."
4. Waiver. The application of local preference to a particular purchase, contract, or category of contracts for which the County is the awarding authority may be waived upon written recommendation of the County Administrator and approval of the Board. The application of local preference to a particular purchase, contract, or category of contracts below the award authority of the Board may be waived upon written recommendation of the Director of Purchasing and approval of the County Administrator.

(Reference Article IX, Section 2-400, Chapter 2 of the Code of Laws of Leon County, Florida)

Section 5.09 COMPETITIVE SEALED PROPOSALS

Section 5.09.1 PROFESSIONAL ARCHITECTURAL, ENGINEERING, LANDSCAPE ARCHITECTURAL, AND LAND SURVEYING SERVICES

- A. Purpose. The purpose of this section, and the procedures established hereunder, is to ensure compliance with Section 287.055 Florida Statutes, known as the Consultants Competitive Negotiation Act (CCNA). This act establishes parameters within which the County must select professional services from architects, engineers, landscape architects, surveyors, and mappers. The CCNA requires the County to select these services on a qualitative basis using prescribed criteria prior to any negotiations, which may consider the cost of such services.
- B. Public Announcement. It is the policy of the County to publicly announce all requirements for professional architectural, engineering, landscape architectural, land surveying, and mapping services, and to negotiate such contracts on the basis of demonstrated competence and qualifications at fair and reasonable prices. In the procurement of such services, the Purchasing Director may require firms to submit a statement of qualifications, performance data, and other information related to the performance of professional services.

1. Scope of Project Requirements.
 - a) For specific projects, the County office requesting the professional services shall submit to the Purchasing Director written project requirements indicating the nature and scope of the professional services needed by the office, including but not limited to the following:
 - 1) the general purpose of the service or study;
 - 2) the objectives of the study or service;
 - 3) estimated period of time needed for the service or the study;
 - 4) the estimated cost of the service or study;
 - 5) whether the proposed study or service would or would not duplicate any prior or existing study or service; and
 - 6) the desired qualifications, listed in order of importance, applicable to the scope and nature of the services requested.
 - b) For Continuing Supply Services, the County office requesting the professional services shall submit to the Purchasing Director written project requirements indicating the nature and scope of the professional services needed by the office, including but not limited to the following:
 - 1) the general purpose of the service or study;
 - 2) estimated period of time needed for the service or the study;
 - 3) the estimated cost of the service or study;
 - 4) the desired qualifications, listed in order of importance, applicable to the scope and nature of the services requested.
2. Review of Project Requirements. The Purchasing Director or his/her designee shall review the scope of project requirements and prepare a draft request for proposals. The draft RFP shall be submitted to the requesting office for consideration and revision, as may be needed, prior to public distribution of the RFP.
3. Distribution of RFP. The Purchasing Director shall distribute the RFP in accord with standard procedures including publication of legal notice, and provide notification of the date and time when such proposals are due. Public notice shall be as provided in Section 5.08 (C).
4. If less than two responsive bids, proposals, or replies for commodity or contractual services purchases are received, the Purchasing Director may negotiate on the best terms and conditions. The Purchasing Director shall document the reasons that such action is in the best interest of the County in lieu of resoliciting competitive sealed bids, proposals, or replies. The Purchasing Director shall report all such actions to the County Administrator or designee prior to final award of any contract resulting from the negotiations.
5. Modification Prohibition. After the publicized submission time and date, any proposal received shall not be modified or allowed to be modified in any manner except for correction of clerical errors or other similar minor irregularities as may be allowed by the Selection Committee (defined in Section 5.09.1(B) at any point in the process prior to contract negotiations.
6. Reuse of Existing Plans. There shall be no public notice requirements or utilization of the selection process as provided in this section for projects in which the County is able to reuse existing plans from a prior project. However, public notice of any plans, which are intended to be reused at some future time, shall contain a statement that provides that the plans are subject to reuse.
7. Local preference in Requests for Proposals.
 - a) In the purchasing of, or letting of contracts for procurement of, personal property, materials, contractual services, and construction of improvements to real property or existing structures for which a request for proposals is developed with evaluation criteria, a local preference of the total score may be assigned for a local preference, as follows:

- i. Individuals or firms which have a home office located within Leon, Gadsden, Wakulla, or Jefferson County, and which meet all of the criteria for a Local Business as defined herein, shall be given a preference in the amount of five percent.
 - ii. Individuals or firms which do not have a home office located within Leon, Gadsden, Wakulla, or Jefferson County, and which meet all of the criteria for a Local Business as defined herein, shall be given a preference in the amount of three percent.
- b) Certification. Any vendor claiming to be a Local Business shall so certify in writing to the purchasing division. The certification shall provide all necessary information to meet the requirements for a Local Business as defined herein. The purchasing agent shall not be required to verify the accuracy of any such certifications, and shall have the sole discretion to determine if a vendor meets the definition of a "Local Business."
- c) Waiver. The application of local preference to a particular purchase, contract, or category of contracts for which the County is the awarding authority may be waived upon written recommendation of the County Administrator and approval of the Board. The application of local preference to a particular purchase, contract, or category of contracts below the award authority of the Board may be waived upon written recommendation of the Director of Purchasing and approval of the County Administrator.

(Reference Article IX, Section 2-400, Chapter 2 of the Code of Laws of Leon County, Florida)

8. Exemptions. This section shall not apply to a professional service contract for a project where the basic construction cost is estimated by the agency to be less than the threshold amount provided in s. 287.055, Florida Statutes, or for a planning or study activity when the fee for professional services is estimated by the agency to be less than the threshold amount provided in s. 287.055, Florida Statutes, or in cases of valid public emergency so certified by the County Administrator. This section shall not apply to any requirement for professional services if a continuing contract is in effect and a determination is made to utilize the continuing contract to obtain such services.

C. CCNA Evaluation Committee Membership.

1. Depending on the expected complexity and expense of the professional services to be contracted, the County Administrator, or his/her designee shall determine whether a three member or five-member selection committee will best serve the needs of the County.
2. Membership of all Evaluation Committees shall be appointed by the County Administrator or his/her designee.
3. Public Meetings. In accordance with Florida Statute 286.011, all Evaluation Committee meetings subsequent to the opening of the solicitation are to be public meetings. The Chairperson shall be responsible to provide the Purchasing Division with all meeting information (date, time, location, and reason for meeting) no less than 96 hours in advance of any scheduled meeting, excluding holidays and weekends. The Purchasing Division will provide reasonable notice of all meetings, no less than 72 hours in advance of such scheduled meeting, excluding holidays and weekends, by posting a Notice of Evaluation Committee Meeting on the public notice bulletin board in the Division offices and on the Leon County website. The Purchasing Director shall develop and implement Evaluation Committee procedures to ensure compliance with public meeting requirements.
4. Contact with the CCNA Evaluation Committee. Members of the CCNA Evaluation Committee are prohibited from discussing a project with any professional or professional firm that may submit a proposal during the procurement process, except in formal committee meetings. The conduct of the business and discussions regarding the proposals before the CCNA Evaluation Committee must be done in the public meetings only.
5. Evaluation of Proposals. Only written responses of statements of qualifications, performance data, and other data received in the purchasing office by the publicized submission time and date shall be evaluated.

- a) The initial ranking of proposals is based upon the points given in the Weighted Scoring Sheet utilizing the Evaluation Criteria Matrix. The scores will be provided by the Purchasing and MWSBE Divisions for Local preference and MWBE participation, respectively.
 - b) Shortlisting. The best-qualified respondents shall be based upon the CCNA Evaluation Committee's ability to differentiate qualifications applicable to the scope and nature of the services to be performed as indicated by the ratings on the Weighted Scoring Sheet. Typically, the top three rated firms, if there are at least three responsive respondents, will be considered as the shortlisted firms, unless the County Administrator, after input and discussion with the CCNA Evaluation Committee, approves adding additional firms to the shortlist.
6. Presentations/Interviews. The CCNA Evaluation Committee may choose to conduct formal presentations/interviews with shortlisted firms prior to final ranking.
7. Final Ranking. The CCNA Evaluation Committee shall utilize the Ordinal Process Rating System to rank the firms. The respondents shall be listed in order of preference starting at the top of the list. The list of best-qualified persons shall be forwarded to the County Administrator or Board, as appropriate, for approval prior to beginning contract negotiations. Negotiation sequence shall be based on the order of preference.
- D. Negotiation Staff. Contract negotiations shall be conducted by the Purchasing Director or designee(s) or by a Negotiation Committee.
1. Negotiation Committee Membership. Membership of the three-member Negotiation Committee shall consist of:
 - a) the Purchasing Director, or the designee of the Purchasing Director who shall chair the committee,
 - b) the head of the primary using department or agency, or his/her designee,
 - c) the County Attorney or designee.
 2. Negotiation. The Negotiator(s) shall negotiate a contract with the firm considered to be the most qualified to provide the services at compensation and upon terms which the Negotiator(s) determines to be fair and reasonable to the County. In making this decision, the Negotiator(s) shall take into account the estimated value, the scope, the complexity, and the professional nature of the services to be rendered. Should the Negotiator(s) be unable to negotiate a satisfactory contract with the firm considered to be the most qualified, negotiations with that firm shall be formally terminated. The Negotiator(s) shall then undertake negotiations with the second most qualified firm. Failing accord with the second most qualified firm, the Negotiator(s) shall formally terminate negotiations, and shall then undertake negotiations with the third most qualified firm. Should the Negotiator(s) be unable to negotiate a satisfactory contract with any of the selected firms, the Selection Committee shall select additional firms in order of their competence and qualifications, and the Negotiator(s) shall continue negotiations in accordance with this Section until an agreement is reached or until a determination has been made not to contract for such services.
 3. Continuing Contracts. Nothing in this section (5.091) shall be construed to prohibit continuing contracts for professional services between a firm and the County.

Section 5.09.2 OTHER COMPETITIVE SEALED PROPOSALS

- A. Conditions for Use. When the Director of Purchasing determines that the use of competitive sealed bidding is either not practical or not advantageous to the County, a contract may be entered into by the use of competitive sealed proposals.
- B. Consultant's Competitive Negotiation Act. Professional services within the scope of the practice of architecture, professional engineering, landscape architecture, or registered land surveying, as defined under the Consultant's Competitive Negotiation Act (Section 287.055, Florida Statutes), shall be secured under the provisions of Section 5.09.1.

- C. **Public Notice.** Adequate public notice of the Request for Proposals shall be given in the same manner as provided in subsection 5.08C of this policy for competitive sealed bidding.
 - D. **Evaluation Factors.** The Request for Proposals shall state the relative importance of criteria outlined in the scope of services, fee proposal, and other evaluation criteria.
 - E. **Proposal Cancellation or Postponement.** The Director of Purchasing may, prior to a proposal opening, elect to cancel or postpone the date and/or time for proposal opening or submission.
 - F. **Revisions and Discussions with Responsible Offerors.** Discussions may be conducted with responsible offerors who submit proposals determined to be qualified of being selected for award for the purpose of clarification to assure full understanding of, and responsiveness to, the solicitation requirements. Offerors shall be accorded fair and equal treatment with respect to any opportunity for discussion and revision of proposals, and such revisions may be permitted after submissions and prior to award for the purpose of obtaining the best and final offers. In conducting discussions, there shall be no disclosure of any information derived from proposals submitted by competing offerors.
 - G. **Award.** Award shall be made to the responsive, responsible offeror whose proposal is determined in writing to be the most advantageous to Leon County, taking into consideration the evaluation factors set forth in the Request for Proposals. No other factors or criteria shall be used in the evaluation criteria that are not included in the Request for Proposal.
 - H. **Local preference in Other Competitive Sealed Proposals.** In the purchasing of, or letting of contracts for procurement of, personal property, materials, contractual services, and construction of improvements to real property or existing structures for which a request for proposals is developed with evaluation criteria, a local preference of the total score may be assigned for a local preference, as follows:
 - 1. Individuals or firms which have a home office located within Leon, Gadsden, Wakulla, or Jefferson County, and which meet all of the criteria for a Local Business as defined herein, shall be given a preference in the amount of five percent.
 - 2. Individuals or firms which do not have a home office located within Leon, Gadsden, Wakulla, or Jefferson County, and which meet all of the criteria for a Local Business as defined herein, shall be given a preference in the amount of three percent.
- (Reference Article IX, Section 2-400, Chapter 2 of the Code of Laws of Leon County. Florida)*
- I. If less than two responsive bids, proposals, or replies for commodity or contractual services purchases are received, the Purchasing Director may negotiate on the best terms and conditions. The Purchasing Director shall document the reasons that such action is in the best interest of the County in lieu of resoliciting competitive sealed bids, proposals, or replies. The Purchasing Director shall report all such actions to the County Administrator or designee prior to final award of any contract resulting from the negotiations.

Section 5.10 SOLE SOURCE PURCHASES

- A. **Sole Source Certification.** A contract may be awarded, except as otherwise provided for under state law, for a supply, service, material, equipment or construction item(s) without competition when the Purchasing Director, with the concurrence of the County Administrator or designee, certifies in writing, after conducting a good faith review of available sources, that there is only one available source for the required material, supply, service, equipment, or construction item(s). Such awards will be made within the authorized procurement limits identified in Section 5.0. When a purchase exceeds the threshold amount for Board approval, the item will be placed on the agenda for Board approval and certification that the vendor has been determined to be a sole source.
- B. **Additional Purchases from Certified Sole Source.** The Purchasing Director shall be authorized, after initial sole source certification, to make additional purchases from a sole source vendor for not less than one year or until such time as contrary evidence is presented regarding sole source eligibility, whichever period is less.

Section 5.11 EMERGENCY PURCHASES

- A. Authorization During Normal Business Hours. In the case of emergencies that require the immediate purchase of goods, equipment or services, the County Administrator, Purchasing Director, Group Director, or his designee shall be empowered to secure such goods or services without competitive bidding. In this event, all measures reasonably possible under the circumstances shall be taken to assure the maximum cost benefit to the County of the goods or services procured.
- B. Authorization Outside of Normal Business Hours. A department or division head, during non-business hours, is authorized to make purchases without competitive bids, when an emergency arises.
- C. Documentation and Approval. Documentation for emergency purchases pertaining to Section 5.11 (A) and (B) shall be submitted to the Purchasing Office on the standard requisition form with a detailed explanation, and support material attached, if applicable, within 10 workdays after the event occurred. Emergency purchases that exceed the competitive sealed bid threshold shall be ratified by the Board. Emergency purchases within the informal bid thresholds shall be approved by the County Administrator after-the-fact.
- D. Mutual Aid Agreements. The County may enter into and utilize Mutual Aid Agreements as provided in Chapter 252, Florida Statutes in the event of emergency situations. The Purchasing Director shall be authorized to invoke the terms of the Mutual Aid Agreement.

Section 5.12 COOPERATIVE PURCHASING

- A. State Contracts. The Purchasing Director is authorized to purchase goods or services for any dollar amount from authorized vendors listed on the respective state contracts (state term continuing supply contracts, SNAPS agreements [State Negotiated Agreement Price Schedules], agreements resulting from Invitations to Negotiate [ITN], or other such contracts authorized by statute for use by local governments) of the Florida Department of Management Services or other state agencies. Such purchases shall be made without competitive bids provided that funding has been appropriated and approved by the Board of County Commissioners in Department/Division accounts.
- B. Federal Supply Service. The Purchasing Director is authorized to purchase goods or services for any dollar amount from authorized vendors listed on the eligible Federal Supply Schedules issued by the Federal General Services Administration. Such purchases shall be made without competitive bids provided that funding has been appropriated and approved by the Board of County Commissioners in Department/Division accounts.
- C. Other Public Procurement Units. The Purchasing Director shall have the authority to join with other units of government in cooperative purchasing ventures when the best interest of the County would be served thereby, and the same is in accordance with the County and State law. The Purchasing Director shall appropriately document such cooperative purchasing arrangements. All Cooperative Purchasing conducted under this section shall be through contracts awarded through full and open competition, including use of source selection methods equivalent to those required by this policy. Each selection method shall clearly state the intention to include participation by other units of government as a requirement for use in cooperative purchasing.

Section 5.13 PROTESTING INTENDED DECISIONS AND PROCUREMENT AWARDS

- A. Right to Protest. Any person, hereinafter referred to as Protestor, who submits a timely response to an invitation to bid, a request for proposals, an invitation to negotiate, a request for qualifications, a multi-step sealed bid, or multi-step request for proposals under Sections 5.07, 5.08, 5.09, 5.09.1 or 5.09.2 of this Policy, and who is aggrieved with an Intended Decision of the County or a Procurement Award rendered by the Board of County Commissioners shall have the right to protest. Failure to protest an Intended Decision shall act as a bar to protest a subsequent Procurement Award that adopts the Intended Decision in all material respects.
 - 1. Any Protestor wishing to protest an Intended Decision shall follow the procedures set forth in paragraphs B, C, and D of this Section.

2. Any Protestor wishing to protest a Procurement Award shall follow the procedures in paragraphs B, C, and E of this Section.

B. Filing a Protest. A Protestor shall file with the County a notice of intent to protest in writing within 72 consecutive hours after the posting of the notice of Intended Decision or Procurement Award of the County. A formal written protest shall be filed within 10 calendar days after the date the notice of intent to protest has been filed. Failure to timely file a notice of intent to protest or failure to file a formal written protest shall constitute a waiver of the right to proceedings under this Section.

A notice of intent to protest and the formal written protest are deemed filed with the County when it is received by the Purchasing Division.

1. The notice of intent to protest shall contain at a minimum: the name of the Protestor; the Protestor's address and phone number; the name of the Protestor's representative to whom notices may be sent; the name and bid number of the solicitation; and, a brief factual summary of the basis of the protest.
2. The formal written protest shall: identify the Protestor and the solicitation involved; include a plain, clear statement of the grounds upon which the protest is based; refer to the statutes, laws, ordinances, or other legal authorities which the Protestor deems applicable to such grounds; and, specify the relief to which the Protestor deems himself entitled.
3. A formal written protest shall include the posting of a bond with the Purchasing Division at the time of filing the formal written protest, made payable to the Board of County Commissioners, Leon County, in an amount equal to one percent (1%) of the County's estimate of the total dollar amount of the contract or \$5000, whichever is greater. If after completion of the bid protest process and any court proceedings, the County prevails, the County shall be entitled to recover all court costs provided under Florida law, but in no event attorney fees, which shall be included in the final order of judgment rendered by the court. Upon payment of such court costs by the Protestor, the bond shall be returned to him. After completion of the bid protest process and any court proceedings, if the Protestor prevails, the protestor shall be entitled to have his bond returned and he shall be entitled to recover from the County all court costs provided under Florida law, but in no event attorney fees, lost profits or bid preparation costs, which shall be included in the final order of judgment rendered by the court. In no case will the Protestor or Intervenor be entitled to any costs incurred with the solicitation, including bid preparation costs, lost profits, bid protest costs, and/or attorney's fees.
4. Timeliness of protest determinations. All determinations on the timeliness of notices of intent to protest and formal written protests will be made by the Purchasing Director.

C. General Provisions

1. Intervenor. Any person, hereinafter referred to as Intervenor, who has submitted a timely response to the subject invitation to bid, request for proposals, invitation to negotiate, request for qualifications, or multi-step sealed bids, or multi-step requests for proposals, and who has a substantial interest in the Intended Decision or Procurement Award of the County, may be granted the right to intervene by order of the Chairperson of the Procurement Appeals Board or Special Master in response to a petition to intervene. A petition to intervene shall be filed within five calendar days of the filing of a formal written protest. Failure to timely file a petition to intervene shall constitute a waiver of all rights to intervene in the subject protest proceeding. Petitions to intervene will be considered by the Chairman of the Procurement Appeals Board, and any decision concerning a Petition to Intervene shall be made by the Chairman and shall be deemed final.
2. Time Limits. The time limits in which formal written protests shall be filed as provided herein may be altered by specific provisions in the invitation to bid, request for proposals, invitation to negotiate, request for qualifications, or multi-step sealed bids, or multi-step requests for proposals or upon the mutual written consent of the Protestor and the County.

3. Entitlement to Costs. In no case will the Protestor or Intervenor be entitled to any costs incurred with the invitation to bid, request for proposals, invitation to negotiate, request for qualifications, or multi-step sealed bids, or multi-step requests for proposals, including, but not limited to bid preparation costs, lost profits, bid protest costs, and/or attorney's fees.
4. After a formal written protest has been filed with the Purchasing Director, the Protestor may not discontinue such appeal without prejudice, except as authorized by the Procurement Appeals Board or Special Master.
5. Stay of Procurement During Protests. In the event of a timely protest under Section 5.13(B) herein, the Purchasing Director shall not proceed further with the solicitation or award of the contract until all administrative remedies have been exhausted or until the County Administrator makes a written determination that the award of a contract without delay is necessary to protect the substantial interests of the County.

D. Protest of Intended Decisions.

1. Upon timely receipt of a notice of intent to protest an Intended Decision, the Purchasing Director shall provide the Protestor with acknowledgement of receipt and a copy of this Section. The Purchasing Director shall within one business day mail a copy of the notice of intent to protest to all persons who responded to an invitation to bid, a request for proposals, an invitation to negotiate, a request for qualifications, or multi-step sealed bids, or multi-step requests for proposals.
2. Upon timely receipt of a formal written protest of an Intended Decision, the Purchasing Director shall provide the Protestor with acknowledgement of receipt and will notify the Chairman of the Procurement Appeals Board. The Purchasing Director shall within one business day mail a copy of the formal written protest to all persons who responded to an invitation to bid, a request for proposals, an invitation to negotiate, a request for qualifications, or multi-step sealed bids, or multi-step requests for proposals.
3. Procurement Appeals Board. There is hereby established a Procurement Appeals Board to be composed of a chairperson and two members and two alternates. The chairperson, members, and alternates of the Procurement Appeals Board shall be appointed by the County Administrator. The term of office of the chairperson, members, and alternates of the Procurement Appeals Board shall be three years. For the initial appointments, the County Administrator shall appoint the chairperson for a term of three years, one member and one alternate for a term of two years, and one member and one alternate for a term of one year so that a term of office expires every year. Thereafter, their successors shall be appointed for terms of three years, or for the balance of any unexpired term, but members may continue to serve beyond their terms until their successors take office. Members may be reappointed for succeeding terms.
 - a) The Purchasing Division is authorized to provide for the Procurement Appeals Board such administrative support as the Chairman requests in the hearing of formal written protests.
 - b) Acting by two or more of its members, the Procurement Appeals Board shall issue a decision in writing or take other appropriate action on each formal written protest submitted. A copy of any decision shall be provided to all parties and the Purchasing Director.
 - c) Procurement Appeals Board Proceeding Procedures
 - i. The Procurement Appeals Board shall give reasonable notice to all substantially affected persons or businesses, including the Protestor, and any Intervenor.

- ii. At or prior to the protest proceeding, the Protestor and/or Intervenor, as the case may be, may submit any written or physical materials, objects, statements, affidavits, and arguments which he/she deems relevant to the issues raised.
- iii. In the protest proceeding, the Protestor, and/or Intervenor, as the case may be, or his representative or counsel, may also make an oral presentation of his evidence and arguments. Further, only reasonable direct and cross-examination of witnesses shall be permitted, at the discretion of the Chairman of the Procurement Appeals Board. The members of the Procurement Appeals Board may make whatever inquiries they deem pertinent to a determination of the protest.
- iv. The judicial rules of evidence shall not strictly apply; however, witnesses shall be sworn, and any testimony taken under oath and, the members of the Procurement Appeals Board shall base their decision on competent, substantial evidence. The protest proceeding shall be de novo. Any prior determinations by administrative officials shall not be final or conclusive.
- v. Within seven (7) working days of the conclusion of the protest proceeding, the Procurement Appeals Board shall render a decision. The Procurement Appeals Board decision shall be reduced to writing and provided to the Protestor and/or Intervenor, as the case may be, and the County.
- vi. Any party may arrange for the proceedings to be stenographically recorded and shall bear the expense of such recording.

E. Protest of Procurement Awards; Special Master Proceedings.

- 1. Upon timely receipt of a notice of intent to protest a Procurement Award of the County, the Purchasing Director shall provide the Protestor with acknowledgement of receipt and a copy of this Section. The Purchasing Director shall within one business day mail a copy of the notice of intent to protest to all persons who responded to an invitation to bid, a request for proposals, an invitation to negotiate, a request for qualifications, or multi-step sealed bids, or multi-step requests for proposals.
- 2. Upon timely receipt of a formal written protest of a Procurement Award of the County, the Purchasing Director shall provide the Protestor with acknowledgement of receipt and will notify the County Attorney of the protest. The Purchasing Director shall within one business day mail a copy of the formal written protest to all persons who responded to an invitation to bid, a request for proposals, an invitation to negotiate, a request for qualifications, or multi-step sealed bids, or multi-step requests for proposals.
- 3. Appointment of a Special Master. The County Administrator shall appoint and retain a special master or shall contract with the Florida Division of Administrative Hearings for an administrative law judge to act as a special master to conduct evidentiary proceedings regarding formal written protests of Procurement Awards. Each special master shall be a licensed attorney with the Florida Bar who has practiced law in Florida for at least five years, and who has experience in procurement law, local governmental law, or administrative law. Each special master appointed and retained by the County shall serve at the pleasure of the County Administrator and shall be compensated at a rate or rates to be fixed by the County Administrator. The expense of each special master proceeding shall be borne equally by the Protestor and the County.

4. Ex parte communication.
 - a) No county employee, elected official, or other person who is or may become a party to a proceeding before a special master may engage in an ex parte communication with the special master. However, the foregoing does not prohibit discussions between the special master and county staff that pertain solely to scheduling and other administrative matters unrelated to the merits of the hearing.
 - b) If a person engages in an ex parte communication with the special master, the special master shall place on the record of the pending case all ex parte written communications received, all written responses to such communications, a memorandum stating the substance of all oral communications received, and all oral responses made, and shall advise all parties that such matters have been placed on the record. Any party desiring to rebut the ex parte communication shall be entitled to do so, but only if such party requests the opportunity for rebuttal within ten days after notice of such communication. If he or she deems it necessary due to the effect of an ex parte communication received by him, the special master may withdraw from the case.
5. Powers of special masters. The special masters who conduct hearings pursuant to this section shall have the powers of hearing officers enumerated in F.S. § 120.569(2)(f), as amended.
6. Prehearing requirements. At least fourteen days prior to the date set for the hearing, the parties shall exchange a list of names and addresses of witnesses planned to testify at the hearing, and a list of exhibits planned to be introduced at the hearing, as well as produce the physical exhibits for inspection by the parties. Each party is entitled to depose witnesses scheduled to testify at the evidentiary hearing.
7. Hearings.
 - a) All hearings shall be commenced within 45 days of the date of the filing of the formal written protest. Requests for continuance by any party, either before or during the hearing, may be considered upon good cause shown.
 - b) All hearings shall be open to the public.
 - c) The participants before the special master shall be the Protestor, the Protestor's witnesses, if any, county staff and witnesses, and any Intervenor. The participation of Intervenor shall be governed by the terms of the order issued by the special master in response to a petition to intervene. Intervention may only be permitted to any person, hereinafter referred to as Intervenor, who has submitted a timely response to the subject invitation to bid, request for proposals, an invitation to negotiate, a request for qualifications, or multi-step sealed bids, or multi-step requests for proposals, and who has a substantial interest in the Procurement Award.
 - d) Testimony and evidence shall be limited to matters directly relating to the formal written protest. Irrelevant, immaterial, or unduly repetitious testimony or evidence may be excluded.
 - e) All testimony shall be under oath. The order of presentation of testimony and evidence shall be as set forth by the special master.

- f) To the maximum extent practicable, the hearings shall be informal. All parties shall have the opportunity to respond, to present evidence and provide argument on all issues involved which are related to the formal written protest, and to conduct cross-examination and submit rebuttal evidence. During cross-examination of witnesses, questioning shall be confined as closely as possible to the scope of direct testimony and matters involving impeachment. The special master may call and question witnesses or request additional evidence as he or she deems necessary and appropriate.
- g) The special master shall render a final order on the formal written protest to the parties within ten days after the hearing concludes, unless the parties waive the time requirement. The final order shall contain written findings of fact and conclusions of law.

Section 5.14 CONTRACT CLAIMS

- A. Authority to Settle Contract Controversies. This Section applies to controversies between the County and a contractor and which arise under, or by virtue of, a contract between them. This includes without limitation controversies based upon breach of contract, mistake, misrepresentation, or other cause for contract modification or rescission, where the contractor and County agree to utilize the provision of this section.
 - 1. The Purchasing Director is authorized to settle any controversy arising out of the performance of a County contract, prior to the commencement of an action in a court of competent jurisdiction up to \$10,000 in value.
 - a) If such a controversy is not resolved by mutual agreement, the Purchasing Director shall promptly issue a decision in writing. A copy of the decision shall be mailed or otherwise be furnished to the contractor immediately. The decision shall:
 - (1) State the reason for the action taken; and,
 - (2) Inform the Contractor of its right to administrative review as provided in this section.
 - b) If the Purchasing Director does not issue a written decision required in paragraph (a) of this subsection within 30 days after written request for a final decision, or within such longer period as may be agreed upon by the parties, then the contractor may proceed as if an adverse decision had been received.
 - c) The decision of the Purchasing Director may be appealed to the Procurement Appeals Board by the protestor by filing a formal written appeal with the Purchasing Director within five calendar days of receipt of the Purchasing Director's decision.
 - 2. The Procurement Appeals Board is authorized to review any appeal of a decision on a contract controversy by the Purchasing Director or to hear any contract controversy in excess of \$10,000.
 - 3. The Procurement Appeals Board shall promptly decide the contract or breach of contract controversy. The proceeding shall be de novo and shall follow the Proceeding Procedures contained in Section 5.13 (E)(3). Any prior determination by administrative officials shall not be final or conclusive.

Section 5.15 REMEDIES FOR SOLICITATIONS OR AWARDS IN VIOLATION OF LAW

- A. Prior to Bid Opening or Closing Date for Receipt of Proposals. If prior to the bid opening or the closing date for receipt of proposals, the Purchasing Director, after consultation with the County Attorney, determines that a solicitation is in violation of federal, state, or local law or ordinance, then the solicitation shall be canceled or revised to comply with applicable law.

- B. Prior to Award. If after bid opening or the closing date for receipt of proposals, but prior to the award of contract, the Purchasing Director, after consultation with the County Attorney, determines that a solicitation or a proposed award of a contract is in violation of federal, state, or municipal law or ordinance, then the solicitation or proposed award shall be canceled.
- C. After Award. If, after award, the Purchasing Director, after consultation with the County Attorney, determines that a solicitation or award of a contract was in violation of applicable law or ordinance, then:
 - 1. If the person awarded the contract has not acted fraudulently or in bad faith:
 - a) the contract may be ratified and affirmed, provided it is determined that doing so is in the best interest of the County; or
 - b) the contract may be terminated and the person awarded the contract shall be compensated for the actual costs reasonably incurred under the contract, plus a reasonable profit, prior to termination, but excluding attorney's fees; or
 - 2. If the person awarded the contract has acted fraudulently or in bad faith, the contract may be declared null and void or voidable, if such action is in the best interests of the County.

Section 5.16 OWNER DIRECT PURCHASES IN PUBLIC WORKS CONTRACTS

It is the policy of Leon County, Florida that all owner direct purchases for supplies and materials for use in public works projects be made in accordance with section 212.06(6) Florida Statutes and rule 12A-1.094 Florida Administrative Code, as they may be amended from time to time.

The Purchasing Director shall establish administrative procedures, processes, and forms necessary for the implementation and administration of owner direct purchases for supplies and materials for use in public works projects. In addition, the Purchasing Division shall provide training for project managers and other fiscal staff involved in contracts that may utilize owner direct purchases.

Section 5.17 EMPLOYMENT ELIGIBILITY AND VERIFICATION

- A. Federal statutes and executive orders require employers to abide by the immigration laws of the United States and to employ in the United States only individuals who are eligible to work in the United States. It is the policy of Leon County, Florida that unauthorized aliens shall not be employed nor utilized in the performance of contracted services for the County, in accordance with the Illegal Immigration Reform and Immigrant Responsibility Act of 1996, as amended (8 U.S.C. § 1324a), and Subpart 22.18 of the Federal Acquisition Register.
- B. Employment Eligibility Verification.
 - 1. This section on employment eligibility verification ("E-Verify") requirements shall apply to contractors and subcontractors performing contracted services for the County, where the contracted services are funded pursuant to federal grants, federal contracts, state grants, or state contracts.
 - 2. Each Contractor and subcontractor, as defined in this section, shall agree to enroll and participate in the federal E-Verify Program for Employment Verification under the terms provided in the "Memorandum of Understanding" governing the program. Contractor further agrees to provide to the County, within thirty days of the effective date of this contract/amendment/extension, documentation of such enrollment in the form of a copy of the E-Verify "Edit Company Profile" screen", which contains proof of enrollment in the E-Verify Program (this page can be accessed from the "Edit Company Profile" link on the left navigation menu of the E-Verify employer's homepage).
 - 3. Contractor further agrees that it will require each subcontractor that performs work under this contract to enroll and participate in the E-Verify Program within sixty days of the effective date of this contract/amendment/extension or within sixty days of the effective date of the contract between the Contractor and the subcontractor, whichever is later. The Contractor shall obtain from the subcontractor(s) a copy of the "Edit Company Profile" screen, indicating enrollment in the E-Verify Program and make such record(s) available to the Agency upon request.

4. Contractor will utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of: (a) all persons employed during the term of the Agreement by Contractor to perform employment duties within Florida; and (b) all persons (including subcontractors) assigned by Contractor to perform work pursuant to the Agreement.
 - a) Contractor must use E-Verify to initiate verification of employment eligibility for all persons employed during the term of the Agreement by Contractor to perform employment duties within Florida within three business days after the date of hire.
 - b) Contractor must initiate verification of each person (including subcontractors) assigned by Contractor to perform work pursuant to the Agreement within 60 calendar days after the date of execution of this contract or within 30 days after assignment to perform work pursuant to the Agreement, whichever is later.
 5. Contractor further agrees to maintain records of its participation and compliance with the provisions of the E-Verify program, including participation by its subcontractors as provided previously, and to make such records available to the County or other authorized state entity consistent with the terms of the Memorandum of Understanding.
 6. Compliance with the terms of this Employment Eligibility Verification provision is made an express condition of this contract and the County may treat a failure to comply as a material breach of the contract.
- C. The Purchasing Director shall establish administrative procedures, processes, and forms necessary for the implementation and administration of this policy section. In addition, the Purchasing Division shall provide training for project managers and other staff involved in contracts that may utilize E-Verify requirements.

Section 6 CONTRACT ADMINISTRATION

The Purchasing Director or his designee shall serve as the chief contract administrator for the County. The Purchasing Director shall establish administrative procedures, processes, and tools necessary for the implementation and conduct of a comprehensive contract administration program. In addition, the Purchasing Division shall provide initial contract administration training for project managers and update training as deemed necessary.

Section 6.1 CONTRACT PROVISIONS

- A. Standard Contract Clauses and Their Modification. The Purchasing Director, after consultation with the County Attorney, may establish standard contract clauses for use in County contracts. However, the Purchasing Director may, upon consultation with the County Attorney, vary any such standard contract clauses for any particular contract.
- B. Contract Clauses. All County contracts for supplies, services, and construction shall include provisions necessary to define the responsibilities and rights of the parties to the contract. The Purchasing Director, after consultation with the County Attorney, may propose provisions appropriate for supply, service, or construction contracts, addressing among others the following subjects:
 1. the unilateral right of the County to order, in writing, changes in the work within the scope of the contract;
 2. the unilateral right of the County to order, in writing, temporary stopping of the work or delaying performance that does not alter the scope of the contract;
 3. variations occurring between estimated quantities or work in contract and actual quantities;
 4. defective pricing;
 5. time of performance and liquidated damages;

6. specified excuses for delay or nonperformance;
7. termination of the contract for default;
8. termination of the contract in whole or in part for the convenience of the County;
9. suspension of work on a construction project ordered by the County;
10. site conditions differing from those indicated in the contract, or ordinarily encountered, except that a differing site conditions clause need not be included in a contract:
 - a) when the contract is negotiated;
 - b) when the contractor provides the site or design;
 - c) when the parties have otherwise agreed with respect to the risk of differing site conditions.
11. value engineering proposals.

Section 6.2 PRICE ADJUSTMENTS

- A. **Methods of Price Adjustment.** Adjustments in price during the term of a contract shall be computed in one or more of the following ways upon approval by the Board:
1. by agreement on a fixed price adjustment before commencement of the pertinent performance or as soon thereafter as practicable;
 2. by unit prices specified in the contract or subsequently agreed upon;
 3. by the costs attributable to the events or situations under such clauses with adjustment of profit or fee, all as specified in the contract or subsequently agreed upon by the Board;
 4. in such other manner as the contracting parties may mutually agree; or
 5. in the absence of agreement by the parties, by a unilateral determination by the County of the costs attributable to the events or situations under such clauses with adjustment of profit or fee as computed by the County, subject to the provisions of this section.
- B. **Cost or Pricing Data Required.** A contractor shall be required to submit cost or pricing data if any adjustment in contract price is subject to the provisions of this Section.

Section 6.3 CHANGE ORDERS/CONTRACT AMENDMENTS

- A. **Change Orders.** Change Orders are written documentation reflecting changes made to stipulations, condition, or terms of the contract during the contract period whether the contract is a capital improvement or a consultant services contract. There are two types of change orders that may be made to these contracts.

1. **Field Change Order.** This change order is identified in the original approved contract as a contingency and is referred to as a field change order. It is customary in more complex contracts to include a contingency for changes to the original contract through Field Change Orders. For contracts of less than \$1,000,000, a contingency may be included generally not to exceed 10% of the contract value, unless circumstances justify same. For contracts in excess of \$1,000,000, a contingency shall be included, but shall generally not exceed 5% of the original contract value, unless circumstances justify same.

When a contract is approved with such a contingency, the Project Manager with the concurrence of the respective Department Director or designee is authorized to approve one or more Change Orders up to the aggregate monetary value of the contingency. The contract must contain an approved contingency clause for this type of Field Change Order such as "The contract price includes a 5% or 10% (whichever is applicable) contingency amount for change orders that may be authorized at the discretion of the County."

Alternately, as a part of the project award recommendation, staff may propose an alternate amount for the level of pre-approved field Change Orders based upon the known complexity of the project; the certainty of unknown factors such as asbestos abatement or unknown conditions in rehabilitation; or other such factors for consideration by the Board.

2. Board Approved Change Order. Any Change Order, the cost of which exceeds the Field Change Order Threshold amount, or a Change Order which amends the scope of work or services in a significant manner, shall be considered by the Board.
- B. Contract Amendments. Contract amendments, other than change orders, which provide for the alteration of specifications, delivery point, time, payments, quantity, or similar provisions of a contract without changing the scope of the project, may be approved by an appropriate person based upon the dollar value of the amendment. The purchasing categories' thresholds designated in Sections 5 through 5.09 shall govern the appropriate level of approval.

Section 6.4 ASSIGNMENTS OF CONTRACTS

No agreement made pursuant to any section of this policy shall be assigned or sublet as a whole or in part without the written consent of the County nor shall the contractor assign any monies due or to become due to the contractor hereunder without the previous written consent of the County.

Section 6.5 RIGHT TO INSPECT PLANT

The County may, at its discretion, inspect the part of the plant or place of business of a contractor or any subcontractor, which is related to the performance of any contract awarded, or to be awarded, by Leon County. The right expressed herein shall be included in all contracts or subcontracts that involve the performance of any work or service involving Leon County.

Section 7 RIGHTS OF BOARD OF COUNTY COMMISSIONERS

Nothing in this Policy shall be deemed to abrogate, annul, or limit the right of the Board in accordance with Florida law and in the best interests of the County, to reject all bids/proposals received in response to a solicitation, to determine in its sole discretion the responsiveness and responsibility of any bidder/proposer, to approve and authorize or to enter into any contract it deems necessary and desirable for the public welfare, or to vary the requirements of the Policy in any instance when necessary and desirable for the public welfare.

Section 8 COUNTY PROCUREMENT RECORDS

- A. Procurement Files. All determinations and other written records pertaining to the solicitation, award, or performance of a contract shall be maintained for the County in appropriate files by the Purchasing Director.
- B. Retention of Procurement Records. All procurement records shall be retained and disposed of by the County in accordance with records retention guidelines and schedules established by the State of Florida.

Section 9 SPECIFICATIONS

Section 9.1 MAXIMUM PRACTICABLE COMPETITION

All specifications shall be drafted to promote overall economy and encourage competition in satisfying the County's needs and shall not be unduly restrictive. This policy applies to all specifications including, but not limited to, those prepared for the County by architects, engineers, designers, and draftsmen.

Section 9.2 USE OF BRAND NAME OR EQUIVALENT SPECIFICATIONS

- A. Use. Brand name or equivalent specifications may be used when the Purchasing Director determines that:
1. no other design, performance, or qualified product list is available;
 2. time does not permit the preparation of another form of purchase description, not including a brand name specification;
 3. the nature of the product or the nature of the County requirements makes use of a brand name or equivalent specification suitable for the procurement; or
 4. use of a brand name or equivalent specification is in the County's best interests.
- B. Designation of Several Brand Names. Brand name or equivalent specifications shall seek to designate three, or as many different brands as are practicable, as "or equivalent" references and shall further state that substantially equivalent products to those designated may be considered for award.
- C. Required Characteristics. Unless the purchasing agent determines that the essential characteristics of the brand names included in the specifications are commonly known in the industry or trade, brand name or equivalent specifications shall include a description of the particular design, functional, or performance characteristics required.
- D. Nonrestrictive Use of Brand Name or Equivalent Specifications. Where a brand name or equivalent specification is used in a solicitation, the solicitation shall contain explanatory language that the use of a brand name is for the purpose of describing the standard of quality, performance, and characteristics desired and is not intended to limit or restrict competition.
- E. Determination of Equivalents. Any prospective bidder may apply, in writing, for a pre-bid determination of equivalence by the Purchasing Director. If sufficient information is provided by the prospective bidder, the Purchasing Director may determine, in writing and prior to the bid opening time, that the proposed product would be equivalent to the brand name used in the solicitation.
- F. Specifications of Equivalents Required for Bid Submittal. Vendors proposing equivalent products shall include in their bid submittal the manufacturer's specifications for those products. Brand names and model numbers are used for identification and reference purposes only.

Section 9.3 BRAND NAME SPECIFICATIONS

- A. Use of Brand Name Specifications. Since use of a brand name specification is restrictive of product competition, it may be used only when the Purchasing Director makes a determination that only the identified brand name item or items will satisfy the County's needs.
- B. Competition. The Purchasing Director shall seek to identify sources from which the designated brand name item or items can be obtained and shall solicit such sources to achieve whatever degree of price competition is practicable. If only one source can supply the requirement, the procurement shall be made under Section 5.10, Sole Source Purchases.

Section 10 ETHICS IN PUBLIC CONTRACTING

Section 10.1 CRIMINAL PENALTIES

To the extent that violations of the ethical standards of conduct set forth in this Section constitute violations of the State Criminal Code they shall be punishable as provided therein. Such penalties shall be in addition to civil sanctions set forth in this part.

Section 10.2 EMPLOYEE CONFLICT OF INTEREST

- A. Participation. It shall be unethical for any County employee to participate directly or indirectly in a procurement contract when the County employee knows that:
1. the County employee or any member of the County employee's immediate family (father, mother, brother, sister, child, grandparent, or grandchild of employee or spouse) has a financial interest pertaining to the procurement contract; or
 2. any other person, business, or organization with whom the County employee or any member of a County employee's immediate family is negotiating or has an arrangement concerning prospective employment is involved in the procurement contract.
- B. Blind Trust. A County employee or any member of a County employee's immediate family who holds a financial interest in a disclosed blind trust shall not be deemed to have a conflict of interest with regard to matters pertaining to that financial interest.

Section 10.3 CONTEMPORANEOUS EMPLOYMENT PROHIBITED

It shall be unethical for any County employee who is participating directly or indirectly in the procurement process to become or to be, while such a County employee, the employee of any person contracting with the County.

Section 10.4 USE OF CONFIDENTIAL INFORMATION

It shall be unethical for any employee knowingly to use confidential information for actual or anticipated personal gain, or for the actual or anticipated personal gain of any other person.

Section 10.5 WAIVERS FROM CONTEMPORANEOUS EMPLOYMENT PROHIBITION AND OTHER CONFLICTS OF INTEREST

The County Administrator may grant a waiver from the employee conflict of interest provision or the contemporaneous employment provision upon making a written determination that:

- A. the contemporaneous employment or financial interest of the County employee has been publicly disclosed;
- B. the County employee will be able to perform his procurement functions without actual or apparent bias or favoritism; and
- C. the award will be in the best interest of the County.

Section 10.6 GRATUITIES AND KICKBACKS

- A. Gratuities. It shall be unethical for any person to offer, give, or agree to give any County employee, or for any County employee to solicit, demand, accept, or agree to accept from another person, a gratuity or an offer of employment in connection with any decision, approval, disapproval, recommendation, or preparation of any part of a program requirement or a purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing, or performing in any other advisory capacity in any proceeding or application, request for ruling, determination, claim or controversy, or other particular matter, subcontract, or to any solicitation or proposal therefor.
- B. Kickbacks. It shall be unethical for any payment, gratuity, or offer of employment to be made by or on behalf of a subcontractor under a contract to the prime contractor or higher tier subcontractor or any person associated therewith, as an inducement for the award of a subcontract or order.
- C. Contract Clause. The prohibition against gratuities and kickbacks prescribed in this section shall be conspicuously set forth in every contract and solicitation therefore.

Section 10.7 SANCTIONS

- A. Employee Sanctions. Upon violation of the ethical standards by an employee, the County Administrator, Purchasing Director, or other appropriate authority may:
 - 1. impose one or more appropriate disciplinary actions as defined in the County Personnel Rules and Regulations, up to and including termination of employment; and,
 - 2. may request investigation and prosecution.
- B. Non-employee Sanctions. The Board may impose any one or more of the following sanctions on a non-employee for violation of the ethical standards:
 - 1. written warnings;
 - 2. termination of contracts; or
 - 3. debarment or suspension as provided in Section 15.

Section 10.8 RECOVERY OF VALUE TRANSFERRED OR RECEIVED IN BREACH OF ETHICAL STANDARDS

- A. General Provisions. The value of anything being transferred or received in breach of the ethical standards of this policy by a County employee or a non-employee may be recovered from both County employee and non-employee.
- B. Recovery of Kickbacks by the County. Upon a showing that a subcontractor made a kickback to a prime contractor or a higher tier subcontractor in connection with the award of a subcontract or order there under, it shall be conclusively presumed that the amount thereof was included in the price of the subcontract or order and ultimately borne by the County and will be recoverable hereunder from the recipient. In addition, that amount may also be recovered from the subcontractor making such kickback. Recovery from one offending party shall not preclude recovery from other offending parties.

Section 11 FEDERAL POLICY NOTICE

Section 11.1 PATENTS

If a contract involving research and development, experimental, or demonstration work is being funded in whole or in part by assistance from a federal agency, then the contract shall include the following provisions.

- A. Notice to Contractor. The contract shall give notice to the contractor of the applicable grantor agency requirements and regulations concerning reporting of, and rights to, any discovery or invention arising out of the contract.
- B. Notice by Contractor. The contract shall require the contractor to include a similar provision in all subcontracts involving research and development, experimental, or demonstration work.

Section 11.2 NOTICE OF FEDERAL PUBLIC POLICY REQUIREMENTS

- A. Applicability. If the contract is being funded in whole or in part by assistance from any federal agency, the contract is subject to one or more federal public policy requirements such as:
 - 1. equal employment opportunity;
 - 2. affirmative action;
 - 3. fair labor standards;
 - 4. energy conservation;
 - 5. environmental protection; or
 - 6. other similar socio-economic programs.

- B. Notice. The Purchasing Director shall include in the contract all appropriate provisions giving the contractor notice of these requirements. Where applicable, the Purchasing Director shall include in the contract provisions the requirement that the contractor give a similar notice to all of its subcontractors.

Section 12 INSURANCE REQUIREMENTS

- A. Minimum Requirements. Contractor shall purchase and maintain such insurance as will protect it from claims under Workers' Compensation laws, disability benefit laws or other similar employee benefit plans; from claims or damages because of bodily injury, occupational sickness or disease or death of its employees and claims insured by usual personal injury liability coverage in amounts determined by the provisions of the Risk Management Policy.
- B. Certificates of Insurance. Certificates of Insurance acceptable to the County shall be filed with the Purchasing Division prior to the commencement of the work and periodically thereafter upon any renewals during the term of the contract.
- C. Change of Insurance Requirements. The Board of County Commissioners reserves the right to change the insurance requirements based on the project scope, or when determined in the best interest of the County.

Section 13 BONDS AND DEPOSITS

When any of the following bonds is (are) required, the bond(s) will be requested in the bid document. No work in connection with the fulfillment of a contract shall commence until the appropriate bond(s) is (are) accepted by the County.

Section 13.1 TYPES OF BONDS AND DEPOSITS:

- A. Combination Payment and Performance Bond - This type of bond is required for repairs, renovations, new construction, and other public works costing in excess of \$200,000. For projects less than that amount, it may be required at the discretion of the Purchasing Director with the approval of the County Administrator or his designee. When a payment and performance bond is required, the bond will be requested in the bid document. No work in connection with the fulfillment of a contract shall commence until the payment and performance bond is accepted by the County.
- B. Performance Bond - For a project of an estimated value less than \$200,000, requirement of a performance bond will be at the discretion of the Purchasing Director with the approval of the County Administrator or his designee. For projects estimated to be \$200,000 or more, such bond will be required to insure that a contract is carried out in accordance with the applicable specifications and at the agreed contract price.
- C. Payment and Material Bond - For a project of an estimated value less than \$200,000, requirement of a payment and material bond will be at the discretion of the Purchasing Director with the approval of the County Administrator or his designee. For projects estimated to be \$200,000 or more, such bond will be required to protect the County from suits for non-payment of debts, which might be incurred by a contractor's performance for the County.
- D. Warranty Bonds - At the discretion of the Purchasing Director, after consultation with user departments, a Warranty Bond may be required from a successful bidder to insure warranty provisions are fulfilled.
- E. Guaranty of Good Faith Deposit (Bid Deposit) - For projects estimated to be less than \$200,000, requirement of a bid bond will be at the discretion of the Purchasing Director with the approval of the County Administrator or his designee. For purchases where it is determined by the Purchasing Director to be in the best interest of the County, and projects estimated to be \$200,000 or more, bidders will be required to submit with their bid or proposal a guaranty of good faith deposit. When in the best interest of the County, it is recommended by the Purchasing Director and approved by the County Administrator or his designee, these requirements may be waived.

1. Return of Bond. Such deposit may not be withdrawn until a specified time after the proposals are opened and awards made. The deposit of the bond shall be retained by the Finance Officer of the Board until the Purchasing Director is satisfied that the Contractor's obligations have been satisfactorily completed.
 2. Substitutes. In lieu of a surety bid bond, contractor may submit a certified check, cashier's check, or treasurer's check, on any national or state bank. Such deposits shall be in the same percentage amounts as the bond. Such deposits shall be retained by the Finance Officer of the Board until all provisions of the contract have been met.
- F. Irrevocable Letter of Credit. Upon approval of the Purchasing Director, a contractor may present an Irrevocable Letter of Credit from a national or state chartered bank in lieu of any of the foregoing bonds for the same face value as required for the bond. The letter of credit shall be for a period of time not less than three months beyond the scheduled completion date of the purchase of the contracted services or materials.
- G. Retention of Payments. The County may require the payment for a project, or a portion thereof, be withheld until the project has been completed as a method of protecting the County's interest. Retention may also be used in lieu of the above listed bonds. The solicitation documents shall specifically state if retention of any portion or all of the payment for the project is to be done.

Section 13.2 AMOUNT OF BOND OR DEPOSIT

- A. Amount of Bond. Bonds or deposits, which may be required, shall normally be in the following amounts, except as provided in the following subsection B.
1. Performance Bond: 100% of contract price.
 2. Payment Bond: 100% of contract price.
 3. Payment and Performance Bond: 100% of contract price.
 4. Guaranty of Good Faith Deposit (Bid Deposit or Bond): The bid deposit will be 5% of the price bid by the vendor.
- B. Exceptions to Amount of Bond. Any of the previously listed bonds may be required at another amount recommended by the Purchasing Director and approved by the County Administrator or his designee when in the best interest of the County.

Section 13.3 PROCESSING OF BONDS AND DEPOSITS:

- A. Responsibility for Securing Bonds. The contractor shall be responsible for securing the bond. Any costs may be included in the contract price.
- B. Licensure of Bonding Company. The company acting as surety for any bond issued shall be licensed to do business in the State of Florida.
- C. Review of Bonds by County Attorney. Surety bonds furnished will be reviewed by the County Attorney, who shall either accept or reject it for the Board. All surety bonds accepted shall be forwarded to the Finance Officer of the Board by the Purchasing Director to be filed in the official records of the Board.
- D. Failure to Provide Required Bond. In the event a contractor fails to provide an acceptable bond when required, within 10 days after notification, the County Attorney will be notified. Upon the recommendation of the County Attorney, the Board may declare the contract null and void, and retain in the account of Leon County any good faith deposits or guaranty which may have been submitted as liquidated damages under the terms of the solicitation.
- E. Filing of Bonds. Bonds, when accepted, shall be forwarded to the Finance Officer of the Board and shall be filed with the applicable contract documents.

- F. Deposits. Cash deposits (cashier's check, money orders, bank drafts, etc.) of all bidders shall be forwarded to the Finance Officer of the Board for deposit to the account of the Board of County Commissioners. Upon award of contract, the Purchasing Director or designee shall be responsible for approving the return of deposits to unsuccessful bidders.
- G. Plans and Specification Deposit/Fees. The Purchasing Director is authorized to assess reasonable deposits and/or fees, not to exceed the cost of reproduction, for plans and specifications issued as a part of invitations for bids or requests for proposals. Deposits of all bidders for plans and specifications shall be forwarded to the Finance Officer of the Board for deposit to the account of the Board of County Commissioners. Upon award of contract, the Purchasing Director or designee shall be responsible for approving the return of refundable deposits to unsuccessful bidders. Fees are to be deposited into the account from which applicable reproduction costs are paid.

Section 14 PAYMENT TO VENDORS

It is the policy of Leon County, Florida that payment for all purchases by the County be made in a timely manner in accordance with the provisions of the "Local Government Prompt Payment Act," sections 218.70 – 218.79, Florida Statutes.

The Purchasing Director, in conjunction with the Finance Director, shall establish administrative procedures, processes, and forms necessary for the implementation and administration of payments for all contracts under the requirements of the Local Government Prompt Pay Act. In addition, the Purchasing Division shall team with the Finance Department to provide accounts payable training for project managers and other fiscal staff involved in contracts and update training as deemed necessary.

Section 14.1 PAYMENT DISPUTE RESOLUTION

- A. In the event a dispute occurs between a contractor/vendor, herein referred to as vendor, and the County concerning payment of a payment request for construction work or an invoice for goods and/or services, the vendor should first attempt to resolve the issue with the Project Manager. If the dispute cannot be resolved between the vendor and the Project Manager within two business days of the dispute first being raised, the vendor may file a formal payment dispute. Formal payment dispute resolution shall be finally determined by the County, under this procedure in accordance with Florida Statute (FS) 218.76.
- B. Definitions. These definitions are specific to Section 14.1 of this policy.
 - 1. "Project Manager" is the Leon County employee responsible for managing the contract and approving payment requests and invoices related to the payment dispute.
 - 2. "Contract Manager" is the Leon County employee within the County Purchasing Division responsible for monitoring contracts. The Contract Manager serves as Chair of the Payment Dispute Resolution Committee.
- C. Filing a Dispute. Any vendor shall file with the Contract Manager in the County Purchasing Division a formal notice of payment dispute in writing within two (2) business days of the dispute first being raised.
 - 1. The notice of payment dispute shall contain at a minimum: the name of the vendor; the vendor's address and phone number; the name of the vendor's representative to whom notices may be sent; the contract number associated with the payment dispute; and, a brief factual summary of the basis of the dispute.
 - 2. Waiver. Failure to timely file a written payment dispute shall constitute a waiver of proceedings under this section.
 - 3. Upon timely receipt of a formal payment dispute, the Contract Manager shall provide the vendor with acknowledgement of receipt, will notify the Payment Dispute Resolution Committee, and will coordinate with all parties to establish the date and time for a Payment Dispute Resolution Proceeding.

D. General Provisions

1. Time Limits. Proceedings to resolve the dispute shall be commenced not later than 45 calendar days after the date on which the payment request or proper invoice (as specified in the contract document) was received by the County and shall be concluded by final decision of the County not later than 60 calendar days after the date on which the payment request or proper invoice was received by the County.
2. Protest. Dispute resolution procedures shall not be subject to chapter 120, and such procedures shall not constitute an administrative proceeding, which prohibits a court from deciding de novo any action arising out of the dispute.
3. Interest. If the dispute is resolved in favor of the County, then interest charges shall begin to accrue 15 calendar days after the County's final decision. If the dispute is resolved in favor of the vendor, then interest shall begin to accrue as of the original date the payment became due.
4. Any party may arrange for the proceedings to be stenographically recorded and shall bear the expense of such recording.

E. Payment Dispute Resolution Proceeding Process

1. All formal payment disputes shall be presented to the Payment Dispute Resolution Committee. The committee shall be comprised of the Contract Manager, Purchasing Director, and appropriate Division Director for the County or their designees.
2. Within three (3) business days of timely receipt of a formal notice of payment dispute, the Contract Manager shall schedule a proceeding before the Payment Dispute Resolution Committee to include all substantially affected persons or businesses, including the vendor and County project manager. Non-appearance by the vendor shall constitute a forfeiture of proceedings with prejudice.
3. At or prior to the dispute proceeding, the vendor and project manager, may submit any written or physical materials, objects, statements, affidavits, and arguments which he/she deems relevant to the payment dispute.
4. In the proceeding, the vendor and project manager, or his representative or counsel, may also make an oral presentation of his evidence and arguments. Further, only reasonable direct and cross-examination of witnesses shall be permitted, at the discretion of the Chairman of the Payment Dispute Resolution Committee. The members of the Payment Dispute Resolution Committee may make whatever inquiries they deem pertinent to a determination of the dispute.
 - a) The judicial rules of evidence shall not strictly apply; however, witnesses shall be sworn, and any testimony taken under oath and, the members of the Payment Dispute Resolution Committee shall base their decision on competent, substantial evidence. The proceeding shall be de novo. Any prior determinations by administrative officials shall not be final or conclusive.
 - b) Within three business days of the conclusion of the proceeding, the Payment Dispute Resolution Committee shall render a decision. The Payment Dispute Resolution Committee decision shall be reduced to writing and provided to the vendor and the County project manager. The decision of the Payment Dispute Resolution Committee shall be final and conclusive for all disputes valued less than \$100,000.
 - c) For those disputes valued above \$100,000, the Payment Dispute Resolution Committee shall file a Recommended Agency Order for approval by the County Administrator or his designee.

Section 15 AUTHORIZATION TO DEBAR OR SUSPEND VENDOR(S)

- A. Suspension. After consultation with the County Attorney, the Purchasing Director is authorized to suspend a person from consideration for award of contracts if there is probable cause to believe that the person has engaged in any activity, which might lead to debarment. The suspension shall be for a period not to exceed three (3) months, and the Purchasing Director shall immediately inform the Board and provide notice to the affected person.
- B. Debarment. After reasonable notice and a reasonable opportunity for the suspended person to be heard, the Board shall either disbar such person or terminate the suspension. The debarment should be for a period of not more than three (3) years.
- C. Causes for Debarment. The causes for debarment include:
1. entry of a plea of guilty, no contest, or nolo contendere to or conviction of a criminal offense as an incident to obtaining or attempting to obtain a public or private contract or subcontract, or in the performance of such contract or subcontract;
 2. entry of a plea of guilty, no contest, or nolo contendere to or conviction under state or federal statutes of embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property, or any other offense indicating a lack of business integrity or business honesty which currently, seriously, and directly affects responsibility as a County contractor;
 3. entry of a plea of guilty, no contest, or nolo contendere to or conviction under state or federal antitrust statutes arising out of the submission of bids or proposals;
 4. violation of contract provisions, as set forth below, of a character which is regarded by the Board to be so serious as to justify debarment action:
 - a) deliberate failure without good cause to perform in accordance with the specifications or within the time limit provided in the contract; or
 - b) a recent record of failure to perform or of unsatisfactory performance in accordance with the terms of one or more contracts; provided that failure to perform or unsatisfactory performance caused by acts beyond the control of the contractor shall not be considered to be a basis for debarment;
 5. having been adjudicated guilty of any violation by the Leon County Contractor's Licensing Board, or the State of Florida Construction Industry Licensing Board within the past twelve (12) month period at the time of bid submittal;
 6. having been adjudicated guilty by the Leon County Code Enforcement Board of any violation of an environmental ordinance within the past six (6) month period at the time of bid submittal; and
 7. any other cause the Purchasing Director or Board determines to be as serious and compelling as to affect responsibility as a County contractor, including debarment by another governmental entity.
- D. Notice of Decision. The Purchasing Director shall issue a written notice to the person of the decision to debar or suspend. The decision shall state the reasons for the action taken and inform the debarred or suspended person involved of his/her rights concerning judicial or administrative review. The written decision shall be mailed or otherwise furnished immediately to the debarred or suspended person.

Section 15.1 APPEAL OF DECISION TO DEBAR OR SUSPEND

The Board's decision to debar or suspend a person or business shall be final and conclusive, unless the debarred person commences a timely action in court in accordance with applicable law.

Section 16 MINORITY, WOMEN AND SMALL BUSINESS ENTERPRISE PROGRAM

- A. Purpose. The purpose of the Minority and Women-Owned Business Enterprise and Small Business Enterprise (MWSBE) Program is to effectively communicate Leon County procurement and contracting opportunities, through enhanced business relationships, to end disparity and to increase participation opportunities for certified minority and women-owned business enterprises and small business enterprises in a competitive environment.
- B. Definitions. These definitions are specific to Section 16 of this policy.
1. "Affiliate" or "Affiliation" – Shall mean when Eligible Owner either directly or indirectly controls or has the power to control the other; a third party or parties controls or has the power to control both; or other relationships between or among parties exist such that affiliation may be found. A business enterprise is an Affiliate of an Eligible Owner when the Eligible Owner has possession, direct or indirect of either: (i) the Ownership of or ability to direct the voting of as the case may be more than fifty percent (50%) of the equity interest, value or voting power of such business, or (ii) the power to direct or cause the direction of the management and policies of such business whether through the Ownership of voting securities by contract or otherwise. In determining whether a business is an Affiliate with another business or with an Owner, consideration shall be given to all appropriate factors including but not limited to common Ownership, common management, contractual relationship and shared facilities.
 2. "Applicant" – Shall mean a Person who has submitted a Certification Application to the MWSBE Division for Certification consideration.
 3. "Aspirational Targets" – Shall mean the percentage or dollar level targeted for the minimum level of MBE, WBE, or SBE participation for a particular procurement opportunity.
 4. "Bidder" – Shall mean, unless otherwise stated, a party responding to an invitation for bid, or other form of a procurement opportunity.
 5. "Business Categories" shall include and shall have the following meaning:
 - a) "Architecture & Engineering" – Shall mean architectural or engineering services provided by an appropriately licensed professional architect or engineer, or by a professional architectural or engineering firm, related to architectural or engineering services.
 - i. "Architecture" - When provided by an appropriately licensed architect or architectural firm that employs appropriately licensed architects, "architecture" shall mean the rendering or offering to render services in connection with the design and construction of a structure or group of structures which have as their principal purpose human habitation or use, and the utilization of space within and surrounding such structures. These services include planning, providing preliminary study designs, drawings and specifications, job-site inspection, and administration of construction contracts.
 - ii. "Engineering" – "Engineering" shall include the term "professional engineering" and, when provided by an appropriately licensed "professional engineer", "licensed engineer", or an engineering firm that employs appropriately licensed professional or licensed engineers, "engineering" shall mean any service or creative work, the adequate performance of which requires engineering education, training, and experience in the application of special knowledge of the mathematical, physical, and engineering sciences to such services or creative work as consultation, investigation, evaluation, planning, and design of engineering works and systems, planning the use of land and water, teaching of the principles and methods of engineering design, engineering surveys, and the inspection of construction for the purpose of determining in general if the work is proceeding in compliance with drawings and specifications, any of which embraces such services or work, either public or private, in connection with any utilities, structures, buildings, machines, equipment, processes, work systems, projects, and industrial or consumer products or equipment of a mechanical, electrical, hydraulic, pneumatic, or thermal nature, insofar as they involve safeguarding life, health, or property; and includes such other professional services as may be necessary to the planning, progress, and completion of any engineering services.

- b) "Construction" – Shall mean services that include the building, attaining, repairing, improving, or demolishing any public structure or building, or other public improvement of any kind to any public real property. It does not include routine operation, routine repair, or routine maintenance of existing buildings or facilities.
 - c) "Professional Services" – Shall mean any service provided by a person or firm that is of a professional nature, with special licensing, educational degrees, and unusual or highly specialized expertise. Examples include, but are not limited to Financial Services, Legal Services, Medical Services, and Advertising/Marketing Services. "Professional Services" does not include "Architecture & Engineering," which is previously separately defined herein.
 - d) "Other Services" – Shall mean any service that is labor intensive and not professional or construction related. Examples include, but are not limited to maintenance services, janitorial services, lawn services, employment services, and printing services.
 - e) "Materials and Supplies/Purchases" – Shall mean the equipment and consumable items purchased in bulk, or deliverable products. Examples of such include, but are not limited to equipment and parts, chemicals, and paper products.
6. "Certification" – Shall mean the verification that a business meets all of the eligibility criteria for participation in the MWSBE Program as a SBE and/or a MBE or WBE.
7. "Certification Application" – Shall mean the forms and documents an Applicant must complete to be considered for Certification.
8. "Commercially Useful Function" - Shall mean a business that: (a) is responsible for the execution of a distinct element of work or services; (b) carries out its obligation by actually performing, managing, or supervising the work involved; (c) performs work that is normal for its business, services and function; and (d) is not further Subcontracting a portion of the work that is greater than that expected to be subcontracted by normal industry practices. A Contractor, Subcontractor, Vendor or Supplier shall not be considered to perform a Commercially Useful Function if the Contractor's, Subcontractor's, Vendor's or Supplier's role is limited to that of an extra participant in a transaction, contract, or project through which funds are passed in order to obtain the appearance of MWSBE participation.
9. "Contract" - Shall include any agreement, regardless of what it may be called, between the County and a Person to provide or procure labor, materials, supplies, or services to, for, or on the behalf of the County.
10. "Contractor" - Shall mean any person, firm, or legal entity that has entered into a Contract with the County or any of its contracting agencies.
11. "Control" – Shall mean the Applicant Owner(s) actually exercise control over the business' operations, work, management, and policy. Indication of such control are set forth as follows:
- a) Applicant Owner(s) must demonstrate the ability to make unilateral and independent business decisions as needed to guide the future and destiny of the business, and their business must not be subject to any formal or informal restrictions that limit the customary discretion of such Applicant Owner(s). There can be no restrictions through corporate provisions, by-law provisions, contracts or any other formal or informal devices that prevent the Applicant Owner(s) from making any business decision of the firm without the cooperation or vote of another entity or Person that is not an Applicant Owner(s) or who would not be eligible for the MWSBE Program.
 - b) The Applicant Owner(s) must control the day-to-day operations of the business in the critical area(s). Administrative responsibilities alone are not sufficient to prove control. The Applicant Owner(s) may delegate various areas of the management or daily operations of the business to persons, who would not qualify to be MWSBEs or who are not Applicant Owners, only if such delegation is typical in the industry for such business and such delegation is revocable.

- c) The Applicant Owner(s) must have an overall understanding of, and managerial and technical competence, experience and expertise, directly related to the business' operations and work.
12. "County" - Shall mean Leon County, Florida
 13. "County Facilities" – Shall mean County buildings and other buildings and structures owned, leased, or used by the County or its contractors, assignees, lessees and licensees.
 14. "Front" – Shall mean a business that intentionally and/or falsely holds itself out as a business that is Controlled and Owned at least 51% by a Minority(ies), a Woman or Women, when in fact it is not.
 15. "Good Faith Committee" – Shall mean a standing committee whose purpose is to determine the validity of a Bidder's Good Faith Efforts to meet Aspirational Targets, as it relates to MWSBE participation for a procurement opportunity, when a Bidder with Subcontracting and/or Supplier opportunities fails to meet the Aspirational Targets, and the MWSBE Director has determined that the Bidder has not made Good Faith Efforts.
 16. "Good Faith Efforts" – Shall mean efforts exercised by a Bidder in good faith to meet Aspirational Targets for MWSBE participation as a Subcontractor or Supplier, as may be relevant to the particular bid or RFP. The Bidder can demonstrate that it has made a Good Faith Effort by meeting the Aspirational Targets, or by demonstrating it has made reasonable efforts to do so, such as in person, written, telephone, electronic communication, contact with certified MWBE's, provisions of plans or specifications to MWBE's, or outreach efforts with MWBE's.
 17. "Independent" – Shall mean a business whose viability does not depend on its relationship with another firm. Recognition of an Applicant business as a separate entity for tax or corporate purposes is not necessarily sufficient to demonstrate that a business is independent. Considerations of such independence include: (i) relationships with other businesses in such areas as personnel, facilities, equipment, financial and/or bonding support, and other resources; (ii) whether present or recent family, or employer/employee relationships compromise the Applicant Owner(s)' independence; and (iii) whether the Applicant Owner(s)' exclusive or primary dealings with a prime contractor compromises the Applicant Owner(s)' independence.
 18. "Joint Venture" – Shall mean a legal organization that takes the form of a short-term partnership in which the parties jointly undertake for a transaction, for which they combine their property, capital, efforts, skills, and knowledge. Generally, each party shall contribute assets and share risks. Joint Ventures can involve any type of business transaction and the parties involved can be individuals, groups of individuals, companies, or corporations.
 19. "Local Market" – Shall mean the geographical area consisting of the following Florida counties: Leon, Gadsden, Jefferson, and Wakulla.
 20. "Majority Ownership" or "Majority Owner" – Shall mean owning no less than 51% of a business enterprise.
 21. "Minority Business Enterprise" (MBE) - Shall mean a business whose MBE Certification is recognized, current, and accepted by Leon County's MWSBE Program.
 22. "Minority Person" or "Minority" - Shall mean an individual who is a citizen of the United States, or a lawfully admitted permanent resident, and who identifies himself or herself as being African, Hispanic, Asian, American Indian, Alaskan Native, and American Aleut descent.
 - a) "African American" – Which shall mean all persons having origins from Africa
 - b) "Hispanic American" – Which shall mean all persons having origins from a Hispanic country.
 - c) "Asian American" – Which shall mean all persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands.
 - d) "American Indian", "Alaskan Native" and "American Aleut" – Which shall mean all persons having origins in any of the original people of North America

23. "Minority, Women and Small Business Enterprise" (MWSBE) – Shall refer jointly to MBE, WBE and SBE, or any combination thereof.
24. "MWSBE Director" - Shall mean the Director of Leon County's MWSBE Division and manager of the MWSBE Program.
25. "MWSBE Program" – Shall mean the programs and efforts set forth by Leon County under the provisions of this policy, either directly or through partners, to enhance participation in County procurements to achieve parity for MBEs, WBEs, and SBEs.
26. "Owner" or "Ownership" – Shall mean the person(s) who own(s) a business.
27. "Parity" – Shall mean the utilization of MBEs and WBEs for County Contracting and procurements in a share equal to the availability of MBEs and WBEs in the Local Market who are willing, able and available to perform the services and provide the goods being Contracted or procured.
28. "Participation Plan" – Shall mean the response provided by the Bidder as a part of their bid or proposal and which provides the detailed information in response to the Aspirational Targets contained in the invitation to bid or request for proposals.
29. "Person or Party" – Shall mean one or more individuals, partnerships, associations, organizations, trade or professional associations, corporations, public corporations, cooperatives, legal representatives, trustees, trustees in bankruptcy and receivers, or any group of persons; it includes any owner, lessee, proprietor, manager, agent or employee, whether one or more individuals, and further includes any department, office, agency or instrumentality of the County.
30. "Prime Contractor" – Shall mean a person or firm who is qualified and responsible for the entire project contracted, who may have one or more Subcontractors.
31. "Purchasing" or "Procurement"- Shall mean the buying, renting, leasing or otherwise obtaining or acquiring any goods, supplies, materials, equipment, or services.
32. Respondent – The Person or Party who responds to a request for proposal or a request for qualification.
33. "Small Business Enterprise" (SBE) – Shall mean a business whose SBE Certification is recognized, effective and accepted by Leon County's MWSBE Program.
34. "Small Business Enterprise Program" (SBE Program) – Shall mean those components of the MWSBE Program that targets increased participation of SBEs in the County's procurements, including the coordination with other entities and agencies that assist small businesses through various means such as education and networking.
35. "Subcontract" - Shall mean any agreement, arrangement, or understanding, written or otherwise, between a Contractor and any Party (in which the parties do not stand in relationship of employer and employee) which assigns some of the obligations of the Contract:
 - a) For the furnishing of supplies or services or for the use of real personal property; including lease arrangements which, in whole or in part, is/are utilized in the performance of one or more Contracts with the County; or
 - b) Under which any portion of the Contractor/Vendor's obligation under one or more Contracts with the County is performed, undertaken, or assumed.
36. "Subcontractor" – Shall mean any Party performing work for a Prime Contractor engaged by Leon County under a Contract with a Contractor.
37. "Supplier" - Shall mean a business that furnishes needed items to a Contractor, and (i) is either involved in the manufacture or distribution of the supplies or materials; or (ii) otherwise warehouses and ships the supplies.

38. "Vendor" – Shall mean a business that sells goods or services.
39. "Woman" or "Women" - Shall mean an American woman who has not self-identified, within the definition of this Section, as a Minority Person or Minority.
40. "Women Business Enterprise" (WBE) - Shall mean a business whose WBE Certification is recognized, effective and accepted by Leon County's MWSBE Program.

C. Administrative Authority, Powers and Duties

1. The provisions of the MWSBE Program shall be administered and enforced by the MWSBE Director.
2. The MWSBE Director's powers and duties include the following:
 - a) Establish written procedures to implement the MWSBE Program, including the Certification of businesses as SBEs, MBEs and WBEs;
 - b) Assess the Certification of applications for the MWSBE program, and coordinate Certifications with partner agencies;
 - c) Maintain a database of MWSBEs and provide assistance to County departments and divisions in identifying MWSBEs for anticipated procurements;
 - d) Provide information and assistance to MWSBEs to assist them with increasing their ability to compete effectively for the award of County solicitations for procurements;
 - e) Apprise SBEs, MBEs and WBEs of opportunities for technical assistance and training;
 - f) Identify and work to eliminate barriers that inhibit MWSBE participation in the County's procurement process;
 - g) Establish realistic MBE and/or WBE Aspirational Targets for specific procurements;
 - h) Establish realistic Aspirational Targets and identify procurement opportunities for competition among SBEs;
 - i) Monitor the utilization of MWSBEs and the progress of the MWSBE Program to ensure that MWSBEs have opportunities to participate in the County's procurement of goods and services, and report on the progress of the MWSBE Program at least annually;
 - j) Implement mechanisms and procedures for monitoring utilization of MWSBEs in accordance with Contract requirements; and,
 - k) Perform outreach by networking with state and local governments, nonprofit organizations, professional and trade organizations and participate in conventions and seminars sponsored and widely attended by small, minority, and women business owners.
3. All Departments and Divisions under the jurisdiction of the Leon County Board of County Commissioners are responsible for assisting in the implementation of the MWSBE Program.

- D. MWSBE Citizens Advisory Committee – The Board of County Commissioners may establish a MWSBE Citizens Advisory Committee (Committee) and appoint persons to serve on the Committee at the pleasure of the Board. The principle purpose of the Committee is to monitor progress of the MWSBE Program toward achieving program performance goals established by the Board. The Committee may be requested to provide MWSBE policy alternatives and/or review, and make recommendations seeking resolution of disputes regarding Certification. The size and membership of the Committee and its responsibilities shall be determined by the Board. The Committee shall be chaired by a chairperson nominated and elected by the members of the Committee. A quorum of the membership shall be required to conduct any meeting of the Committee. All meetings shall be noticed, open to the public and minutes of any such meeting shall be recorded.

E. Aspirational Targets

1. The Aspirational Targets (Section 16, Table 1) were identified through the October 15, 2009 Disparity Study Update performed by MGT America and accepted by the Leon County Board of County Commissioners on October 27, 2009.

Section 16, Table 1- Aspirational Targets		
Procurement Category	Aspirational MBE Target	Aspirational WBE Target
Construction Prime Contractors	8%	5%
Construction Subcontractors	17%	9%
Architecture & Engineering	12%	14%
Professional Services	7%	15%
Other Services	10%	8%
Materials and Supplies	1%	6%

2. The Aspirational Targets for individual bids/RFPs may be higher or lower than the participation levels identified in Section 16, Table 1, and should reflect realistic M/WBE availability for the particular project.
 3. Aspirational Targets are considered to be the minimum level of MBE, WBE, and/or SBE participation expected for a particular procurement. Aspirational Targets are considered to be targets set to achieve participation levels commensurate with available businesses, and for which there are opportunities for exemptions based upon Good Faith Efforts.
 4. Aspirational Targets shall be reasonable (with consideration given to Subcontracting opportunities and the availability of MBEs, WBEs, or SBEs in the Market Area, that are capable of performing the work).
 5. Aspirational Targets may not be appropriate when Subcontracting is not reasonable or permitted.
 6. In cases where it is not reasonable to set Aspirational Targets, the MWSBE Director may encourage MWSBE participation through Bidder's purchase of goods or services from MWSBEs, consistent with the Aspirational Targets, or provide for any combination thereof.
 7. Aspirational Targets shall apply to all Bidders, including MBE, WBE, and SBE Bidders.
 8. Only the dollars expended with certified MWSBE firms shall be considered toward satisfying the Aspirational Targets.
 9. In an effort to meet Aspirational Targets, Departments and Divisions under the jurisdiction of the Board of County Commissioners shall cooperate with the MWSBE Division and make every reasonable effort, consistent with Board policy, to utilize MWSBEs when available. The MWSBE Director shall coordinate and promote the process by taking active steps to encourage full participation of Certified, capable, and competitive MBE, WBE, and SBE businesses and by keeping staff informed of MWSBE availabilities.
 10. The MWSBE Director shall annually evaluate relevant expenditure and contracting data to determine the performance and progress of the MWSBE Program.
- F. Special Consideration for MBEs, WBEs and SBEs - For contracts of \$100,000 or less, where there is a disparity of 1% or less between the total of the base bid and all recommended alternates of a 100% owned and operated MBE, WBE or SBE and the apparent lowest bid which is from a business that is not a MBE, WBE or SBE, and all other purchasing requirements have been met, the Contract may be awarded to the MBE, WBE or SBE to help achieve Aspirational Targets, where otherwise permissible.

G. Setting and Meeting Aspirational Targets

1. Project Review and Setting Aspirational Targets - The MWSBE Director, a Purchasing representative and an appropriate division or department representative shall review each proposed project or bid to determine the potential for Subcontracting and for utilizing MWSBEs, considering the scope of work, available and capable MWSBEs to potentially perform the work, and opportunities for multiple bids. Such reviews may be held as a group, via e-mail, telephone, etc. Based upon these and other reasonable factors, the MWSBE Director or designee shall determine the recommended Aspirational Targets.
 - a) If the recommended Aspirational Target is lower than the applicable participation level(s) identified in Section 16, Table 1:
 - i. The MWSBE Director shall notify the County Administrator of the recommendation Aspirational Target and provide reasons for such recommendation.
 - ii. The County Administrator shall then advise the Leon County Board of County Commissioners, typically through an e-mail to each Commissioner. Commissioners shall be given five (5) business days to ask the County Administrator to delay the issuance of the Bid/RFP and request an agenda item regarding the recommended Aspirational Target.
 - iii. If no Commissioner requests an agenda item regarding the recommended Aspirational Target within the five-business day time period, the recommended Aspirational Target shall stand, and staff is authorized to release the Bid/RFP.
 - b) The notification process previously outlined does not apply when the recommended Aspirational Target is equal to or greater than the applicable participation level(s) identified in Section 16, Table 1.
2. Notice to Potential Bidders -
 - a) Language regarding the MWSBE Program policy and Aspirational Targets will be included into each bid and request for proposal package specifications to inform prospective Bidders of the requirement to make good faith efforts to utilize MWSBEs, as appropriate to the particular procurement.
 - b) Plans and specifications will be made available to the MWSBE Director by the Purchasing Division or originating division for review by potential MWSBE Bidders.
3. Participation Plans (Submitting and Changing) - Bidders shall submit a Participation Plan when the procurement opportunity contains Aspirational Targets. Such Participation Plans shall identify the MBEs, WBEs and SBEs to be utilized, their percentage of utilization, and the Commercially Useful Functions they will be providing, consistent with the commodities or services for which they are Certified to provide.
 - a) Unless otherwise approved by the Board, no Bidder that will be Subcontracting will be awarded a bid or proposal that contained Aspirational Targets until the Bidder has provided a Participation Plan detailing the utilization of MWSBEs (as applicable to the Aspirational Targets for the procurement); the Participation Plan has been analyzed by the MWSBE Director; such analysis is provided to the Board through an agenda item; and the proposed Contract is approved by the Board.
4. Good Faith Efforts required Proposing Prime Contractors (including Joint Ventures) to Meet Aspirational Targets
 - a) Bidders responding as a Prime Contractor (including Joint Ventures) shall demonstrate that they made Good Faith Efforts to meet Aspirational Targets.

- b) All Bidders, including MBEs, WBEs, or SBEs, shall either meet the Aspirational Targets or demonstrate in their bid or RFP response the Good Faith Efforts they made, such as:
 - i. Advertising for participation by MWSBEs in non-minority and minority publications within the Market Area, including a copy of the advertisement and proof of the date(s) it appeared – or by sending correspondence, no less than ten (10) days prior to the submission deadline, to all MWSBEs referred to the Bidder by the MWSBE Division for the goods and services to be Subcontracted and/or Supplied.
 - ii. Documentation indicating that the bidding Prime Contractor provided ample time for potential MBE, WBE and SBE Subcontractors to respond to bid opportunities, including a chart outlining the schedule/time frame used to obtain bids from MBE, WBE and SBE Vendors as applicable to the Aspirational Target.
 - iii. Contacting MBEs, WBEs, and SBE Vendors who provide the services needed for the bid or proposal, including a list of all MWSBEs that were contacted and the method of contact.
 - iv. Contacting the MWSBE Division for a listing of available MWSBEs who provide the services needed for the bid or proposal, including a list of those MWSBEs who were contacted regarding their participation.
 - v. Document follow-up telephone calls with potential MWSBE Subcontractors encouraging their participation.
 - vi. Allowing potential MWSBE Subcontractors to review bid specifications, blueprints and all other bid/RFP related items at no charge to the MWSBEs.
 - vii. Contacting the MWSBE Division, no less than five (5) business days prior to the bid/RFP deadline, regarding problems they are having in reaching the Aspirational Targets.
 - viii. Other documentation indicating their Good Faith Efforts to meet the aspirational targets.
 - c) Prime Contractors will negotiate in good faith with interested MWSBEs, not rejecting a MWSBE as unqualified or unacceptable without sound business reasons based on a thorough investigation of their capabilities. The basis for rejecting any MWSBE deemed unqualified or unacceptable by the Prime Contractor shall be included in the Good Faith Effort documentation. The Prime Contractor shall not impose unrealistic conditions of performance on MWSBEs seeking subcontracting opportunities.
5. Good Faith Committee
- a) Should the MWSBE Director determine that a Bidder with Subcontracting and Supplier opportunities has not made Good Faith Efforts to meet the Aspirational Targets the MWSBE Director shall refer the matter to the Good Faith Committee.
 - b) The Good Faith Committee shall include the County Administrator or designee, serving as Chair, the Purchasing Director or designee, the Chair of the MWSBE Citizens Advisory Committee or designee, and may include others appointed at the discretion of the County Administrator or the County Administrator's designee.
 - c) The Good Faith Committee shall make a formal determination, based on a simple majority vote, as to whether the proposing Prime Contractor made Good Faith Efforts to reach the Aspirational Targets, with each member of the Good Faith Committee having an equal vote in making such determination.
6. The Participation Plan for a specific project and the Contractor's commitment to carry out the program shall become a part of the Contract.

7. Joint Ventures - To determine whether the Joint Venture is given credit as such for meeting Aspirational Targets:

- a) The Joint Venture shall demonstrate that at least one partner to the Joint Venture is a MBE, WBE or SBE, as applicable to the Aspirational Target, and that such partner is responsible for a clearly defined portion of the work to be performed, will be performing a Commercially Useful Function under the Contract, and shares in the Ownership, Control, management, responsibilities, risks, and profits of the Joint Venture.
- b) Such demonstration shall be verified by pertinent documents and sworn statements and may be reviewed by the MWSBE Division at the time a bid, proposal, or reply is submitted, or prior to the award of a bid, proposal or Contract.
- c) For the purpose of tentatively awarding credit towards a Bidder meeting Aspirational Targets, the MWSBE Division may consider a proposed partnership, that is not yet legally formed and which appears in all matters except legal formation as a joint venture. However, such partnership shall become a legal Joint Venture organization prior to entering into a Contract and failure to form such legal Joint Venture organization shall result in the loss of such proposed Contract.
- d) The MWSBE Division may award credit towards a Bidder meeting Aspirational Targets a portion of the total dollar amount of a proposed Contract equal to the percentage of the Ownership and Control held by the qualifying MBE, WBE, and SBE partners (as applicable to the Aspirational Targets) in the Contracting Joint Venture.

H. Responsibilities of Persons Seeking Participation as a MBE, WBE or SBE Contractor or Subcontractor

1. Persons seeking to participate as a MBE, WBE or SBE Contractor or Subcontractor shall complete the MWSBE certification process managed by the Leon County MWSBE Director, or assure that they have Certification that is accepted by the MWSBE Division, for the scope of work for which they are proposing to perform.
2. Persons seeking to participate as a MBE, WBE or SBE Contractor or Subcontractor shall attend pre-bid conferences to obtain information and technical assistance on projects and procedures in which they may be interested in bidding, or in which they may be interested in participating as a Subcontractor.

I. Contract Management

1. Changing Subcontractors - A Prime Contractor who determines that an MWSBE named in their bid or proposal submittal is unavailable or cannot perform the work, shall request a change order to modify their Participation Plan.
 - a) Such changes require the prior written concurrence of the MSWBE Division, which shall be based on reasonable considerations such as:
 - i. The Prime Contractor has provided the MWBE Division with documentation regarding the current MWSBE's poor work performance and measures the Prime Contractor has taken to improve the MWSBE's performance.
 - ii. The Prime Contractor has worked with the MWSBE Division and County staff without success to improve the MWSBE's performance.
 - b) The MWSBE Division shall consult with the Prime Contractor and the County's technical staff and project manager prior to approve or disapprove the Prime Contractor's proposed substitution.
 - c) Prime Contractors who substitute Subcontracted MWSBEs without the prior written approval by the MWSBE Division may be subject to actions for breach of contract, and dollars spent with the unauthorized MWSBE may not be credited towards meeting the Aspirational Targets, with the Prime Contractor remaining responsible for meeting the Aspirational Targets provided for by the Contract.

2. Monitoring Contracted Utilization and Failure to Meet Contracted Utilization
 - a) The MWSBE Division will monitor the level of MWSBE utilization by Prime Contractors. If a Contractor is having difficulties meeting the contractual MWSBE Aspirational Targets, the MWSBE Division will help the Contractor identify additional potential MWSBE sub-contractors and/or suppliers.
 - b) If a Contractor's MWSBE participation falls below that provided for in their Contract, then the Contractor may be in breach of their contract. The MWSBE Division shall investigate whether it appears that a breach of contract has occurred. Upon a determination by the MWSBE Director that it appears a breach has occurred, the County Attorney's office will be contacted, and payments under the Contract may be immediately suspended. The County Attorney's office shall be fully involved throughout this process. Based upon guidance from the County Attorney's office, the findings and determination of the MWSBE Director, in conjunction with the County Attorney's office, may be forwarded to the Good Faith Committee for a determination as to whether the Contractor made a Good Faith Effort to comply with the requirements of the Contract, or take other appropriate actions.
3. Suspension - Contractors found in breach of their Contract may be suspended from bidding on and/or participating in any future County contracts for up to three (3) years as provided in Section 15 of the Purchasing Policy.
4. Reporting – Prime Contractors with MWSBE participation shall submit a monthly report, not less frequently than monthly, and in a form and manner prescribed by the MWSBE Division, which may include items, such as the invoices submitted to the County, payments received, and payments made to each MBE, WBE, and SBE as a part of each project.
5. Payments - Contracts and purchase orders shall contain the payment schedule. An MBE, WBE or SBE may seek expedited payment in case of hardship by notifying the MWSBE Director or Purchasing Director, and in such cases, the County may provide expedited payments when determined to be reasonably necessary, provided all work or services have been satisfactorily performed.
6. On-Site Monitoring - The MWSBE Division may perform on-site monitoring of MWSBE utilization on County projects. Monitoring may consist of scheduled or unscheduled project site visits. This does not exclude Contract monitoring expected by other County staff responsible for the project in the performance of their regular duties.

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J. Certification Criteria –

For Certification as a MBE, WBE or SBE, the Applicant must meet all of the following Criteria as noted; businesses may be Certified as a: (1) MBE; (2) WBE; (3) SBE; (4) MBE/SBE; or (5) WBE/SBE:

MBE, WBE and SBE Certification Eligibility Criteria			
	Type of Certification (must meet ALL marked criteria)		
	MBE	WBE	SBE
Majority Owner(s) must be a Minority or Minorities who manage and Control the business. In the case of a publicly owned business, at least 51% of all classes of the stock, which is owned, shall be owned by one or more of such persons.	X		
Majority Owner(s) must be a Woman or Women who manage and Control the business. In the case of a publicly owned business, at least 51% of all classes of the stock, which is owned, shall be owned by one or more of such persons.		X	
Majority Ownership in the business shall not have been transferred to a woman or minority, except by descent or a bona fide sale within the previous 2 years.	X	X	
Majority Owner(s) must reside in Leon, Gadsden, Jefferson, or Wakulla County Florida.	X	X	X
Majority Owner(s) must be a United States citizen or lawfully admitted permanent resident of the United States.	X	X	X
Business must be legally structured either as a corporation, organized under the laws of Florida, or a partnership, sole proprietorship, limited liability, or any other business or professional entity as required by Florida law.	X	X	X
Business must be Independent and not an Affiliate, Front, façade, broker, or pass through.	X	X	X
Business must be a for-profit business concern.	X	X	X
Business must be currently located within the Market Area.	X	X	X
Business must have all licenses required by local, state, and federal law.	X	X	X
Business must currently be licensed and engaging in commercial transactions typical of the field, with customers in the Local Market Area other than state or government agencies, for each specialty area in which Certification is sought. Further, if a Supplier, business must be making sales regularly from goods maintained in stock.	X	X	X
Business must have expertise normally required by the industry for the field for which Certification is sought.	X	X	X
Business must have a net worth no more than \$2 million.	X	X	X
Business must employ 50 or fewer full- or part-time employees, including leased employees.	X	X	X
Annual gross receipts on average, over the immediately preceding three (3) year period, shall not exceed: - For businesses performing Construction – \$2,000,000/year. - For businesses providing Other Services or Materials & Supplies - \$2,000,000/year. - For businesses providing Professional Services – \$1,000,000/year.	X	X	X
Business must have been established for a period of one (1) calendar year prior to submitting its application for SBE certification.			X
Business must have a record of satisfactory performance on no less than three (3) projects, in the business area for which it seeks certification, during the past 12 calendar months.			X

K. Certification and Recertification Process

1. Application –

- a. Persons seeking Certification shall complete a Certification Application, which provides the MWSBE Division with information regarding the name and address of the company and its owner(s), the gender/race of the Owner(s), a listing of the type of commodities/services it provides, the Vendor's work/contract history and past earnings, and other relevant information necessary for the determination of Certification eligibility.
- b. Certification Application attachments, such as "Proof of Ownership" with the Applicant's name listed on it, a copy of the applicant's most recent pictured identification also indicating race and gender (if seeking MBE or WBE Certification), the most recent financial statements for the company, as well as the other required documents listed on the Certification Application, shall accompany the completed and notarized Certification Application. Copies of MWSBE Certifications(s) from other governmental agencies shall also be included, where applicable.

2. Application Evaluation Period – The MWSBE Division shall review, evaluate, and make a determination as to whether an Applicant is certifiable within 30 days of receipt of a complete Certification Application, with all applicable attachments.
3. Certification Approvals - If the Applicant is deemed certifiable, they will be notified of their Certification approval in writing through a letter of Certification and a certificate, which indicates the expiration date of their certification.
4. Certification Denials - If an Applicant who has submitted a Certification Application is determined not certifiable based on information provided on the Certification Application, including attachments, or as a result of the MWSBE Division's investigation and research, the Certification Application will be denied. Submission of fraudulent information, by or on the behalf of the Applicant as part of the Certification process, is grounds for Certification denial. The Applicant will then be notified in writing of the denial of their Certification. Such official denial notification shall include notice to the Applicant of their right to appeal their denial and of the appeal process.
5. Appeals of Certification Denials - An Applicant may appeal their Certification denial by presenting written notice of their appeal to the MWSBE Director within 10 business days after the Applicant's receipt of the Certification denial. An appeal of a Certification denial will be heard by the MWSBE Citizen Advisory Committee. Upon receipt of the notice of appeal of a Certification denial, the MWSBE Director shall convene a meeting of the Committee to review the denial of the application for Certification. The Committee shall review all documentation prepared by the MWSBE Division or submitted by the Applicant prior to the time the committee convenes. The Committee shall not receive any new evidence, and may make whatever relevant inquiry necessary to render a decision on the appeal. The Committee shall review the relevant evidence submitted and determine whether the Application for MWSBE Certification meets the specific criteria provided in Policy 96-1. The decision of the Committee shall be upon majority vote of the Committee and shall be based upon competent substantial evidence. Within five (5) business days of the decision of the Committee, the Chairman shall reduce to writing the decision of the Committee, which shall set forth a statement of the relevant facts and application of the Policy to the facts supporting the decision of the Committee.
6. Denied Application May Not Resubmit - Applicants whose request for Certification has been denied by the MWSBE Division shall not be eligible to submit a new Certification Application for six (6) months after the notice of Certification denial.
7. Certification Period - Unless otherwise provided, Certification is valid for two (2) years.

8. Recertification –

- a. MBEs, WBEs and SBEs are required to submit a Certification Application biannually for a review of and potential continuation of the Certification status.
 - b. The MWSBE Division will send written notification to the Certified MBE, WBE, or SBE, no later than 60 days prior to the Certification expiration date, along with a Certification Application and instructions for completion and submission.
 - c. Certification Applications submitted for recertification consideration shall be received by the MWSBE Division no later than the last effective date of the current Certification. Certification Applications submitted for recertification consideration received after expiration of the current Certification will not be considered, unless the reason for the delay is accepted and approved by the MWBE Division, at which time a one-time extension of their certification not to exceed 30 days may be granted.
 - d. Procedures relevant to the review of the Certification Application, Certification Approvals, Certification Denials, Appeals of Certification Denials, and Certification Periods, provided for in this Section, shall be the same for the Applications for recertification as for the initial Certification Application.
9. Notification of Changes – MBEs, WBEs, and SBEs shall notify the MWSBE Division of any changes in the Certified business, during the Certification period, which may impact the Certification (such as a change in Ownership or in the types of services and/or commodities being provided). If such changes occur during the Certification period, the business' Certification status may be reevaluated.
10. Certification Reevaluation - The County reserves the right to reevaluate an MWSBE's Certification at any time during the Certification period, and to rescind Certification if it is found that the business is not certifiable.
11. Certification From Other Agencies - The MWSBE Program may accept MBE, WBE and SBE Certifications from parties to THE MWBE INTER-LOCAL AGREEMENT (such parties currently include the City of Tallahassee and Leon County; however, such parties may change from time to time without notice or revision to this policy), and in accord with the Memorandum of Understanding with the Florida Office of Supplier Diversity. Further, the MWSBE Division reserves the right to review the Certification process and documentation utilized by an outside certifying agency; request clarification or additional information from the certified business; to delay acceptance of certification while it is being reviewed; and to deny certification any time during the Certification period.
12. The MWSBE Division may, based upon the provisions of this policy, determine to approve certifications that only apply to the County procurement process due to the difference in the policies between the County, City of Tallahassee, and the Florida Office of Supplier Diversity.

L. Decertification and Right of Appeal

1. The MWSBE Program reserves the right to revoke Certification at any time such action is deemed reasonably necessary. Grounds for revocation of Certification include, but are not limited to, the following:
 - a. Submission of fraudulent information, by or on the behalf of the Applicant for Certification or by or on the behalf of the MBE, WBE or SBE either as part of the Certification process or as part of a procurement or contract process.
 - b. Failure to promptly report any change in Ownership or Control of the business.
 - c. Failure to promptly report any name, address or telephone number changes of the business.
 - d. Failure to respond to requests for information from the MWSBE Division.
 - e. Fraudulent representation or participation on County projects or contracts, or breach of contract with the County.
 - f. Revocation by a party to the MWBE INTERLOCAL AGREEMENT or the Memorandum of Understanding with the Florida Office of Supplier Diversity.
2. Any business having its Certification revoked by the MWSBE Division shall have the right to appeal such Certification revocation, following the same process as Appeals of Certification Denials.

M. Small Business Enterprise (SBE)

1. SBE Orientation - The County shall conduct periodic meetings to educate SBEs about the program and about general matters relating to participating in County procurement opportunities. The MWSBE Division may require SBEs to attend periodic follow-up meetings, but no more than once every two (2) years. Failure to attend such meetings shall be grounds for decertification for such up to 12 months, as determined appropriate by the MWSBE Division.
2. SBE Graduation - A SBE shall graduate from the SBE Program and is no longer eligible for Certification as a SBE six (6) years after the date of award of the first procurement opportunity made through the SBE program and will no longer be eligible for certification as a SBE. Graduation of an SBE shall not affect the contribution made by the SBE toward satisfaction of an Aspirational Target if the work was identified in a bid or RFP proposed to be performed by the SBE prior to the date of SBE Graduation and the bid or RFP opening date occurred prior to the SBE Graduation date.
3. Reserving Procurement Opportunities for Exclusive Competition Among SBEs - Procurement opportunities may be reserved for exclusive competition among SBEs when:
 - a. At least three (3) SBEs, with Certification in the relevant area, are available to compete for the procurement opportunity;
 - b. Permissible by law; and,
 - c. Such limited competition has been recommended by the appropriate authority as stipulated:

Criteria for Reserving Procurement Opportunities for Exclusive Competition Among SBEs			
Business Category	Estimated Procurement Value (Estimated Contract Cost)	Minimum Number of Available SBEs, Certified in Procurement Opportunity Area	Authority that Recommends Reserving Procurement Opportunity for Exclusive Competition Among SBEs
Construction - Prime Contractor	\$100,000 or less	Three (3)	¹ Committee Concurrence (MWSBE Director, Purchasing Director and Project Director or Division Director responsible for the project/budgeted expense)
Professional Services	\$50,000 or less	Three (3)	¹ Committee Concurrence (MWSBE Director, Purchasing Director and Project Director or Division Director responsible for the project/budgeted expense)
Other Services	\$25,000 or less	Three (3)	¹ Committee Concurrence (MWSBE Director, Purchasing Director and Project Director or Division Director responsible for the project/budgeted expense)
Materials & Supplies	\$25,000 or less	Three (3)	¹ Committee Concurrence (MWSBE Director, Purchasing Director, Project Director or Division Director responsible for the project/budgeted expense)
¹ Committee Concurrence – If consensus cannot be reached, the County Administrator or his/her designee shall make the final decision. Such agreement between the committee members can be gained via any reasonable means of communication, such as a face-to-meeting, over the phone or via e-mail. Documentation of such concurrence shall be retained with the procurement records.			

N. Outreach –

A continuing effort of the County involves identifying SBEs, MBEs, and WBEs capable of providing goods and services and ensuring that staff, through business community interactions, are knowledgeable about and support the MWSBE Program. The MWSBE Division will network with state and local governments, nonprofit organizations, professional and trade organizations and participate in conventions and seminars sponsored and widely attended by small, minority, and women business owners. Staff coordination may include, but is not limited to:

1. Coordination with the user departments on increasing awareness of program policies, directives and program targets and objectives for County staff;
2. Development of an internal education program to promote the awareness of all staff about SBE and MBE, and WBE firms and the commitment to their full participation in its activities.
3. Determine prospective program participants as well as assist them in understanding regulations and the certification process.
4. Develop directories of certified minority, women-owned, and SBEs firms capable of providing services.
5. Assist program participants in understanding and meeting the County's contracting need.
6. Develop promotional campaigns, forums or seminars to inform the small, minority and women-owned business community of the County's needs and its commitment to involve such firms in its contracting activities, along with receiving feedback from the business community.
7. Target appropriate firms for participation in the County's contractor training effort;
8. Identify categories in which firms are underrepresented;
9. Develop special events to meet special needs or concerns including contracting trade fair open houses;
10. Coordinate events with other governmental entities and private and nonprofits organizations.

O. Severability Clause

Each separate provision of this program is deemed independent of all other provisions herein so that if any provision or provisions are declared invalid, all other provisions hereof shall remain valid and in full force and effect.

(Section 16 Adopted September 10, 1991, deleted and replaced by separate policy January 16, 1996, reincorporated July 30, 2002, and replaced in its entirety June 13, 2006)

Section 17 PROCUREMENT FOR FEDERAL GRANT AND AID PROGRAMS

This section supplements Section 11.2, NOTICE OF FEDERAL PUBLIC POLICY REQUIREMENTS and applies to all Federal grant and aid procurements and contracts to include, but not be limited to the Community Development Block Grant Housing Program, the Federal Highway System Local Agency Program, and any other Federally funded grants or contracts.

- A. It is the policy of the Board of County Commissioners to obtain commodities and services efficiently and effectively in free and open competition for the Federal Grant and Aid Programs through the use of sound procurement practices. All County staff and other persons (subgrantees or contractors) with designated responsibility for the administration of Federal Grant award contracts are responsible for ensuring compliance with all applicable federal and state laws and regulations. These include but are not limited to OMB Circular A-102, Attachment O; 24 CFR Part 85 Section 85.36; s. 255.0525, Florida Statutes; s. 287.055, Florida Statutes; s. 290.047, Florida Statutes; Chapter 73C-23, Florida Administrative Code; and, the Purchasing Policy of the Leon County Board of County Commissioners.

- B. The County Purchasing Policy shall govern the procurement of commodities and services for the Federal Grant and Aid Programs except as provided in this section.
1. Local Preference Program is not applicable to Federally funded programs.
 2. The County's Minority, Women, and Small Business Enterprise Program is not applicable to Federally funded programs.
 3. All procurement of commodities or services in excess of \$1,000 shall require a written agreement embodying all provisions and conditions thereof.
 4. All procurement of commodities or services in excess of \$1,000 and less than the threshold amount provided for CATEGORY TWO in s. 287.017, Florida Statutes may be entered only after informal competition based on offers or quotes from not less than three (3) vendors.
 5. Publication of public notice for invitations to bid or requests for proposals and notification of the solicitation through distribution to potential bidders or offerors shall be required for all procurement in excess of the threshold amount provided for CATEGORY TWO in s. 287.017, Florida Statutes. The time frames in section 5.08 of this policy shall apply for the required public notice.
 6. Except as may otherwise be provided by law, procurement awards shall be made only on the basis of requirements and evaluation factors related to the price or quality of the commodities or services or to the ability of the prospective supplier or contractor to perform under the agreement. In evaluating the ability of a prospective contractor to perform, the County shall at a minimum consider the prospective contractor's record of past performance under similar federal grants.
 7. Nothing herein shall limit the County to except from the requirement of competition commodities and services available only from a single source (Section 5.10, Sole Source Purchases) or procurement from another unit of government (Section 5.12, Cooperative Purchasing).

Revised January 27, 2015

Small Business Enterprise Program Overview

The Small Business Enterprise (SBE) Program was established by the Board in order to foster growth in Leon County's economy by affording small businesses an opportunity to gain experience, knowledge, and training to compete and secure contracts with Leon County. Unlike the MWBE Program, the SBE Program is race and gender neutral. The SBE program is structured to reserve procurement opportunities for exclusive competition among SBE's when at least three (3) SBE's are certified in the relevant procurement category and are available to compete for the procurement opportunity. Therefore, local businesses are provided opportunities to compete with companies of similar size, capacity, and net worth. Projects are reserved for SBE competition based upon recommendations as indicated in the table below:

Criteria for Reserving Procurement Opportunities for Exclusive Competition Among SBEs			
Business Category	Estimated Procurement Value (Estimated Contract Cost)	Minimum Number of Available SBEs, Certified in Procurement Opportunity Area	Authority that Recommends Reserving Procurement Opportunity for Exclusive Competition Among SBEs
Construction - Prime Contractor	\$100,000 or less	Three (3)	¹ Committee Concurrence (MWSBE Director, Purchasing Director and Project Director or Division Director responsible for the project/budgeted expense)
Professional Services	\$50,000 or less	Three (3)	¹ Committee Concurrence (MWSBE Director, Purchasing Director and Project Director or Division Director responsible for the project/budgeted expense)
Other Services	\$25,000 or less	Three (3)	¹ Committee Concurrence (MWSBE Director, Purchasing Director and Project Director or Division Director responsible for the project/budgeted expense)
Materials & Supplies	\$25,000 or less	Three (3)	¹ Committee Concurrence (MWSBE Director, Purchasing Director, Project Director or Division Director responsible for the project/budgeted expense)
¹ Committee Concurrence – If consensus cannot be reached, the County Administrator or his/her designee shall make the final decision. Such agreement between the committee members can be gained via any reasonable means of communication, such as a face-to-meeting, over the phone or via e-mail. Documentation of such concurrence shall be retained with the procurement records.			



Board of County Commissioners Leon County, Florida

www.leoncountyfl.gov


Budget Discussion Item Executive Summary

March 17, 2011

Title:

Consideration to Transition from a Minority, Women, Small Business Enterprise (MWSBE) Office to a Small Business and Community Development Office

Staff:

Parwez Alam, County Administrator 
Vincent S. Long, Deputy County Administrator
Alan Rosenzweig, Assistant County Administrator
Scott Ross, Director of the Office of Management and Budget
Ken Morris, Director of Legislative Affairs & Economic Development
Iranetta Dennis, MWSBE Director

Issue Briefing:

During the November 9, 2010, Board Meeting, Commissioner Proctor discussed transitioning the MWSBE program into a Small Business and Community Development Office and requested this issue to be included at the Board retreat. At the Board's 2010/2011 Annual Retreat, staff provided an overview of the County's MWBE and Small Business programs with potential transition opportunities toward a broadly defined Small Business and Community Development Office (Attachment #1). At that time, the Board directed staff to proceed and further develop the concept of a Small Business and Community Development Office and present the findings as a budget discussion item.

Fiscal Impact:

This item has no fiscal impact.

Staff Recommendation:

- Option #1: Accept staff report.
- Option #2: Direct staff to continue to review the SBE program and policies to increase small business participation.

Report and Discussion

Background:

During the November 9, 2010, Board Meeting, Commissioner Proctor discussed transitioning the MWSBE program into a Small Business and Community Development Office and requested this issue to be included at the Board retreat. At the Board's 2010/2011 Annual Retreat, staff provided an overview of the County's MWBE and Small Business programs with potential transition opportunities toward a broadly defined Small Business and Community Development Office. At that time, the Board directed staff to proceed and further develop the concept of a Small Business and Community Development Office and present the findings as a budget discussion item.

Analysis:

Leon County currently operates the Minority, Women and Small Business Enterprise program through the MWBE Division. While co-located with the Purchasing Division, the MWSBE Division operates separately based upon the recommendation of a 2000 MGT study. Co-location provides vendors and staff with access to shared documents and facilitates better collaboration during pre-bid conferences and bid award activities. The MWSBE program is composed of two, separate program areas:

1. The MWBE component focuses on firms owned and operated by minorities and women; and
2. The SBE component focuses on businesses that meet the small business criteria in terms of their size and net worth, regardless of the owner's gender or ethnicity.

Minority/Women - The County adopted an MWBE policy in 1987. To remain a legally viable program, the County has engaged an outside consultant on a regular basis to prepare an updated disparity study; the last study was prepared in October 2009. The County also regularly monitors the actual results of the program. The program has been successful in providing opportunities for minority/women owned businesses to secure business with the County that may not have occurred without the program. Through certification, training and outreach, the program continues to have a positive impact on the targeted community.

Leon County's MWBE program is a race/gender specific program whereby a prime contractor receives preference for utilizing certified minority and women owned businesses on a Leon County project. The MWBE program's overall objective is to promote parity of MWBE firms in Leon County procurement activities through the utilization of aspirational targets and other means.

Small Business - The County added the SBE component in June 13, 2006. The County currently operates a limited SBE program. The SBE program is a race/gender neutral program which, by Board policy, provides for the reservation of certain procurement opportunities for exclusive competition among SBE firms only. The dollar threshold that must be met in order to limit competition to SBEs only differs by business category, as follows: Construction (Procurement Value - \$100,000 or less), Professional Services (Procurement Value - \$50,000 or less), Other Services (Procurement Value - \$25,000 or less), and Material & Supplies (Procurement Value - \$25,000 or less).

A significant difference between MWBE goals and SBE goals are the MWBE goals need to be supported through a disparity study based on existing case law; whereas SBE goals do not. If the Board directs staff to eliminate the MWBE program for an SBE only program, the County could no longer mandate MWBE requirements because an SBE program must be race and gender neutral. However, MWBE aspirational targets could be set for projects based on the availability of MBEs and WBEs. Should the Board choose this route, staff would also recommend revising the current thresholds established for business categories in order for a project to be set aside for small businesses. Other changes consistent with SBE trends should also be considered:

- Impose bond waivers for construction projects with a procurement amount of \$200,000 or less, consistent with the Florida Statue Section 255.05(1)(a). The division procuring the project will determine the appropriateness of waiving payment and performance bond requirements. The factors to be considered include but are not limited to:
 - a. Complexity of the construction project;
 - b. Contractors experience with the type of construction project under review;
 - c. Exceptional risk factors; and
 - d. The recommendation of the user or solicitation division.
- Set aside all projects with a procurement amount of \$250,000 or less when at least three SBEs are available. Such procurements shall be contracts that SBEs are capable of performing in an economically feasible manner, i.e. at the customary and usual market rate.
- Establish a cumulative goal based on local market availability and participation by certified SBE firms on all County contracts that exceed a procurement value of \$200,000. This goal may be adjusted if SBE firms are not available. The cumulative goal should not be applicable to shelter market projects.

These proposed revisions would provide small business owners additional opportunities to gain experience needed to expand their businesses and keep dollars in the local market area. However, as an SBE program, it would be a race/gender neutral program. If the Board determines to transition the program, staff is recommending the assistance of a consultant to ensure the program functionality is consistent with SBE trends.

The Community Development Office (CDO) concept, as described by Commissioner Proctor, is one that could provide a local community with the necessary resources to address a wide range of unique community development needs in an effort to eliminate blight and promote economic development. Many of the typical areas addressed in a CDO (i.e., social services and housing) are currently being performed by existing County departments (Housing and Human Services). As noted during the Board Retreat, staff does not recommend incorporating Housing and Human Services in to the CDO given the focus on commercial economic development.

The major focus of a combined Small Business and CDO would be to expand the County's role in economic development efforts through the utilization of an in-house office. The County's existing economic development efforts are addressed through the County's Director of Legislative Affairs and Economic Development, located in County Administration, and an annual contract with the Economic Development Council (EDC). The CDO component could allow the County to bring the

Budget Discussion Item: Consideration to Transition from a Minority, Women, Small Business Enterprise (MWSBE) Office to a Small Business and Community Development Office
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current services contracted out to the EDC in-house so that the County can directly engage the economic development community. The reorganization to a Small Business and CDO could be established in short time and located at the Purchasing office to maintain coordination and access to vendors.

Under the proposed Small Business and CDO, all of the County's economic development efforts would be centrally located in one office to address community needs and serve small vendors in the procurement process. The County could also begin to directly or indirectly provide youth development services such as after school programs and activities focused on vocational training and crime prevention. Should the Board wish to proceed with this concept, staff could prepare more detailed financial information relating to the staffing needs and investment strategies for the next budget workshop.

MWSBE Citizen Advisory Committee

On March 1, 2011, the County's MWSBE Citizen Advisory Committee convened to discuss the potential transition of the MWSBE program to a Small Business and Community Development Office. The Committee unanimously opposed the transition at this time over concerns that it would reduce the County's focus on the achieving its aspirational targets for contract opportunities with minority vendors. Commissioner Proctor, who attended the meeting and concurred with the Committee, suggested that the County table this discussion for the time being and continue efforts to engage and educate minority vendors on procurement opportunities with the County.

Summary

The transition from the MWSBE programs to a Small Business and Community Development Office presents a major policy shift by the Board to a race/gender neutral program. However, a CDO could provide a more holistic approach to community and economic development with the inclusion of youth services and by bringing the economic development services in-house.

Many of the services traditionally offered by a CDO are currently being provided by the County's Health and Human Services Division and the County has benefited from a successful partnership with the EDC in recent years as evidenced by the Board's consideration of increasing funds for the Qualified Targeted Industry program. At this time, staff recommends proceeding with the existing MWSBE program and continuing to review the SBE program and policies to increase small business participation.

Should the Board wish to proceed with the CDO concept, staff will prepare more detailed financial information relating to the staffing needs and investment strategies for the next budget workshop. To develop the long-term strategies of the SBE component, staff would recommend seeking a consultant to provide guidance on the program functionality consistent with SBE programs.

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Options:

1. Accept staff report.
2. Direct staff to continue to review the SBE program and policies to increase small business participation.
3. Direct staff to prepare more detailed financial information relating to staffing and investment strategies for the proposed Small Business and Community Development Office at the next budget workshop.
4. Board Direction.

Recommendation:

Options 1 & 2.

Attachments:

1. Agenda Item #23 from the Board's 2010/2011 Annual Retreat regarding the consideration to transition from a MWSBE to a Small Business and Community Development Office.

Board Retreat, Agenda Item #23
December 13, 2010

Title:

Board Consideration to Transition from a Minority, Women, Small Business Enterprise (MWSBE) Office to a Small Business and Community Development Office.

Staff:

Parwez Alam, County Administrator
Vincent S. Long, Deputy County Administrator
Alan Rosenzweig, Assistant County Administrator
Iranetta Dennis, Director, MWSBE

Issue Briefing: This item seeks Board direction on whether to pursue the transition from the County's existing Minority, Women and Small Business (MWSBE) program to a Small Business and Community Development Office.

During the November 9, 2010, Board Meeting, Commissioner Proctor discussed transitioning the MWSBE program into a Small Business and Community Development Office and requested this issue to be included at the Board retreat.

Analysis: Leon County currently operates the Minority, Women and Small Business Enterprise program through the MWSBE Division. While co-located with the Purchasing Division, the MWSBE Division operates separately. The County co-located the divisions upon the recommendation of a 2000 MGT study. Co-location provides vendors and staff with access to shared documents and facilitates better collaboration during pre-bid conferences and bid award activities.

The MWSBE program is composed of two, separate program areas:

1. The MBE component focuses on firms owned and operated by minorities and women;
and
2. The SBE component focuses on businesses that meet the small business criteria in terms of their size and net worth, regardless of the owner's gender or ethnicity.

There are relatively few programs of this nature currently being run in Florida. The following table shows the most recent listing of jurisdictions in Florida running a similar program:

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Table 1 - Florida County and City Race/Gender Specific and Race/Gender Neutral Programs			
FL County/City	* Programs	Program Design	
		Race/Gender Specific	Race/Gender Neutral
Hillsborough County, FL	MWBE, SBE	X	X
City of Hollywood, FL	MBE, SBE	X	X
City of Tallahassee	MWBE, DBE	X	X
City of Tampa, FL	MWBE, SBE	X	X
Orange County, FL	MWBE	X	
Osceola County, FL	MBE	X	
City of Orlando, FL	MWBE	X	
Polk County, FL	MBE	X	
Palm Beach County, FL	SBE		X
Broward County, FL	CBE, DBE, SBE		X
Alachua County, FL	SBE		X
City of West Palm Beach, FL	SBE		X
City of Jacksonville, FL	SBE		X
St. Petersburg, FL	SBE		X
Pinellas County, FL	SBE		X
<ul style="list-style-type: none"> • Race/Gender Specific: MWBE (Minority Women Business Enterprise) • Race/Gender Neutral: Small Business Enterprise (SBE), Disadvantaged Business Enterprise (DBE), Community Disadvantaged Business Enterprise (small businesses within the County) (CDBE) 			

The following provides a brief overview of each program area.

Minority/Women - The County adopted an MWBE policy in 1987. The program has been successful in providing opportunities for minority/women owned businesses to secure business with the County that may not have occurred without the program. Through certification, training and outreach, the program continues to have a positive impact on the targeted community.

Leon County's MWBE program is a race/gender specific program whereby a prime contractor receives preference for utilizing certified minority and women owned businesses on a Leon County project. The MWBE program's overall objective is to promote parity of MWBE firms in Leon County procurement activities through the utilization of aspirational targets and other means.

Small Business - The County added the SBE component in June 13, 2006. The County currently operates a limited SBE program. The SBE program is a race/gender neutral program which, by Board policy, provides for the reservation of certain procurement opportunities for exclusive competition among SBE firms only. The dollar threshold that must be met in order to limit competition to SBEs only differs by business category, as follows: Construction (Procurement Value - \$100,000 or less), Professional Services (Procurement Value - \$50,000 or less), Other

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Services (Procurement Value - \$25,000 or less), and Material & Supplies (Procurement Value - \$25,000 or less).

Additionally, to reserve a procurement opportunity for exclusive competition among SBE firms, there must be no less than three SBEs for the relevant procurement area; this assures sufficient competition. Currently staff has identified certified SBE vendors in the categories of concrete, landscape, janitorial, and roofing, however, an exclusive competition opportunity meeting the dollar thresholds has not been available. Hence, to date, the County has not done any set asides under the existing program.

Staff is continuing to review the existing program in order to incorporate innovative methods to identify opportunities and increase small business participation. In this effort staff has consulted with Leon County departments/divisions to identify projects that would fit the current dollar threshold for the FY 10/11.

In addition staff has provided networking events in order to inform the local community of the program and the benefits of participating. The SBE program provides outreach opportunities to keep the local business community informed about the necessary tools to stay in business. In an effort to increase awareness staff has either conducted or participated in MED (Minority Enterprise Development) Week, Small Business Development Week, FSU Vendor Conference and Trade Fair, Financially Fit Workshop, and a Reverse Trade Show. In excess of 40 vendors either attended the events and/or workshops.

Additionally, FAMU's Small Business Development Center is located in the Morgan Building in Innovation Park. The center offers free workshops for startups, along with business counseling and troubleshooting with seasoned advisers. Florida has 12 Small Business Development Centers, all supported financially by the U.S. Small Business Administration. The center in Tallahassee serves an eight-county area.

Transition of Existing Program:

If the Board directs staff to eliminate the MWBE program and operate an SBE only program, staff will evaluate several components that could be included in a new structured program. A significant difference between MWBE goals and SBE goals are the MWBE goals need to be supported through a disparity study based on existing case law; whereas SBE goals do not. Some of the types of program changes could include:

- A cumulative program target for small business participation. For example, a project that is \$500,000 could incorporate a project aspirational target of 25% for certified small businesses. (As with the existing MWBE program, this would not be a mandatory target).
- Consider establishing a sheltered market process where contracts will be reserved for competition among certified SBE businesses for projects with a total base bid amount of \$200,000 or less (or some other threshold) across business categories.

Agenda Item #23, Board Consideration to Transition from a Minority, Women, Small Business Enterprise (MWSBE) Office to a Small Business and Community Development Office
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- Evaluate imposing a vendor rotation process for purchase orders of \$50,000 (or some other to be determined threshold) or less; this process allows vendors to be rotated based on their first award of the same type of services and/or commodities.

As part of the SBE program some agencies impose mandatory subcontracting clauses which would promote SBE utilization and be more consistent with industry practice by way of bid and/or vendor rotation. Other than Alachua and Osceola, none of Leon County comparable counties (Bay, Collier, Escambia, Lake, Manatee, Marion, Okaloosa, and St. Lucie Counties, FL) reported having a small or a minority business office. Larger state, cities and county's agencies have adopted small business initiatives.

- Alachua County, Florida's SBE program has established goals of awarding up to 15% of the total bid for the areas of materials, supplies, equipment, services and construction to small business. This is accomplished by offering bid preference discounts of 5% for SBEs and 3% for prime contractors who meet the participation goal by subcontracting with SBEs
- Miami-Dade County, Florida, uses a small pool of qualified A&E professionals that are rotated awards as prime contractors and subcontractors.
- Florida Department of Transportation (Florida DOT) has undertaken a small business initiative with the following principle components:
 - Reserving certain construction, maintenance, and professional services contracts for small businesses
 - Providing bid preference points to small businesses and to firms offering subcontracts to small businesses on professional services contracts
 - Waiving performance and bid bond requirements for contracts under \$250,000
 - Using a modified pre-qualification process for certain construction and maintenance projects
- DeKalb County, Georgia uses bidder rotation. This system works by selecting a group of bidders from a list of County registered vendors to participate in open market procurements. The buyer identifies the commodity or services by entering an item box number. The computer selects five to six firms. The lowest responsible bidder is awarded the contract. An outcome of this process involved MWBEs being afforded more opportunities.
- The City of Charlotte, North Carolina sets department goals for SBE utilization, and sets SBE goals on formal and informal contracts and makes SBE utilization part of the department performance review utilization numbers.

Agenda Item #23, Board Consideration to Transition from a Minority, Women, Small Business Enterprise (MWSBE) Office to a Small Business and Community Development Office
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Community Development Office (CDO) - The Community Development Office (CDO) concept, as described by Commissioner Proctor, is one that could provide a local community with the necessary resources to address a wide range of unique community development needs in an effort to eliminate blight and promote economic development. As part of the review, staff would evaluate the role of the County's existing economic development efforts and how they could be integrated with a CDO.

Many of the typical areas addressed in a CDO (i.e., social services and housing) are currently being performed by existing County departments (Housing and Human Services). For these areas, staff does not recommend changing this approach at this time.

The major focus of a CDO would be to expand the County's role in economic development efforts through the utilization of an in-house office. The County's existing efforts are addressed through the county's Director of Economic Development and Intergovernmental Affairs and an annual contract with the Economic Development Council (EDC).

Should the Board wish to further consider this proposal, additional review and analysis of the scope of a County CDO would need to be defined. Areas of consideration may include:

- Inclusion of the Small Business Enterprise within the CDO
- The consolidation of all the County's Economic Development efforts under one central office.
- Researching the nature and extent of local social and reinvestment needs.
- Develop priorities and strategies to address community development needs in consultation with other County departments and local public and private service organizations.
- Provide youth development initiatives to increase youth awareness and development opportunities.

Timeline:

If the Board directed staff to further evaluate this concept, staff would provide a budget discussion item during the Board's FY11/12 budget workshops. Pending the outcome of the budget discussion item, the transition could occur beginning in FY11/12.

Fiscal Impact:

This item is an informational report and has no fiscal impact at this time. Should the Board proceed, the implementation of a new office could have a fiscal impact that depending upon the scope of services could include additional staffing and operating expenses.

Agenda Item #23, Board Consideration to Transition from a Minority, Women, Small Business Enterprise (MWSBE) Office to a Small Business and Community Development Office
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Options:

1. Direct staff to further develop the concept of transitioning from a Minority, Women, Small Business Enterprise Office to a Small Business and Community Development Office and present the findings as a budget discussion item.
2. Direct staff to further develop the concept of transitioning from a Minority, Women, Small Business Enterprise Office to a Small Business Office (excluding the Community Development Office component) and present the findings as a budget discussion item.
3. Accept staff's report and take no further action.
4. Board Direction

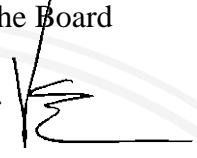
Recommendation:

Board Direction

Leon County
Board of County Commissioners
Budget Workshop Item #10

June 23, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: Adoption of a Resolution to Establish a Compliance Certification Letter Cost Recovery Fee for Open Code Violations and Lien Research

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy, County Administrator Scott Ross, Director, Office of Financial Stewardship David McDevitt, Director, Development Support & Environmental Management
Lead Staff/ Project Team:	Emma Smith, Permit and Code Services Director

Fiscal Impact:

This item has a fiscal impact to the County. If the cost recovery fee is approved, it is anticipated to generate approximately \$60,000 - \$65,000 in revenue annually to offset the operating costs for the Code Compliance Program, based upon the number of requests received during the last fiscal year. For FY 2016, \$61,500 is contemplated in the preliminary budget.

Staff Recommendation:

Option #1: Adopt the proposed Resolution to establish a cost recovery fee for the issuance of a Compliance Certification Letter regarding open code violations and lien research (Attachment #1).

Report and Discussion

Background:

The Development Support and Environmental Management/Code Compliance Program receives multiple requests from the real estate related businesses (e.g. banks and title companies) on a weekly basis for status information pertaining to a property (i.e., active code cases, outstanding liens and payoff amounts, etc). These requests are often duplicative and from multiple parties (lien search, realtors and title companies), and usually noted as time sensitive in nature. The demand for these types of service requests has increased substantially over the last year, apparently based on the increased amount of due diligence currently required by mortgage lenders, and an improving market in the sale of existing homes.

The proposed Resolution would establish a \$90 cost recovery fee for the issuance of a Compliance Certification Letter to requesting parties (Attachment #1). Based on the number of these types of requests received by the Code Compliance Program during the last fiscal year, it is estimated that approximately \$60,000 - \$65,000 in revenue would have been collected to offset the operating costs for the Program. This fee would not be charge to citizens making general inquiries about properties related to code compliance issues including complaints.

Analysis:

During FY13/14, staff received 740 code violation and lien search requests from various lien search agencies throughout Florida, representing an average of approximately 185 requests per quarter. Since the beginning of FY14/15, there have been 317 requests. Staff has notified these companies in writing regarding the availability of this information online; however, the companies involved want an “official” letter from the County documenting the status of the specific property in question. Issuing a letter requires staff to research records related to the specific parcel in question to determine the code compliance status of the property in question, and preparing a letter documenting the research results.

If adopted by the Board, the proposed Resolution would become effective immediately. Staff will establish a database to track requests and an automated process for accepting request forms and payments. The payment process will be further enhanced with the subsequently planned upgrade of the County’s current permit tracking software. After an Open Code Violations and Lien Search Request is received, the research will be completed in no more than two business days upon receipt of the fee, and the Compliance Certification Letter issued accordingly. The revenue generated by the associated fee will be used to offset the operating costs and reduce the Board’s fund transfer subsidy required for the Code Compliance Program.

Currently, the Department’s Development Services Division provides a similar Zoning Certification Letter. The Letter provides the current zoning, prior development approvals, property acreage, any environmental constraints and other land use concerns for a specific property. The Board has adopted a \$90 cost recovery fee for the Zoning Compliance Letter.

Other counties and cities in Florida have also implemented an open code violation and lien search letter process, which typically provides the requested information within a specific time frame for a fee. A survey of jurisdiction providing this service shows a wide range in the fees charged (\$20 - \$125). Since the work effort to produce a Code Compliance Letter is the same as the current Zoning Compliance Letter, staff is recommending that the fee be established at the same \$90 level. The attached table provides representative examples of several local government programs in the state and how Leon County would compare if the proposed fee is adopted (Attachment #2).

Subsequent to the approval of the Resolution establishing a \$90 cost recovery fee for a Compliance Certification Letter, staff will provide direct mail notification to the various lien search and title companies, statewide realtor associations, and the Florida Land Title Association. The notification will advise the parties involved of the new Compliance Certification Letter process, including the associated response time frame and fee.

Options:

1. Adopt the proposed Resolution to establish a cost recovery fee for the issuance of a Compliance Certification Letter regarding open code violations and lien research (Attachment #1).
2. Do not adopt the Resolution establishing a cost recovery fee for the issuance of a Compliance Certification Letter regarding open code violations and lien research.
3. Board direction.

Recommendation:

Option #1 has been contemplated in the FY 2016 budget.

Attachments:

1. Proposed Resolution
2. Governmental Agencies providing Open Code Violations and Lien Research Services

RESOLUTION NO. R15-_____

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, ESTABLISHING A FEE FOR A COMPLIANCE CERTIFICATION LETTER TO THE DEVELOPMENT SERVICES AND ENVIRONMENTAL SERVICES PERMITTING FEE SCHEDULE ADOPTED AS RESOLUTION NO. 06-19 BY THE BOARD AND MADE EFFECTIVE OCTOBER 1, 2006.

WHEREAS, the Board of County Commissioners of Leon County, Florida, has in effect Environmental Services and Development Services Fees adopted pursuant to Resolution No. 06-19, which are used to offset operating costs related to the permitting, inspection and enforcement of land development regulations; and,

WHEREAS, through user fees, the Board has committed to recovering the cost of services provided by the Department of Development Support and Environmental Management; specifically the Divisions of Development Services and Environmental Services; and,

WHEREAS, the County has not established an associated fee for Compliance Certification Letters, and the fee being proposed represents the cost recovery associated with providing expedited, as well as exceptional, customer service consistent with Board policy; and,

WHEREAS, the non-refundable fee will offset the staffing and associated costs of research and processing of open code violations, lien research requests, and the issuance of Compliance Certification Letters by the Code Compliance Program.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, DULY ASSEMBLED IN REGULAR SESSION THIS _____ DAY OF _____ 2015, AS FOLLOWS:

Section 1. That under, **Development Services Fees, Fee Category, Land Use and Code Compliance Determinations**, the following process and associated cost recovery fee shall be added:

Compliance Certification Letter - \$90.00

Section 2. That this Resolution amending the Board's Resolution No. 06-19 which was adopted on June 13, 2006 with an effective date of October 1, 2006, to establish a fee schedule for Development Support and Environmental Management , shall be effective upon adoption by the Board.

LEON COUNTY, FLORIDA

BY: _____
Mary Ann Lindley, Chairman
Board of County Commissioners

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

Governmental Agencies Providing Open Code Violations and Lien Research

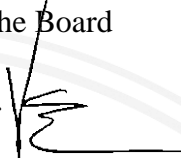
County	Services Provided	Cost	Response Method	Response Time
Highlands County	<i>Open Code Violations and/or Lien Confirmation Letter</i> per property. Payment by check only.	\$20.00 fee, adopted as a part of Fee Schedule	Email to requestor	1 business day
Palm Beach County	<i>Lien or Open Permit Search - <u>Option 1</u></i> : Individual requests. \$26.58 for each or \$53.16 for both. <i><u>Option 2</u></i> : Annual Fax Program. Cost \$2,568.06, per search type for unlimited requests throughout the calendar year (January - December)	\$26.58 each or \$53.16 for both	Email or fax by request	Lien and open permit searches within 7-10 business days.
City of Crestview	<i>Lien Research</i> - Response within 7 days. Fees range from \$75 less than 3 business days; \$40 for 3-5 business days; over 5 business days \$25 – based on applicant’s request.	\$25 - \$75	Mail/Fax/Email	Timeframe varies based on response time selected
City of Homestead	<i>Lien Search Request</i> – Regular (3 to 5 working days) and rush service (1 to 2 working days)	\$75 - \$125	Email to requestor	Timeframe varies based on response time selected
City of Hollywood	<i>Lien Search Request</i> – Search for outstanding liens against a property	\$100	Report via mail/fax/email	Within 1 day of receiving formal request
City of Palm Bay	<i>Lien Research Services</i> - \$40.00 (within 1 working day of request) and \$30.00 (within 3-6 working days)	\$30 - \$40	In writing	Timeframe varies based on response time selected
City of Tallahassee	<i>Lien Search</i> (or unpaid debts) on each parcel searched	\$37.50/parcel	Email to requestor	3-4 working days
Leon County*	<i>Open Code Violations and Lien Research</i> - Compliance Certification Letter	\$90	Letter via email	1-2 business days

*Proposed

Leon County
Board of County Commissioners
Budget Workshop Item #11

June 23, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: Consideration of a Funding Request by the Red Hills Horse Trials

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator Cristina Paredes, Director, Office of Economic Vitality Scott Ross, Director, Office of Financial Stewardship
Lead Staff/ Project Team:	Lee Daniel, Director of Tourism Development Chris Holley, Assistant to the Director Brian Hickey, Sr. Sports Manager

Fiscal Impact:

Tourism funds are available to support RHHT up to \$50,000 through the Tourism Development Signature Event Grant Program and a \$10,000 line item in Tourism's tentative budget for an EMS sponsorship. Any additional support for capital requests (\$90,000) would need to come from the Tourism Development Fund Balance or General Revenue.

Staff Recommendation:

- Option #1: Accept the status report and direct RHHT to apply for a Signature Event to support its operating costs for the 2016 event.
- Option #2: Direct the TDC to review RHHT's future capital improvement needs and sustainability, and bring recommendations back to the Board.

Report and Discussion

Background:

During the December 9, 2014 regular Commission meeting, the Board requested a workshop to discuss the long-term vision, sustainability, and future funding needs of RHHT. The workshop was originally scheduled for May 12 but was incorporated into this Budget Workshop due to its funding significance to the FY 2016 County budget.

RHHT is a United States Eventing Association annual event held at Elinor Klapp Phipps Park in Tallahassee, Florida. Established in 1997, RHHT is a 501(C)3 nonprofit organization with a mission to “educate the public regarding the sport of eventing, increase awareness of greenspace preservation and land management, and raise funds to benefit nonprofit organizations with compatible educational and environmental purposes.” With more than 400 volunteers, RHHT partners with sponsors, owners, and riders to host over 20,000 spectators each year in early March. Since 1998, this annual eventing competition has drawn spectators and participants from across the United States and numerous other countries.

From 1998 to the present day, the County has provided Emergency Medical Services (EMS) services as along with tourism special event grants of varying amounts. In late 2012, RHHT approached Tourism Development for \$36,350 of assistance to support travel of various officials required by the Federation Equestre Internationale to sanction the event. The Tourist Development Council (TDC) recommended approval of the request on January 10, 2013. The Board approved the TDC’s recommendation on January 29, 2013 and requested a three-year funding plan for RHHT to avoid requests outside of the regular budget cycle.

In June 2013, RHHT requested the TDC support the relocation of the cross country course in time for the 2014 event. The cost of the relocation was \$113,884. The City of Tallahassee (City) provided approximately \$18,000 of in-kind support by its Parks, Recreation and Neighborhood Affairs Department (PRNAD) staff and \$11,400 was raised through sponsorships by RHHT. The remaining balance of \$84,484 was brought back to the Board as a budget discussion item (Attachment #1).

During the July 2013 budget workshop, the Board approved \$84,500 for RHHT to assist with the relocation and rebuilding of the cross-country course in time for the group to host the spring 2014 event. At that time, RHHT did not anticipate a need for additional funds for the 2014 event beyond the \$84,500 in relocation and rebuilding assistance. RHHT was unable to determine its needs for the 2015 event (the third year of enhanced funding) so they requested additional time to identify their funding needs. During fiscal years 2013 and 2014, the RHHT received \$150,349 for the operation and capital costs to the cross-country course.

At its November 6, 2014 meeting, the TDC supported a request from RHHT for third-year financial support to further enhance the venue to include a relocation of the show jumping arena, sponsor tent, sponsor parking, and enhancements to the barn area and electrical system in time for the 2015 event (Attachment #2). On December 9, 2014, the Board approved the funding request in an amount not to exceed \$129,000 for both capital (\$97,000) and operating costs (\$32,000), which was used in full for the 2015 RHHT event. To date, RHHT has received \$310,849 in County support since FY 2012 as reflected in Table #1.

Table #1 – Red Hills Horse Trials Funding FY12-FY15

	2012	2013	2014	2015	Total
EMS Sponsorship	\$10,000	\$10,000	\$10,000	\$10,000	\$40,000
Tourism Grant Award	\$6,500	\$4,499	\$5,000	\$5,000	\$20,999
Line Item Funding	\$0	\$36,350	\$84,500	\$129,000	\$24,985
Total County Support	\$16,500	\$50,849	\$99,500	\$144,000	\$310,849

Analysis:

In recent years, RHHT has faced: (1) the loss of three major benefactors, (2) the departure of its administrative assistant, (3) having to relocate the cross-country course, and (4) generating sponsorship funds in a depressed economy. Both the County and City have been supportive of the event through cash and in-kind services. The County, through the Tourism Development Division, has traditionally supported RHHT with special event grants to cover operational costs and a line item to dedicate EMS personnel to be on site during the event. Each year the City's PRNAD, the City's Solid Waste Department, and the Tallahassee Fire Department provide in-kind services before and during the RHHT event. PRNAD staff also provided \$25,000 worth of in-kind services to help relocate the cross-country course in 2013 and assisted with changes to the sponsor and stadium jumping areas for the 2015 event. Agreements with the Northwest Florida Water Management District and the City have allowed RHHT to move the course and to maintain the park grounds throughout the year (Attachment #3).

In March 2007, Dr. Mark Bonn conducted an economic impact study for RHHT (Attachment #4). At that time, the event was estimated to have a total economic impact of almost \$300,000. The event has grown in both national and international importance and recognition in the last eight years. Kerr & Downs, the Division of Tourism Development's current contracted market research agency, conducted a similar study at the 2015 event, which it presented to the TDC at its May 7, 2015 meeting (Attachment #5). Visitor attendance and spending reports show drastic improvements compared to previous years as shown in Table #2.

Table #2 – Red Hills Horse Trials Visitor Impact

	2007 ¹	2015 ²
Visitors	1,032	4,760
Room Nights	591	4,035
Visitor Spending	\$194,128	\$2,047,800
Total Economic Impact	\$283,810	\$3,296,900

¹Economic Impact Study conducted by Dr. Mark Bonn

²Economic Impact Study conducted by Kerr & Downs

In addition to the growth in local economic impact, the event has drawn national and international attention to Tallahassee within sporting and equestrian media outlets. The stadium jumping competition was provided via live stream throughout the world for the first time in 2015. The live stream received 8,978 video views and 67,694 views of RHHT content when ad impressions and embedded video views are combined according to the analytic report (Attachment #6).

Based upon the Board's request for additional information on the future of this event, RHHT submitted a June 5, 2015 letter stating that the event has outgrown the ability of an all-volunteer army to assure its success (Attachment #7). It demands nearly full-time management and stewardship outside the few dedicated organizers that cannot sustain the current level of involvement. RHHT intends to identify a full-time contracted management company through private funding to support future operations and be a steward of the event; similar to how other like-sized events are run. Red Hills recently entered into three-year agreements with internationally acclaimed FEI course designer Michael Etherington-Smith, former designer of the Rolex CCI 4* cross-country course as well as the Sydney and Hong Kong Olympics, and with David O'Connor, former Olympic Gold Medalist and current Chef d'Equipe of the US Olympic Team, to refine the designs of the cross-country courses (Attachment #8).

Table #3 summarizes the 150,000 funding request by RHHT to support capital improvements (\$90,000) and operations (\$60,000) for the 2016 event. Each of the FY 16 operational requests are items that were approved by the Board as a line item in the Tourism budget for the 2015 event. The capital requests seek further enhancements to the course and equestrian arenas. The County has previously awarded RHHT funding for capital improvements to the course and it should be noted that while these improvements have been made to Northwest Florida Water Management District land, an agreement is in place to allow RHHT the use of the property through 2023. The City maintains the park providing significant in-kind support.

Table #3 – Red Hills Horse Trials 2016 Funding Request

Capital Improvement Request	
Cross-country course design and improvements	\$45,000
Fibrous footing materials for arenas	\$45,000
Total Capital Request:	\$90,000
Operating Request	
International Officials	\$20,000
Live-streaming	\$30,000
Emergency Medical Services	\$10,000
Total Operating Request:	\$60,000

Staff is very supportive of RHHT's operational requests for EMS personnel and to host international officials in order to receive international sanctioning which helps validate the caliber of the event. In addition, the ability to advertise and market Leon County as a destination internationally through live-streaming epitomizes the purpose of Tourist Development Taxes. The Board established the Signature Event Program in 2014 for large scale events and activities such as RHHT to complement the other grant programs operated by the Division of Tourism Development. Signature Event Grants are designated for festivals and events that can demonstrate the potential to bring at least 1,500 room nights to the community. The grant guidelines provide recommended levels of funding based on the number of room nights generated. Based on the 2015 Kerr-Downs study, RHHT qualifies as a Signature Event, and due to the improvements in attendance and economic impact, it now qualifies for an award of \$50,000. Based on the impact analysis, staff would recommend approval by the TDC. Ongoing operational support through the Signature Event Grant process would require an annual application through the Division of Tourism Development and approval by the TDC.

This could potentially resolve most of RHHT's financial sustainability concerns with regard to the event operations. Adequate funding for this program along with a \$10,000 line item for the EMS sponsorship is included in Tourism's FY 16 budget, as recommended by the TDC, so no further action is needed by the Board to support RHHT's operational requests.

RHHT is working to overcome the final hurdles in becoming self-sustaining. However, questions remain regarding the long-term administration of the event. If RHHT's long-term staffing and management issues are not resolved, significant funding for additional capital improvements may not have any long lasting benefit. The Board may wish to consider requesting the TDC to review this matter by looking beyond FY 16 in order to get a full understanding of the future capital improvement needs and sustainability. This would give the new course designers the opportunity to finalize their capital improvement priorities and provide the RHHT organizers with additional time to advance their event management and succession plans. Staff would bring the TDC's recommendation back to the Board on capital improvement funding for RHHT at a future date.

Should the Board wish to directly fund the requested \$90,000 in FY 16 capital improvements, approximately \$700,000 is available in the unallocated fund balance of Tourism Development.

Options:

1. Accept the status report and direct RHHT to apply for a Signature Event to support its operating costs for the 2016 event.
2. Direct the TDC to review RHHT's future capital improvement needs and sustainability, and bring recommendations back to the Board.
3. Fund the capital improvement request in the amount of \$90,000 through Tourism Development fund balance.
4. Fund the capital improvement request in the amount of \$90,000 through General Revenue.
5. Do not fund the capital improvement request.
6. Board direction.

Recommendation:

Options #1 and #2 are included in the tentative FY2016 budget.

Attachments

1. Board Action, July 8, 2014 Budget Workshop
2. FY15 Red Hills Funding Request
3. Joint Agreement COT, NFWFMD & RHHT
4. Bonn Economic Impact Study - 2007
5. Kerr & Downs Economic Impact Study – 2015
6. 2015 Red Hills Live Stream Analytic Report
7. 2016 Red Hills Funding Request Letter
8. Three-year Agreement between Red Hills & Michael Etherington-Smith

Leon County Board of County Commissioners Budget Workshop Item #11

July 8, 2013

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Approval of \$234,500 in Expenditures from the Tourism Development Unallocated Fund Balance; Creation of a Signature Community Event Fund, and; Scheduling of a Workshop on the Repurposing of Funds Dedicated to the Florida Center for Performing Arts and Education

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Scott Ross, Office of Financial Stewardship Ken, Morris, Economic Development & Business Partnerships
Lead Staff/ Project Team:	Lee Daniel, Division of Tourism Development

Fiscal Impact:

This budget discussion item seeks Board approval of several new expenditures from the Division of Tourism Development's unallocated fund balance, attempts to address some of the long-term community needs identified by the Cultural Plan Review Committee with ongoing operating revenue, and the scheduling of a future workshop on the consideration of funds dedicated to the Florida Center for Performing Arts and Education. This item has a fiscal impact of \$234,500 for FY 2014 and possible implications for an additional \$50,000 in FY 2015 from the unallocated fund balance of the Tourism Development account.

Title: Approval of \$234,500 in Expenditures from the Tourism Development Unallocated Fund Balance; Creation of a Signature Community Event Fund, and; Scheduling of a Workshop on the Repurposing of Funds Dedicated to the Florida Center for Performing Arts and Education

July 8, 2013

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Staff Recommendation:

- Option #1: Approve the \$234,500 from the Tourism unallocated fund balance to support the Red Hills International Horse Trials, the development of the Word of South Festival, and additional marketing activities related to several new area amenities.
- Option #2: Direct staff to set aside \$125,000 in grant funds to support a signature community event fund and to bring back an agenda item detailing the process and criteria to access these grant funds.
- Option #3: Direct staff to increase the sports grants funding by \$25,000 and remove any maximum restrictions for an individual award.
- Option #4: Direct staff to remove any maximum restrictions for an individual grant awarded from the special events grant program.
- Option #5: Schedule a workshop on the consideration of funds dedicated to the Florida Center for Performing Arts and Education for October 22, 2013, from 12 – 3 p.m.

Title: Approval of \$234,500 in Expenditures from the Tourism Development Unallocated Fund Balance; Creation of a Signature Community Event Fund, and; Scheduling of a Workshop on the Repurposing of Funds Dedicated to the Florida Center for Performing Arts and Education

July 8, 2013

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Report and Discussion

Background:

Over the past several months, the Board has directed staff to provide budget discussion items for consideration as part of the current budget cycle to address a number of funding requests. The following provides a summary of this direction and additional policy guidance that will be addressed in the item:

- On January 29, 2013, the Board approved a funding request in the amount of \$36,350 for the 2013 Red Hills Horse Trials (RHHT) event and directed the Tourist Development Council (TDC) to consider a three-year funding commitment to the RHHT that would be brought back to the Board as a budget discussion item (Attachment #1).
- Following an extensive discussion on a separate issue at the May 28, 2013 Commission Meeting, the Board directed staff to bring back the funding request for the Word of South Festival as a budget discussion item (Attachment #2).
- In addition to the RHHT and Word of South funding requests for the County's FY 2014 budget, the TDC made several recommendations at its June 13th meeting for one-time expenditures from the Division of Tourism Development's unallocated fund balance. These one-time expenditures are designed to further capitalize on a number of new products within our destination to enhance visitor awareness such as the improvements to the cross country course at the Apalachee Regional Park, the launching of the Trailahassee.com website, and the opening of the Capital Cascades Amphitheater at Cascades Park.
- As discussed with the Board at the June 18, 2013 meeting, the Board and the TDC continue to receive a number of requests for funding of significant community events outside of the traditional grant cycles. This item provides an approach to establish a signature event fund to formerly address these types of requests.
- This item provides a remedy to the concerns raised by the Board at the May 28, 2013 meeting regarding the current sports grant process.
- In light of recent activity related to the Performing Arts Center, this item seeks the Board's approval to schedule a future workshop on the repurposing of funds dedicated to the Florida Center for Performing Arts and Education that would address some of the long-term community needs identified by the Cultural Plan Review Committee and provide consistent funding for the cultural grant program.

Analysis:

Over the past year, there have been a number of requests seeking funds from the Division of Tourism Development's unallocated fund balance. This analysis provides an update on the Tourism Division's unallocated fund balance, seeks Board approval of several new expenditures

Title: Approval of \$234,500 in Expenditures from the Tourism Development Unallocated Fund Balance; Creation of a Signature Community Event Fund, and; Scheduling of a Workshop on the Repurposing of Funds Dedicated to the Florida Center for Performing Arts and Education

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from the Tourism Division's unallocated fund balance, attempts to address some of the long-term community needs identified by the Cultural Plan Review Committee with ongoing operating revenue, and the scheduling of a future workshop on the repurposing of funds dedicated to the Florida Center for Performing Arts and Education. This item has a fiscal impact of \$234,500 for FY 2014 and possible implications for an additional \$50,000 in FY 2015 from the Tourism Division's unallocated fund balance account.

The unallocated fund balance in the Tourism Division's account is \$1,246,349. This includes recent adjustments and appropriations approved by the Board including the \$125,000 for improvements to the cross country course at the Apalachee Regional Park, \$150,000 to support the hiring of a private management firm and related promotional expenses for the first year of County-sponsored events at the Capital Cascades Amphitheater, \$36,350 to support the 2013 RHHT, and \$35,000 to build a new web site for Trailahassee.com.

Based on the success of recent marketing efforts, the opening of the amphitheater, and the rollout of Trailahassee.com, the TDC would like to invest an additional \$234,500 of resources into the County's FY 2014 marketing efforts to further capitalize on a number of new products within our destination to enhance visitor awareness. The TDC recommends the following expenditures to enhance economic development through tourism:

1. Provide \$84,500 to RHHT to assist with the relocation and rebuilding of the cross country course in time for the group to host the spring 2014 event that continues to draw participants from across the United States and internationally. The Board previously approved \$36,350 for the 2013 RHHT event and RHHT does not anticipate a need for additional funds for the 2014 event beyond the recommended \$84,500 in relocation and rebuilding assistance. RHHT is unable to determine its needs for the spring 2015 event at this time so the TDC was reluctant to make a recommendation for the third year of the County's financial commitment.
2. Provide \$50,000 during FY 2014 to support the development of the Word of South Festival that would commence in the spring of 2015. At the June 13, 2013 meeting of the TDC, staff shared some of the concerns raised at the May 28th Commission meeting including the need for multi-year funding support, the level of financial commitment from the City of Tallahassee, and a review of the process by which such large funding requests are sought through the TDC. The City anticipates providing some unspecified in-kind services through its management and operation of Cascades Park. Mr. Mustian and the KCCI group working to develop the Boca Chuba Music Festival have been meeting and are discussing opportunities to possibly merge these events or work in close collaboration. Board approval would be required to allocate the remaining \$50,000 being sought for this festival. Finally, the next section of this analysis may address some of the Board's concerns about the process in which such large funding requests are made through the TDC and the ongoing need for dedicated funds to satisfy these requests.
3. \$100,000 to be utilized for additional marketing during FY 2014 in a combination of uses by both staff and the advertising/public relations agency to include:

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A. Increase the number of trade shows attended; enhancing the number of media and tour operator familiarization tours; increasing and updating the destination photography and video libraries; and improving signage for the Visitor Information Center.

B. Develop a signature promotion with *Garden & Gun Magazine* or a similar publication; or develop a native application for iPhone users for Trailhassee.com or the new VisitTallahassee.com websites.

If all of the aforementioned budget issues are approved by the Board, the unallocated fund balance for the Tourism Division would be reduced by \$234,500 to \$1,011,849. The remaining unallocated fund balance would be 24% of the Tourism budget, well above the Board's minimum requirement of 15%.

Proposed Signature Event Funding and Adjustments to the Sports and Special Event Grant Process

To address some of the Board's concerns articulated at the May 28th Commission meeting during the Word of South discussion in which such large funding requests are made through the TDC, staff is proposing a remedy to the volume of funding requests for events that occur outside of the current grant program cycle and/or that seek funding beyond the current program thresholds. These requests often target the Division of Tourism Development's unallocated fund balance on a case by case basis rather than allowing for a more deliberative process. During the presentation of the Cultural Plan Review Committee's Interim Report on June 18, 2013, the Board reiterated the need for a dedicated revenue source to satisfy the funding requests for these large events that have the potential to draw visitors to the community.

Staff is seeking Board approval to create a community signature event program fund from recurring Tourism revenue in the amount of \$125,000 previously set aside for the Mary Brogan Museum through the Council on Culture and Arts (COCA) budget. This fund would be available for large cultural, athletic, or heritage themed events that have the potential to draw visitors to the community without regard to the grant cycles. Should the Board approve this option, staff will bring back an item for the Board's consideration outlining the process and strict criteria to access these funds.

Another modification to the allocation process relates to the existing Sports Grant program. Currently, the Sports Grant process has a maximum award of up to \$6,500. Unless otherwise directed by the Board, staff intends to revamp the grant program by removing the maximum award. This will allow the County to not impose artificial caps, but rather award grants based on the overall return on investment an individual event has on the community. Staff, in utilizing the existing grant application process, would further develop specific criteria possibly including such factors as:

- Room nights generated in Leon County commercial lodging establishments
- Tourist Development Tax and Sales Tax generated
- The number of expected participants
- The number of anticipated total visitors (family and friends)

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- Timing of the event to coincide with lower hotel occupancy periods
- Potential for future event growth
- Potential for positive media exposure for Leon County
- Total economic impact as calculated by the Florida Sports Foundation or the Destination Marketing Association International economic impact models

To ensure the sports grant has adequate funding, it is recommending that an additional \$25,000 be added to the existing appropriation of \$90,000 for a total of \$115,000. This allocation is in addition to the existing sports “bid pool” funding which is used by the County to proactively seek sporting events to come to our community.

Similar to the sporting events grant fund, there is a special event grant fund with a \$6,500 cap. Staff recommends lifting this cap as well and establishing similar criteria to determine grant awards.

This action will bring the FY 14 COCA funding to \$354,500 for re-granting purposes and provide for \$125,000 to be utilized by the County for large signature events and \$25,000 more for sports grants.

Existing 1 Cent Allocation for the Performing Arts Center

Based on the recent direction of the Leon County Sales Tax Committee to not fund the Florida Center for Performing Arts and Education project by a 12-2 vote and the ongoing cultural needs identified in the Cultural Plan Review Committee’ Interim Report, the Board may want to identify a process for staff to start evaluating the future use of the one-cent bed tax dedicated to the performing arts center and the \$3.5 million currently set aside for its construction. While the final report of the Sales Tax Committee is not anticipated until February 2014, staff is recommending that the Board schedule a workshop for October 22, 2013, from 12 – 3 p.m. to review the existing agreements and obligations with the City and CRA regarding the performing arts center and to provide guidance on the use of these funds for future cultural or other needs.

Based on the needs identified in the Cultural Plan Review Committee’ Interim Report, staff anticipates including for the Board’s consideration, at minimum, the inclusion of grant funding for capital projects, ongoing support of the COCA re-granting process and the possible support for the proposed signature event series. Staff will develop a proposed process by which capital projects would be eligible to apply for and receive capital grant funding. A detailed analysis will be provided examining the statutory uses and limitations of tourism funds for capital improvements and cultural activities.

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Options:

1. Approve the \$234,500 from the Tourism unallocated fund balance to support the Red Hills International Horse Trials, the development of the Word of South Festival, and additional marketing activities related to several new area amenities.
2. Direct staff to set aside \$125,000 in grant funds to support a signature community event fund and to bring back an agenda item detailing the process and criteria to access these grant funds.
3. Direct staff to increase the sports grants funding by \$25,000 and remove any maximum restrictions for an individual award.
4. Direct staff to remove any maximum restrictions for an individual grant awarded from the special events grant program.
5. Schedule a workshop on the repurposing of funds dedicated to the Florida Center for Performing Arts and Education for October 22, 2013, from 12 – 3 p.m.
6. Board direction.

Recommendation:

Options 1, 2, 3, 4 and 5 are included in the preliminary budget.

Attachment:

1. January 29, 2013, agenda item requesting \$36,350 for the 2013 Red Hills Horse Trials.
2. May 28, 2013 agenda item requesting \$100,000 for the Word of South Festival



October 31, 2014

Mr. Lee Daniel
Visit Tallahassee
106 East Jefferson Street
Tallahassee, FL 32301

Dear Lee:

As Red Hills Horse Trials, Inc., continues its effort to improve upon the event we offer each year, we would like to ask the Leon County Tourist Development Council for financial assistance with the following combination of relocation and operating expenses:

Relocation Expenses:

• Engineering study conducted by Inovia Group focused on water control, electrical improvements, and traffic and parking	\$ 17,000
• Recommended electrical improvements	30,000
• Raising and refurbishing pads for barn tent –materials	35,000
• Granite filing for footing of new arenas	<u>15,000</u>
Relocation Expenses Subtotal	<u>\$ 97,000</u>

Operational Expenses:

• Funding for live-streaming of the event (Total cost \$20,000)	\$ 12,000
• Funding for Public Presentation – PA system, announcers and Color-commentary for public outreach	17,000
Alternative: Funding for Foreign Officials @ \$20,000	
Operational Expenses Subtotal	<u>\$ 29,000</u>

Total Funding Request with Public Presentation Funding \$126,000

Total Funding Request with Funding for Foreign Officials \$129,000

The torrential rains experienced during the 2014 event made us critically aware that we need to reassess the layout of the venues in the park. We undertook an engineering study in order to make rational decisions about relocating venues and reworking outdated electrical infrastructure. The Sponsor Tent and the Show Jumping Arena will be moved to higher ground. Most of the electric infrastructure in the park is 17-plus years old, and has been expensively patched for several years. We plan to bring this infrastructure up to date and up to code. The move of the Sponsor Tent requires the construction of a Show Jumping arena to the east of the tent. Footing for this arena will need to be enhanced with granite filings. Dressage arenas, two of which will be in the Show Jumping Arena, will also be reworked.

Rains washed through the stabling tents in 2014, eroding the pads on which the tents are erected and the bedding in the stalls. These tent bases will require rework and an estimated \$ 35,000 in materials to slightly raise the bases of these pads and foster drainage from the stabling area. The stabling venue will not be moved.

We are expanding our public outreach in attempt to bolster sponsorship. Live-streaming of the event, with announcing and color commentary to make the broadcast appealing, will require additional outlay.

Thank you so very much for your support of the Red Hills International Horse Trials. This undertaking is truly a community effort!

Sincerely,

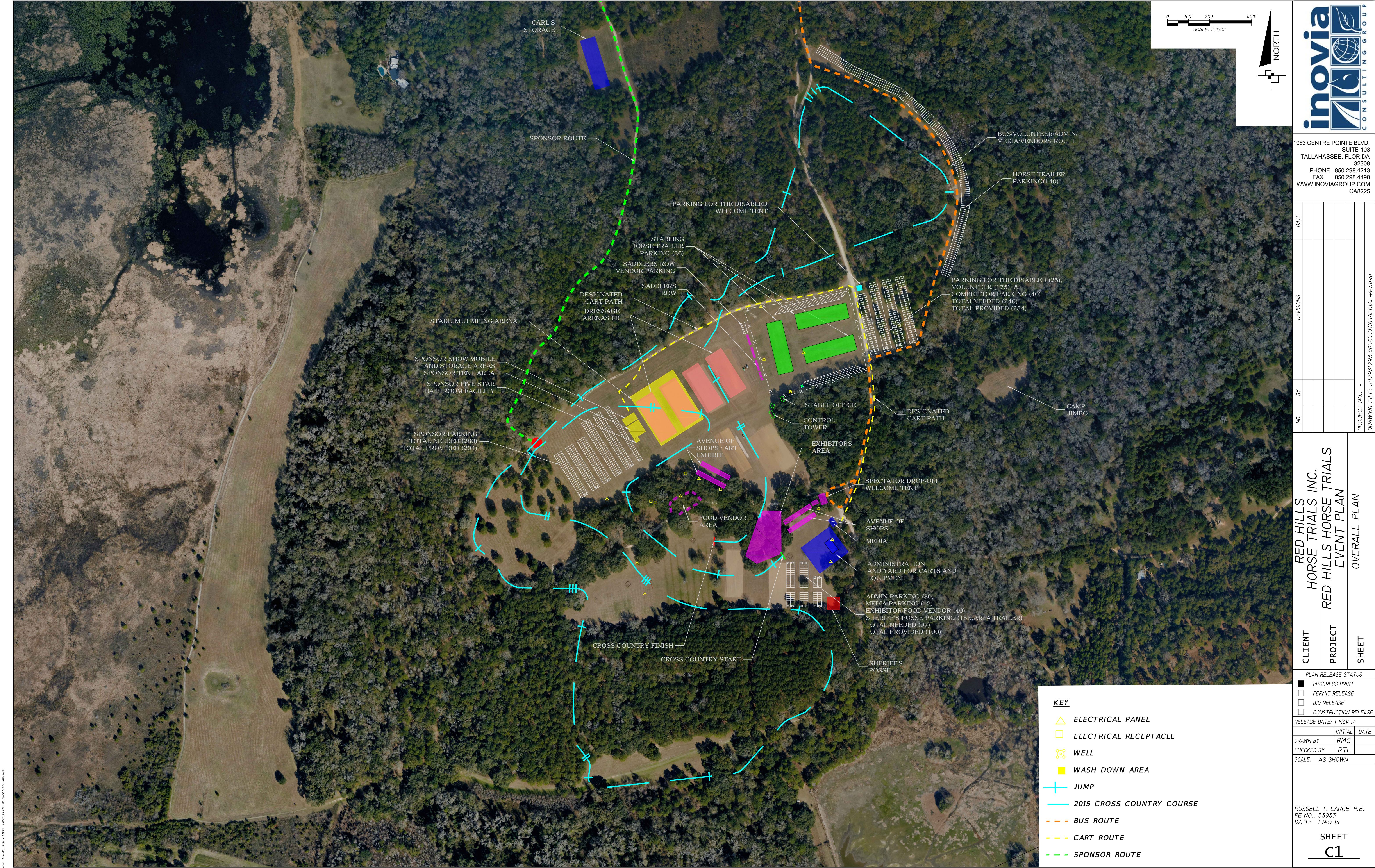
Post Office Box 14869 ♦ Tallahassee, FL 32317
(850) 580-4020 ♦ Fax (850) 580-4019

info@rhht.org

www.rhht.org

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Posted at 5:30 p.m. on June 12, 2015



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USE AGREEMENT

This Agreement is made and entered into this 28th day of June, 2013 (the "Effective Date") by and between the NORTHWEST FLORIDA WATER MANAGEMENT DISTRICT (the "District"), and RED HILLS HORSE TRIALS, INC. ("RHHT") and the CITY OF TALLAHASSEE ("City"), a Florida municipal corporation.

WITNESSETH

WHEREAS, the District owns the real property described on Exhibit "A" hereto (the "District Property") that is part of the park commonly known as the Elinor Klapp-Phipps Park in Tallahassee, Leon County, Florida (the "Park");

WHEREAS, the City and the District manage the Park pursuant to a Management Agreement dated October 15, 1992 between the District and the City;

WHEREAS, since 1998, RHHT has conducted its annual three-day equestrian competition known as the "Red Hills Horse Trials" (the "Event") on the District Property;

WHEREAS, the parties wish to formalize RHHT's annual use of the District Property for the Event and to authorize RHHT to construct new permanent improvements on the District Property that include a new equestrian cross-country course, all carefully designed and implemented in a manner that is consistent with the District's primary land management mission of water resource protection;

WHEREAS, the District's Governing Board, at its regular monthly meeting on the 13th day of June, 2013, has authorized the Executive Director of the District to enter into this Agreement on behalf of the District; and

FURTHER WHEREAS, the parties are authorized to enter into this Agreement.

NOW, THEREFORE, that for and in consideration of the mutual promises and covenants herein contained and the mutual advantages accruing to the District, the City and RHHT, the receipt and sufficiency of which is hereby acknowledged, the parties hereto agree as follows:

1. The District, the City and RHHT hereby adopt and incorporate into this Agreement the recitals set forth hereinabove.

2. Commencing on the Effective Date, and continuing through and including March 9, 2014, RHHT is hereby granted the authority to design and construct, at its sole cost, the permanent improvements on the District Property set forth in **Exhibit "B"** hereto (the "Cross-Country Course").

A. During planning, design and construction of the Cross-Country Course, the following conditions and considerations shall apply:

i. RHHT shall have the authority to close off areas of the District Property that are under active construction.

ii. RHHT must submit the final designs of the Cross-Country Course to the District for review and approval by the District prior to installation. RHHT shall deliver a copy of the final designs of the Cross-Country Course to the City when RHHT submits them to the District. The final designs must specify any proposed removal of vegetation, earthmoving, event-specific utility or infrastructure installations, permanent structures, materials, environmental protection measures, and plant lists. If RHHT delivers a proposed final design to the District and the District does not, within thirty (30) days of receipt thereof, notify RHHT in writing that the final design is approved, approved with conditions, denied, or if additional information is needed to complete the review, then the District shall be deemed to have approved

the final design. The District shall be permitted to reject or request modifications to a final design if it materially deviates from Exhibit "B" or if deemed a public safety hazard by the District or if the District determines that the proposed design would cause unacceptable natural resource impacts.

iii. Nothing herein shall be construed to prohibit District or City representatives from entering upon the District Property to inspect the construction of the Cross-Country Course to ensure public safety concerns and the prevention of impacts to water resources, other park resources and wildlife are addressed.

iv. If requested by the District in writing, RHHT will install, repair and/or replace appropriate signs to inform Park users of hazards and possible safety issues.

B. The District shall deliver notice to RHHT of any failure of RHHT to comply with any of the conditions set forth in subsection A. hereinabove, and RHHT shall have a reasonable amount of time (not to exceed 60 days) after receipt of such notice in which to cure any such non-compliance.

C. RHHT will be responsible for all costs of design and construction of the Cross-Country Course, including, but not limited to, securing all construction, building, and/or environmental permits that may be required, and for all erosion control, tree protection, and other environmental safeguards required to complete the construction with minimum impact to the natural resources on and off the District Property.

D. The District will not be required to perform or make any financial contribution toward design, construction or maintenance of the Cross-Country Course.

E. RHHT shall notify the District and City in writing of the completion of the Cross-Country Course. Upon delivery of said notice of completion, ownership of the permanent

improvements of the Cross-Country Course shall be deemed to have vested with the CITY, subject to the rights of RHHT under this Agreement, and any and all obligations of RHHT under this Paragraph 2 shall automatically terminate. Nothing in this Paragraph 2 shall limit or condition the right of RHHT to maintain, improve, alter and prepare the Cross-Country Course as required by RHHT for the Event on an annual basis as set forth hereinafter, subject to the review process, terms, and conditions herein, but the City shall have no obligation or duty to maintain the Cross-Country Course during the Annual Use Period set forth in Paragraph 3 in a year in which RHHT conducts the Event. At all other times, the City shall maintain the Cross-Country Course to protect public safety.

3. A. If at any time the permanent improvements are deemed a public safety hazard by the City, the City shall have the authority to remove or alter the permanent improvements.

B. If requested by the City in writing, RHHT will install, repair and/or replace appropriate, permanent signs to inform Park users of hazards and possible safety issues associated with the permanent improvements of the Cross-Country Course.

C. RHHT shall be required to obtain a City Special Event Permit annually prior to the Event.

4. Commencing on the Effective Date and continuing through and including April 15, 2023, the District hereby grants to RHHT the authority to use the District Property on an annual basis, including access to the District Property, beginning on February 15th and ending on April 15th each year (the "Annual Use Period") for the purposes of preparing for, conducting and engaging in all activities associated with the Event. The parties agree that activities associated with the Event may include, but are not limited to, the construction, maintenance and preparation

of any and all temporary facilities for the Event, including horse stables, sponsor tent concessionaire facilities, educational booths, administrative structures, and unpaved parking facilities.

5. During the Annual Use Period, RHHT's use of the District Property for the Event shall be subject to the conditions set forth in **Exhibit "C"** hereto (the "Use Conditions"). The District shall deliver notice to RHHT of any failure of RHHT to comply with the Use Conditions, and RHHT shall have a reasonable amount of time after receipt of such notice in which to cure any such non-compliance.

6. The grant of authority to RHHT under this Agreement shall be automatically renewed upon the same terms and conditions, without notice, for like successive five (5) year periods ending on April 15th of the last year of the applicable five (5) year period unless the District shall, at least eight (8) months before the expiration of the initial period or applicable successive periods, notify RHHT in writing of the termination of the Agreement.

7. Upon termination of this Agreement, the District or the City may request that RHHT remove some or all permanent improvements and restore the property to its original condition.

8. RHHT indemnifies and holds harmless the District, its agents and employees from claims of any kind whatsoever or of any nature for personal injury, loss of life and property damage arising out of the use of the District Property by RHHT, its agents, the event participants and members of the public. RHHT releases the District from any and all liability to the extent allowable by Florida law for personal injury, loss of life and property damage arising out the authority granted to RHHT under this agreement.

9. Any notice, demand, request, consent, approval, or communication that either party desires or is required to give to the other party or any other person shall be in writing and shall be deemed given on the date served personally, on one (1) day after deposited in Federal Express or other guaranteed overnight courier, or three (3) business days after deposit in prepaid, first-class United States mail, certified or registered. Any such notice, demand, request, consent, approval, or communication shall be addressed to the other party at the following respective addresses:

DISTRICT: Attn: WILLIAM O. CLECKLEY, Director, Division of Land
Management and Acquisition
81 Water Management Drive
Havana, FL, 32333

RHHT: Attn: JANE BARRON, President
4000 N. Meridian Road
Tallahassee, FL 32312

CITY: Attn: ASHLEY EDWARDS
Asst. Park and Recreation Director
City of Tallahassee
300 South Adams Street
Tallahassee, Florida 32301

Either party may change its address by notifying the other party of the change of address.

10. In no event will the relationship of the District, the City and RHHT under this Agreement be construed to be that of a partnership, joint venture or joint enterprise.

11. The failure of either party to insist on strict performance of any covenant or condition hereof shall not be construed as a waiver of such covenant or condition in any other instance.

12. The District shall have the same Event sponsorship designation as the City.

13. This document incorporates and includes all prior negotiations, correspondence, conversations, agreements, or understanding applicable to the matters contained herein and the parties agree that there are no commitments, agreements or understandings concerning the subject matter of this Agreement that are not contained in this document. Accordingly, it is agreed that no deviation from the terms hereof shall be predicated upon any prior representation or agreements whether oral or written. It is further agreed that no modification, amendment, or alteration in the terms or conditions contained herein shall be effective unless contained in a written document executed with the same formality of equal dignity herewith.

14. This Agreement shall not be more strictly construed against either party hereto by reason of the fact that one party may have drafted or prepared any or all terms and provisions hereof.

IN WITNESS WHEREOF, the District, RHHT and the City have caused this Agreement to be executed effective on the day first written above.

WITNESS:

RED HILLS HORSE TRIALS, INC.,
a Florida non-profit corporation

Kimberly McGill
(Signature)

Kimberly McGill
(Print Name)

[Signature]
(Signature)

Luis Carbajal
(Print Name)

By: Jane Henderson Barron
Name: Jane Henderson Barron
Its: President
Date: 15 March 2013

STATE OF FLORIDA
COUNTY OF LEON

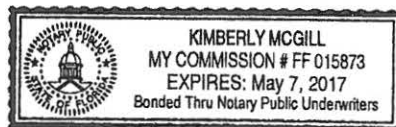
The foregoing instrument was acknowledged before me this 15th day of June, 2013, by Jane Henderson Barron, as President of RED HILLS HORSE TRIALS, INC., a Florida non-profit corporation, on behalf of the corporation, () who is personally known to me OR (X) who produced Florida Drivers License as identification.
B650-448-49-760-0

Kimberly McGill
Notary Signature

Kimberly McGill
Print Notary Name

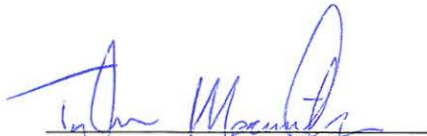
NOTARY PUBLIC
State of Florida at Large

My Commission Expires May 7, 2017




WITNESS:


NORTHWEST FLORIDA WATER
MANAGEMENT DISTRICT


(Signature)

Tyler Macmillan
(Print Name)


(Signature)

Carol L. Bert
(Print Name)

By: 
Jonathan P. Steverson
Executive Director

Date: 6/13/13

CITY OF TALLAHASSEE:

By: 
Anita Favors Thompson, City Manager

Attest:


James O. Cooke, IV, City Treasurer-Clerk

Approved as to form:

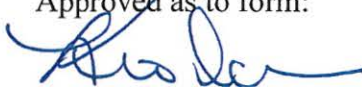

Kristen L. Coons, Asst. City Attorney

EXHIBIT "A"
(THE DISTRICT PROPERTY)

First American Title Insurance Company OR 1594 PG 0530
Schedule A, Page 2

A TRACT OF LAND LYING IN SECTIONS 25, 26, 35, AND 36, TOWNSHIP 2 NORTH, RANGE 1 WEST, LEON COUNTY, FLORIDA, MORE PARTICULARLY DESCRIBED AS FOLLOWS:

Commence at a terra cotta monument marking the Southeast corner of said Section 36 and run South 89 degrees 54 minutes 31 seconds West 24.64 feet to the centerline of Meridian Road (Station 100+75.06) as per Leon County Maintenance Map recorded in Road Plat Book 2, Page 96 of the Public Records of Leon County, Florida, thence North 00 degrees 05 minutes 15 seconds East along said centerline 675.74 feet to a Leon County rod and cap marking Station 107+50.80, thence North 00 degrees 43 minutes 15 seconds West along said centerline 1213.53 feet, thence South 88 degrees 02 minutes 34 seconds West along the North boundary of property described in Official Records Book 255, Page 149 of the Public Records of Leon County, Florida, a distance of 117.53 feet to a concrete monument on the Westerly right-of-way boundary of Meridian Road, thence North 00 degrees 43 minutes 15 seconds West along said right-of-way boundary and along a line 117.50 feet West of and parallel with the centerline of said Meridian Road a distance of 47.21 feet to a concrete monument, thence North 00 degrees 22 minutes 32 seconds West along said right-of-way boundary and along said parallel line a distance of 172.27 feet to a concrete monument on the North boundary of property described in Official Records Book 1444, Page 5 of the Public Records of Leon County, Florida, for the POINT OF BEGINNING. From said POINT OF BEGINNING run North 85 degrees 42 minutes 04 seconds West along said North boundary 688.12 feet to a concrete monument, thence North 72 degrees 53 minutes 41 seconds West along said North boundary 566.47 feet to a concrete monument, thence North 46 degrees 42 minutes 52 seconds West along said North boundary and along the South boundary of property described in Official Records Book 1444, Page 8 of the Public Records of Leon County, Florida, a distance of 946.41 feet to a concrete monument, thence North 59 degrees 21 minutes 57 seconds West along said South boundary 247.76 feet to a concrete monument, thence North 55 degrees 36 minutes 20 seconds West along said South boundary 144.53 feet to a concrete monument, thence North 20 degrees 49 minutes 24 seconds West along said boundary 189.44 feet to a concrete monument on the North boundary of said property described in Official Records Book 255, Page 149, thence South 89 degrees 25 minutes 30 seconds West along said North boundary 2116.11 feet to a concrete monument marking the Northwest corner of said property, thence South 00 degrees 37 minutes 15 seconds East along the West boundary of said property 726.25 feet, thence leaving the boundary of said property run Westerly and Southerly along a line approximately 7.5 feet Easterly of and parallel with the

File No: 32930

First American Title Insurance Company OR 159460531

Schedule A, Page 2

centerline of an existing creek as follows : North 67 degrees 50
minutes 13 seconds West 42.40 feet, thence South 65 degrees 52
minutes 05 seconds West 37.80 feet, thence North 26 degrees 25
minutes 37 seconds West 24.51 feet, thence South 78 degrees 54
minutes 12 seconds West 26.83 feet, thence South 63 degrees 29
minutes 04 seconds West 32.23 feet, thence North 53 degrees 27
minutes 57 seconds West 36.64 feet, thence South 46 degrees 41
minutes 21 seconds West 9.38 feet, thence South 06 degrees 57
minutes 22 seconds East 45.48 feet, thence North 83 degrees 21
minutes 38 seconds West 62.05 feet, thence South 19 degrees 57
minutes 43 seconds West 53.15 feet, thence North 39 degrees 38
minutes 35 seconds West 34.56 feet, thence South 42 degrees 31
minutes 29 seconds West 34.38 feet, thence South 44 degrees 25
minutes 15 seconds East 24.38 feet, thence North 70 degrees 03
minutes 57 seconds East 34.67 feet, thence South 50 degrees 37
minutes 24 seconds East 23.50 feet, thence South 07 degrees 35
minutes 18 seconds West 42.14 feet, thence South 55 degrees 17
minutes 40 seconds West 98.68 feet, thence North 57 degrees 09
minutes 55 seconds West 18.84 feet, thence South 29 degrees 45
minutes 02 seconds East 50.78 feet, thence South 13 degrees 18
minutes 08 seconds West 21.44 feet, thence South 88 degrees 17
minutes 52 seconds West 29.56 feet, thence South 22 degrees 16
minutes 17 seconds East 15.63 feet, thence South 43 degrees 42
minutes 02 seconds East 28.40 feet, thence South 00 degrees 49
minutes 35 seconds West 57.36 feet, thence South 89 degrees 52
minutes 02 seconds East 36.17 feet, thence South 09 degrees 58
minutes 27 seconds East 34.34 feet, thence South 52 degrees 04
minutes 30 seconds West 72.94 feet, thence North 78 degrees 42
minutes 01 seconds West 36.06 feet, thence South 55 degrees 45
minutes 58 seconds West 18.81 feet, thence South 20 degrees 52
minutes 39 seconds West 21.63 feet, thence South 58 degrees 37
minutes 52 seconds West 30.68 feet, thence North 50 degrees 19
minutes 47 seconds West 33.84 feet, thence South 64 degrees 44
minutes 55 seconds West 13.59 feet, thence South 18 degrees 37
minutes 08 seconds West 41.35 feet, thence South 08 degrees 28
minutes 38 seconds East 56.24 feet, thence South 77 degrees 13
minutes 06 seconds West 46.41 feet, thence South 67 degrees 48
minutes 45 seconds East 20.73 feet, thence South 35 degrees 33
minutes 22 seconds West 29.87 feet, thence South 79 degrees 54
minutes 28 seconds West 44.03 feet, thence North 75 degrees 19
minutes 22 seconds West 71.49 feet, thence South 09 degrees 24
minutes 17 seconds West 34.47 feet, thence South 28 degrees 24
minutes 28 seconds East 23.04 feet, thence South 37 degrees 13
minutes 49 seconds West 54.39 feet, thence South 16 degrees 22
minutes 58 seconds East 30.22 feet, thence South 09 degrees 19
minutes 50 seconds West 25.12 feet, thence South 48 degrees 16
minutes 45 seconds West 39.49 feet, thence South 16 degrees 46
minutes 11 seconds East 35.09 feet, thence South 15 degrees 39
minutes 19 seconds East 82.60 feet, thence South 01 degrees 42
minutes 20 seconds East 57.72 feet, thence South 14 degrees 36

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minutes 09 seconds West 72.02 feet, thence South 08 degrees 45
minutes 28 seconds East 28.19 feet, thence South 19 degrees 12
minutes 18 seconds West 22.78 feet, thence South 17 degrees 52
minutes 19 seconds East 132.60 feet, thence South 30 degrees 47
minutes 02 seconds East 33.02 feet, thence South 27 degrees 30
minutes 15 seconds East 31.50 feet, thence South 12 degrees 15
minutes 46 seconds East 76.48 feet, thence South 38 degrees 58
minutes 37 seconds East 57.59 feet, to the approximate ordinary
high water line of Lake Victoria, thence leaving said parallel
line run Westerly along said approximate ordinary high water
line of Lake Victoria as follows: North 64 degrees 13 minutes 20
seconds West 45.74 feet, thence South 54 degrees 24 minutes 01
seconds West 69.40 feet, thence South 87 degrees 18 minutes 17
seconds West 87.35 feet, thence North 18 degrees 02 minutes 41
seconds East 58.69 feet, thence North 87 degrees 58 minutes 48
seconds West 64.95 feet, thence South 60 degrees 18 minutes 28
seconds West 74.07 feet, thence North 78 degrees 50 minutes 06
seconds West 82.79 feet, thence South 76 degrees 26 minutes 00
seconds West 45.44 feet, thence South 30 degrees 09 minutes 36
seconds West 132.10 feet, thence South 05 degrees 38 minutes 19
seconds West 132.95 feet, thence North 35 degrees 58 minutes 35
seconds West 54.75 feet, thence North 49 degrees 39 minutes 42
seconds West 55.76 feet, thence South 70 degrees 11 minutes 54
seconds West 28.02 feet thence South 45 degrees 15 minutes 34
seconds West 89.49 feet, thence South 21 degrees 14 minutes 38
seconds West 183.81 feet, thence South 65 degrees 34 minutes 27
seconds West 163.59 feet, thence South 45 degrees 35 minutes 08
seconds West 122.09 feet, thence South 18 degrees 06 minutes 25
seconds East 288.88 feet, thence leaving said approximate
ordinary high water line run South 86 degrees 01 minute 15
seconds West 2442.97 feet, thence North 75 degrees 28 minutes 36
seconds West 724.81 feet to the approximate 89 foot contour of
Lake Jackson, thence Northerly along said approximate 89 foot
contour as follows: North 32 degrees 58 minutes 28 seconds East
88.76 feet, thence North 50 degrees 23 minutes 31 seconds East
188.40 feet, thence North 11 degrees 06 minutes 48 seconds West
176.17 feet, thence North 58 degrees 36 minutes 31 seconds East
230.96 feet, thence North 24 degrees 14 minutes 33 seconds East
190.30 feet, thence North 12 degrees 26 minutes 09 seconds West
122.59 feet, thence North 23 degrees 57 minutes 22 seconds West
148.76 feet, thence North 17 degrees 23 minutes 37 seconds East
153.37 feet, thence North 15 degrees 58 minutes 19 seconds East
118.38 feet, thence North 21 degrees 03 minutes 59 seconds West
151.20 feet, thence North 09 degrees 17 minutes 12 seconds East
126.12 feet, thence North 06 degrees 58 minutes 51 seconds East
157.78 feet, thence North 15 degrees 14 minutes 34 seconds East
127.45 feet, thence North 01 degree 08 minutes 42 seconds West
126.71 feet, thence North 25 degrees 04 minutes 07 seconds East
134.58 feet, thence North 23 degrees 13 minutes 58 seconds East
178.24 feet, thence North 25 degrees 18 minutes 53 seconds East

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143.66 feet, thence North 24 degrees 02 minutes 52 seconds East
146.42 feet, thence North 12 degrees 30 minutes 42 seconds East
129.98 feet, thence North 05 degrees 39 minutes 03 seconds West
147.62 feet, thence North 41 degrees 54 minutes 45 seconds East
118.84 feet, thence North 24 degrees 47 minutes 14 seconds East
108.82 feet, thence North 06 degrees 52 minutes 37 seconds East
178.66 feet, thence North 10 degrees 46 minutes 01 second West
169.05 feet, thence North 03 degrees 32 minutes 45 seconds West
134.18 feet, thence North 10 degrees 05 minutes 54 seconds West
30.89 feet, thence leaving said approximate 89 foot contour run
East along the South boundary of property described on Official
Records Book 1411, Page 2007, of the Public Records of Leon
County, Florida, a distance of 810.75 feet to a concrete
monument, thence North 04 degrees 48 minutes 39 seconds West
along the East boundary of said property 486.28 feet to a
concrete monument, thence North 01 degree 33 minutes 46 seconds
East along the East boundary of said property and along the East
boundary of property described in Official Records Book 1411,
Page 2001, of the Public Records of Leon County, Florida, a
distance of 852.89 feet to a concrete monument, thence North 00
degrees 06 minutes 17 seconds East along the East boundary of
property described in Official Records Book 996, Page 1379 and
Official Records Book 984, Page 426, of the Public Records of
Leon County, Florida, a distance of 989.11 feet to a concrete
monument on the Southerly right-of-way boundary of Miller
Landing Road (60 foot right-of-way), thence Easterly along said
Southerly right-of-way boundary as follows: South 58 degrees 24
minutes 08 seconds East 420.68 feet to a concrete monument,
thence South 57 degrees 40 minutes 03 seconds East 329.39 feet
to a concrete monument, thence South 59 degrees 24 minutes 10
seconds East 333.54 feet to a concrete monument marking a point
of curve to the left, thence along said right-of-way curve with
a radius of 980.47 feet, through a central angle of 27 degrees
52 minutes 49 seconds, for an arc distance of 477.10 feet to a
concrete monument, thence South 87 degrees 16 minutes 59 seconds
East 110.45 feet a concrete monument marking a point of curve to
the left, thence along said right-of-way curve with a radius of
1494.20 feet, through a central angle of 21 degrees 34 minutes
13 seconds, for an arc distance of 562.53 feet to a concrete
monument, thence North 71 degrees 08 minutes 48 seconds East
105.08 feet to a concrete monument marking a point of curve to
the left, thence along said right-of-way curve with a radius of
867.97 feet, through a central angle of 18 degrees 19 minutes 19
seconds, for an arc distance of 292.71 feet to a concrete
monument, thence North 51 degrees 49 minutes 29 seconds East
525.38 feet to a concrete monument marking a point of curve to
the right, thence along said right-of-way curve with a radius of
1159.80 feet, through a central angle of 44 degrees 53 minutes
10 seconds, for an arc distance of 908.60 feet to a concrete
monument, thence South 83 degrees 17 minutes 21 seconds East

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126.78 feet to a concrete monument marking a point of curve to the right, thence along said right-of-way curve with a radius of 1455.71 feet, through a central angle of 17 degrees 36 minutes 00 seconds, for an arc distance of 447.16 feet to a concrete monument, thence South 65 degrees 41 minutes 21 seconds East 1286.01 feet to a concrete monument marking a point of curve to the left, thence along said right-of-way curve with a radius of 4126.75 feet, through a central angle of 03 degrees 34 minutes 45 seconds, for an arc distance of 257.79 feet to a concrete monument, thence South 69 degrees 16 minutes 06 seconds East 126.08 feet to a concrete monument marking a point of curve to the left, thence along said right-of-way curve with a radius of 1562.60 feet, through a central angle of 18 degrees 04 minutes 55 seconds, for an arc distance of 493.14 feet to a concrete monument, thence leaving said right-of-way boundary run South 07 degrees 47 minutes 40 seconds East 478.49 feet to a concrete monument, thence North 79 degrees 05 minutes 04 seconds East 183.06 feet to a concrete monument, thence North 05 degrees 30 minutes 33 seconds West 433.55 feet to a concrete monument on the Southerly right-of-way boundary of said Miller Landing Road, thence South 87 degrees 47 minutes 51 seconds East along said right-of-way boundary 138.87 feet to a concrete monument, thence South 89 degrees 45 minutes 51 seconds East along said right of way boundary 1.52 feet to a concrete monument on the West boundary of property described in Official Records Book 1062, Page 540 of the Public Records of Leon County, Florida, thence South 01 degree 50 minutes 15 seconds East along the West boundary of said property and along the West boundary of property described in Official Records Book 923, Page 441 and the West boundary of property described in Official Records Book 1062, Page 543 of the Public Records of Leon County, Florida, a distance of 1294.32 feet to a concrete monument marking the Southwest corner of said property described in Official Records Book 1062, Page 543, thence North 89 degrees 54 minutes 07 seconds East along the South boundary of said property 654.49 feet to a concrete monument on the West right-of-way boundary of said Meridian Road, thence South 00 degrees 14 minutes 45 seconds West along said right-of-way boundary and along a line 117.5 feet West of and parallel with the centerline of said Meridian Road a distance of 1172.76 feet to a concrete monument, thence South 00 degrees 22 minutes 32 seconds East along said right of way boundary and along said parallel line 755.78 feet to the POINT OF BEGINNING, containing 670.49 acres, more or less.

LESS AND EXCEPT THE FOLLOWING DESCRIBED PARCEL:

A tract of land lying in Sections 25 and 36, Township 2 North, Range 1 West, Leon County, Florida, more particular described as follows:

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Commence at a terra cotta monument marking the Southeast corner of said Section 36 and run South 89 degrees 54 minutes 31 seconds West 24.64 feet the centerline of Meridian Road (Station 100+75.06) as per Leon County Maintenance Map recorded in Road Plat Book 2, Page 96 of the Public Records of Leon County, Florida, thence North 00 degrees 05 minutes 15 seconds East along said centerline 675.74 feet to a Leon County rod and cap marking Station 107+50.80, thence North 00 degrees 43 minutes 15 seconds West along said centerline 1213.53 feet, thence South 88 degrees 02 minutes 34 seconds West along the North boundary of property described in Official Records Book 255, Page 149 of the Public Records of Leon County, Florida, a distance of 117.53 feet to a concrete monument on the Westerly right-of-way boundary of said Meridian Road, thence North 00 degrees 43 minutes 15 seconds West along said right-of-way boundary and along a line 117.50 feet West of and parallel with the centerline of said Meridian Road a distance of 47.21 feet to a concrete monument, thence North 00 degrees 22 minutes 32 seconds West along said right-of-way boundary and along said parallel line a distance of 172.27 feet to a concrete monument on the North boundary of property described in Official Records Book 1444, Page 5, of the Public Records of Leon County, Florida, for the POINT OF BEGINNING. From said POINT OF BEGINNING run North 86 degrees 42 minutes 04 seconds West along said North boundary 688.12 feet to a concrete monument, thence North 72 degrees 53 minutes 41 seconds West along said North boundary 566.47 feet to a concrete monument, thence North 46 degrees 42 minutes 52 seconds West along said North boundary and along the South boundary of property described in Official Records Book 1444, Page 8, of the Public Records of Leon County, Florida a distance of 946.41 feet to a concrete monument, thence North 59 degrees 21 minutes 57 seconds West along said South boundary 247.76 feet to a concrete monument, thence North 55 degrees 36 minutes 20 seconds West along said South boundary 144.53 feet to a concrete monument, thence North 20 degrees 49 minutes 24 seconds West along said South boundary 189.44 feet to a concrete monument on the Northerly boundary of property described in Official Records Book 255, Page 149, of the Public Records of Leon County, Florida, thence South 89 degrees 25 minutes 30 seconds West along the Northerly boundary of said property 752.15 feet to a concrete monument, thence North 02 degrees 35 minutes 05 seconds East 206.51 feet to a concrete monument, thence North 27 degrees 30 minutes 39 seconds West 133.89 feet to a concrete monument, thence North 19 degrees 28 minutes 18 seconds West 161.31 feet to a concrete monument, thence North 09 degrees 14 minutes 24 seconds West 149.91 feet to a concrete monument, thence North 37 degrees 27 minutes 27 seconds East 107.46 feet to a concrete monument, thence North 69 degrees 28 minutes 27 seconds East 72.43 feet to a concrete monument, thence South 86 degrees 44 minutes 53 seconds East 120.09 feet to a concrete monument,

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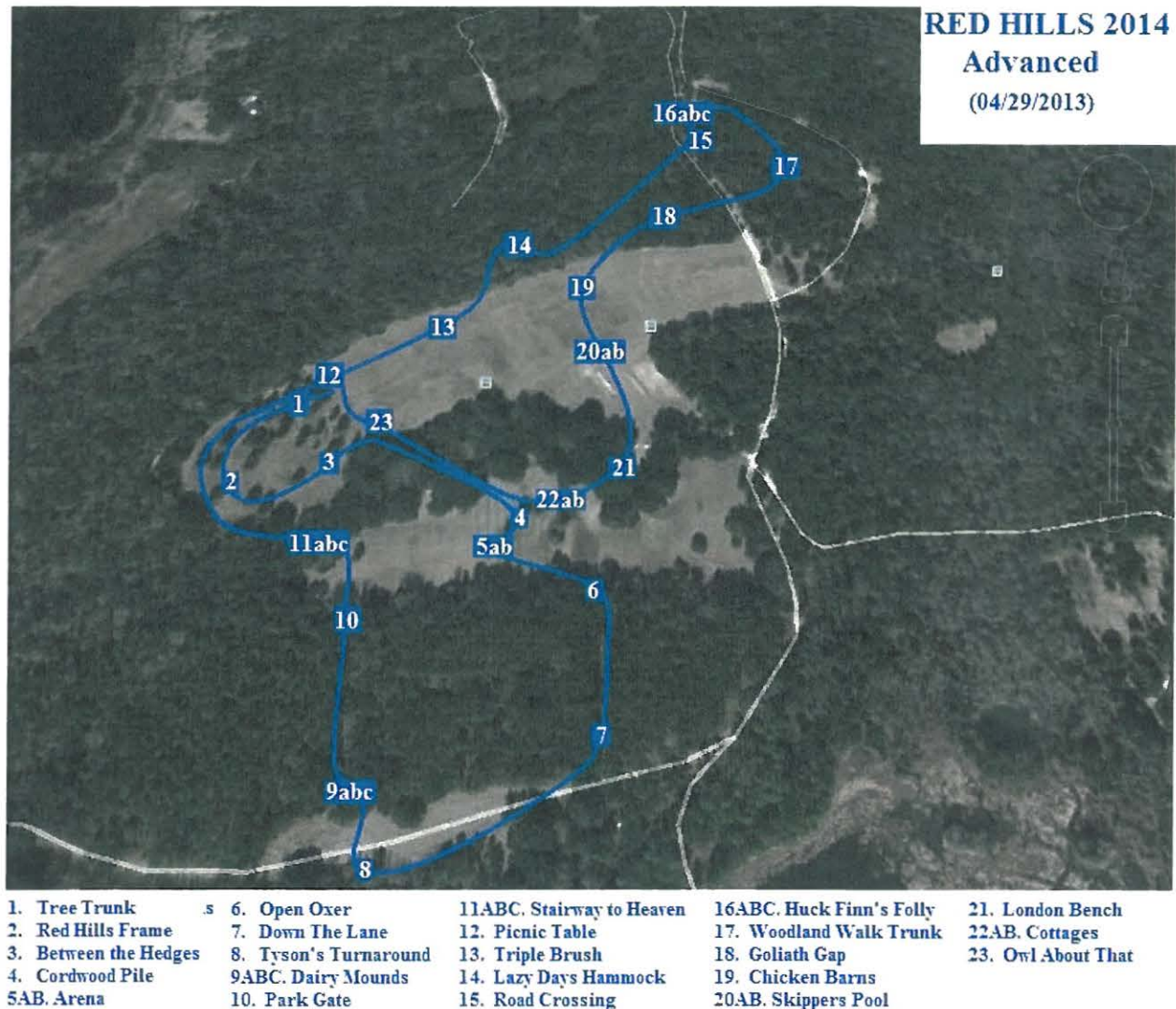
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thence North 28 degrees 02 minutes 36 seconds East 117.79 feet to a concrete monument, thence North 08 degrees 52 minutes 39 seconds East 172.21 feet to a concrete monument, thence North 35 degrees 26 minutes 34 seconds West 278.18 feet to a concrete monument, thence North 44 degrees 40 minutes 22 seconds East 362.95 feet to a concrete monument, thence North 26 degrees 55 minutes 26 seconds East 303.00 feet to a concrete monument, thence North 77 degrees 49 minutes 33 seconds East 122.43 feet to a concrete monument, thence South 70 degrees 59 minutes 51 seconds East 83.72 feet to a concrete monument, thence North 23 degrees 44 minutes 32 seconds East 133.12 feet to a concrete monument, thence North 15 degrees 07 minutes 12 seconds East 119.80 feet to a concrete monument, thence North 16 degrees 30 minutes 44 seconds East 427.28 feet to a concrete monument on the Southerly right of way boundary of Miller Landing Road (60 foot right of way), thence South 65 degrees 41 minutes 21 seconds East along said right of way boundary 386.52 feet to a concrete monument marking a point of curve to the left, thence along said right of way boundary and said curve with a radius of 4126.75 feet through a central angle of 03 degrees 34 minutes 45 seconds for an arc distance of 257.79 feet to a concrete monument, thence South 69 degrees 16 minutes 06 seconds East along said right of way boundary 126.08 feet to a concrete monument marking a point of curve to the left, thence along said right of way boundary and said curve with a radius of 1562.60 feet through a central angle of 18 degrees 04 minutes 55 seconds for an arc distance of 493.14 feet to a concrete monument, thence leaving said right of way boundary run South 07 degrees 47 minutes 40 seconds East 478.49 feet to a concrete monument, thence North 79 degrees 05 minutes 04 seconds East 183.06 feet to a concrete monument, thence North 05 degrees 30 minutes 33 seconds West 433.55 feet to a concrete monument on the Southerly right of way boundary of said Miller Landing Road, thence South 87 degrees 47 minutes 51 seconds East along said right of way boundary 138.87 feet to a concrete monument, thence South 89 degrees 45 minutes 51 seconds East along said right of way boundary 1.52 feet to a concrete monument on the West boundary of property described in Official Records Book 1062, Page 540, of the Public Records of Leon County, Florida, thence South 01 degree 50 minutes 15 seconds East along the West boundary of said property and along the West boundary of property described in Official Records Book 923, Page 441 and the West boundary of property described in Official Records Book 1062, Page 543, of the Public Records of Leon County, Florida, a distance of 1294.32 feet to a concrete monument marking the Southwest corner of said property described in Official Records Book 1062, Page 543, thence North 89 degrees 54 minutes 07 seconds East along the South boundary of said property 654.49 feet to a concrete monument on said West right of way boundary of Meridian Road, thence Southerly along said right of way boundary and along a

line 117.50 feet West of and parallel with the centerline of said Meridian Road as follows: South 00 degrees 14 minutes 45 seconds West 1172.76 feet to a concrete monument, thence South 00 degrees 22 minutes 32 seconds East 755.78 feet to the POINT OF BEGINNING, containing 161.88 acres, more or less.

EXHIBIT "B"
(THE CROSS-COUNTRY COURSE)



Red Hills Improvements for Cross-Country Course Relocation 2014

Brief descriptions of permanent infrastructure planned:

Firstly and most importantly RHHT will be grading, seeding and maintaining some 4,500ft of new track throughout the District Property. These tracks will range from 15ft wide to 40ft wide in some places and will intermittently be trimmed out in native plant species to encourage foot traffic to enjoy the lanes throughout the year and to encourage the use by wildlife with special emphasis on The Golden Banded Skipper butterfly.

Topographic Changes and Permanent Improvements:

There will be some earth moving in a 50ft diameter, circular area on the south edge of the south stand of pine trees. Marked on the map as 9ABC, "Dairy Mounds". This will consist of no structures, no retaining walls, just topographical enhancement.

A new set of steps will be installed going into the west end of The Oak Hammock, "Stairway to Heaven", marked as 11ABC on the map. This will consist of two vertical walls of 40ft wide and 3'5" high, to make an overall height of approx. 7ft, they will vary from 9ft apart to 19ft apart. These will be immovable objects made from pressure treated lumber that will likely be faced with a faux stone.

The "Lazy Days Hammock", 14 on the map, is a simple wooden construction that will sit between two large Live Oaks on the north side of the main field. There is not much to describe about this construction other than it is an immovable object of 4ft high, 10ft wide and with a seating depth of 5ft – a good queen-sized hammock for all to enjoy.

The main water jump is sited in what is an obvious spot to the east side of the road coming in Gate B, "Huck Finns Folly" at 16ABC on the map. This 130ft diameter pool will be constructed with a water retaining liner that will have a drainage system in it to allow for the pool to be completely dry for 11 months of the year. The base will be rolled lime rock with a slight topsoil mix that will encourage grass and weed growth throughout the year. This will help stabilize the ground for equestrian use whilst helping it to remain inconspicuous outside of the Red Hills Horse Trials Annual Use Period.

A simple ditch and wall complex will be sited in an existing drainage swale within the north stand of pines, "Goliath Gap" at number 18 on the map. This basically consists of two 3ft high vertical wooden walls, each 25ft long. They will be offset from one and other so as to create a variety of jumping options and routes available to us when complete and so therefore the overall width of the 'complex' will be 43ft. This is an example of where a wider galloping lane leading up to and leaving the obstacle is required.

A Dew Pool in the middle of the open field, "Skippers Pool" at 20AB, has a similar job description as the Main water jump. There will be no retaining walls, just some initial ground disturbance while we install a 70ft diameter Butile liner, covering it with a lime rock/top soil mix as at "Huck Finns Folly", and create small inconspicuous mounds to create interesting topography for the siting of portable jumps to be placed immediately before the trials. This jump will also have a permanent drain so that it will remain empty of rain water throughout the year. The idea behind this obstacle is to create a center piece for the event that offers an educational dimension in that there will be giant carved Golden Banded Skipper butterflies placed in and around the water jump.

EXHIBIT "C"
(THE USE CONDITIONS)

1. RHHT shall be responsible for the restoration of District property to its original condition and to the satisfaction of the District. This shall include, but not be limited to, removal and disposal of all trash, debris and garbage, road repair, revegetation, repair of erosion problems resulting from the Event and other remediation that shall be considered necessary by the District.
2. Upon completion of each annual Event, RHHT shall remove all equipment and temporary structures used for the event including, but not limited to, sanitary facilities, arenas, trailers, tents, concessions, vendor facilities and all other items associated or used during the Event by any person and will repair or replace existing signage on the District property that informs Park users of hazards and possible safety issues if such signage is not in substantially the same condition as prior to the Event. All equipment and temporary structures used for the Event must be removed from District property no later than 20 working days after the Event, unless such time period is extended. If RHHT has failed to remove all equipment and temporary structures used for the Event during such time period, then the District may seize, impound and remove all equipment and temporary structures at its own expense and seek reimbursement from RHHT for all costs associated with such seizure, impounding and removal.
3. RHHT shall provide for the offsite removal and proper disposal of human and animal waste during the event. Special care shall be taken to ensure that no runoff or discharge of waste material occurs to any waterbody.
4. In the event of any spill, dumping, discharge or other release of pollutants on District property during the Event, RHHT shall be responsible for all necessary clean-up, disposal and other required remedial action consistent with local, state and federal environmental regulations.
5. RHHT shall comply with applicable local and state regulations during the Event.
6. RHHT shall be solely responsible for providing adequate fire/rescue, ambulance, law enforcement and other emergency services to protect all participants and any other person associated with or attending the Event. The District shall have no responsibility or obligation to advise, inspect or provide such emergency services.
7. RHHT shall provide or cause to be provided insurance coverage throughout the initial Cross-Country Course construction period, and thereafter each year for the duration of the Annual Use Period and shall provide coverage for all types of personal injury and property damage for all participants, volunteers, vendors, concessionaires, as well as all other persons attending the Event. RHHT shall provide insurance coverage in an amount not less than \$1,000,000. Copies of the certificate of insurance shall be provided to the District at least 30 days prior to any activity associated with the Event and shall list the District as an insured party.

8. RHHT shall provide for normal public uses and access to the property during the Event in areas that are not designated by RHHT as requiring restricted access to conduct the event.
9. RHHT will not refuse or in any way hinder any member of the public who chooses not to make a donation to RHHT's event. RHHT agrees that that no fees, assessment or charge or other form of consideration will be a condition for use by the public of the District Property.
10. No permanent structures shall be placed on the District Property for the Event, with the exception of drainage improvements and those permanent improvements otherwise expressly authorized by the District.
11. The sale of alcoholic beverages on District land is prohibited, but RHHT shall be permitted to provide and serve alcoholic beverages in areas designated by RHHT.
12. All sites to be utilized for event activities not previously approved shall be submitted for review and consideration by the District at least 14-days prior to any activity associated with the event.
13. The District shall not be responsible for any claims or damages that may result from either interruption, partial or early termination or complete cancellation of the Event.
14. The District grants the authority to RHHT herein in reliance on the oral and written representations made to the District by RHHT that, among other matters, the soil and vegetation on the property can withstand and are appropriate for the type of use proposed to occur in particular areas of the property, such as parking areas, stabling areas, arena areas and the designated routes for driving and for access to and from the District Property to the adjacent private property that RHHT uses to store temporary Event jumps and materials, as designated on the site map presented to the District, attached hereto. The District also grants this authority in reliance on the representations that the vegetation and revegetation of areas prone to erosion will prevent any additional erosion of the areas as a result of this event and that, indeed, the vegetation and revegetation of such areas will survive the Event and continue to prevent or prohibit erosion. As a result of the careful studies performed by RHHT to determine the appropriate uses for particular areas of District land and its assurances as a result of those studies and its commitment to the preservation and enhancement of the property for the purposes for which it was purchased, the District grants these rights. RHHT shall at all times use the property in a manner consistent with the representations to the District regarding the minimal impact to the property of the proposed event and the restoration of the property after the Event.
15. RHHT shall undertake measures to protect listed plant and animal species from Event activities that occur on or adjacent to the event footprint. Special protection measures shall be implemented for gopher tortoises and their burrows. Minimum protection measures required at identified and documented gopher tortoise burrows for the RHHT Event include, but are not limited to, the following:

- A) Before event activities begin, District representatives and RHHT shall visit all gopher tortoise burrows on and adjacent to the event footprint to discuss and recommend protection measures. If not already protected by rail fencing, all unfenced burrows and their associated tunnel systems shall be protected by a temporary rope or safety fence of the following circular or rectangular configuration. All dimensions are measured from the burrow opening:
- a) A circle of five (5) meters radius (approximately 16.25 feet).
 - b) A minimal rectangle extending three (3) meters or 10 feet in front and on both sides of the burrow opening and four (4) meters or 13 feet behind the burrow opening. The rectangle should be positioned parallel with the tunnel axis, i.e. 3 meters in front and 4 meters behind the burrow opening.

Note: These dimensions provide a protection rectangle of approximately 23 feet by 20 feet

These circular or rectangular protection dimensions may be waived by the District, subject to an onsite inspection of the burrow or burrows in question and District approval of alternative protection measures as agreed to by RHHT. Notwithstanding the above, RHHT shall at all times provide adequate protection of the gopher tortoises and burrows during the event period.

- B) All burrow openings shall remain uncovered (open) unless a burrow opening/tunnel is subject to potential adverse impacts because its location interferes, impedes, prevents or conflicts with the movement of heavy equipment or vehicles or the placement or construction of event structures and buildings, including but not limited to, dressage and stadium jumping arenas, temporary horse stables, trailers of all types, exhibit booths, concessionaire stands, sanitary facilities and portable toilet booths, etc. In the event a gopher tortoise burrow meets the criteria stated above, the following protection measures shall be implemented: The burrow opening shall be temporarily covered with a minimum 4 x 8 sheet of plywood prior to pre-event activities, especially when a burrow has the potential to interfere, impede, prevent or conflict with the movement of heavy equipment or vehicles or the placement or construction of event structures and buildings.
- C) Mowing operations, especially those utilizing farm tractors/mowers and heavy equipment traffic shall be prohibited from the entrance of all burrow locations per the dimensions listed under A) above to prevent the possible collapse of burrow tunnels.
- D) In addition, RHHT shall not allow or cause to be allowed any diseased gopher tortoise or tortoises from being introduced onto the property for any reason whatsoever by any exhibitors. Any gopher tortoise(s) that may be brought onto the property by exhibitors for exhibition or demonstration purposes must first be tested for Upper Respiratory Tract Disease (URTD) before the event and RHHT must provide documented proof from a licensed Veterinarian or facility who is qualified to conduct URTD testing. The District shall seize and remove any diseased gopher tortoise from the property at its discretion.

16. The felling, pruning or trimming of any tree(s) located in and adjacent to the event footprint is prohibited by RHHT unless prior approval is obtained from a District representative. A District representative shall be notified by RHHT of any dead or dying tree(s) that may pose a public safety hazard. Removal of such dead or dying tree(s) must be approved by the District in advance and removal operations must be conducted by a licensed tree surgeon.
17. While in use by RHHT, access gates to the property shall be closed at all times by RHHT except as set forth hereinafter. Access gates may remain open one week prior and one week after the event to accommodate deliveries, etc.
18. District representatives shall be issued appropriate entry and parking passes during all phases of the event (a list of names or the expected number of representatives can be provided upon request). Under no circumstances shall a District representative be prohibited from entering onto any District property, especially the Event footprint, to inspect and verify compliance with these conditions or to perform any other reasonable and necessary land management activity required by the landowner.
19. Full compliance with all terms and conditions is a condition precedent to the use of the District Property for the Red Hills Horse Trials Event.

Estimated Economic Impact and Visitor Estimates for the

Red Hills Horse Trials Weekend

March 9 – 11, 2007

Tallahassee/Leon County, Florida

Prepared by:

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College of Business
Florida State University
Tallahassee, Florida 32306
(850) 644-8244**

Prepared for:

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March 17, 2007

Introduction & Methodology

The Red Hills Horse Trials is considered one of the equestrian world's top events and held annually in Elinor Klapp-Phipps Park in Tallahassee, Florida. The purpose of this study was to estimate the total numbers of event visitors and assess the magnitude of their economic impact on the local economy during the Red Hills Horse Trials weekend of March 9 – 11, 2007. The project was conducted by Dr. Mark A. Bonn, Dedman Professor in Service Management, College of Business, Florida State University, Tallahassee, Florida.

This study provided an estimate of the numbers of visitors flowing in and out of the Leon County area because of the Red Hills Horse Trials event. No actual attendance figures were provided by festival organizers, nor were any traditional methods utilized to obtain total attendance numbers by them. Investigators learned that combinations of three-day passes and daily passes were sold. However, festival organizers were unable to provide any information on numbers of three-day passes or individual day passes sold. On-site observation at the event entrance reported that no system was in place to provide gate counts or turnstile counts.

Methodology for Estimating Overall Attendance

The purpose of this study was not to make total event spectator estimates, but rather to estimate numbers of visitors. However, in an effort to approximate attendance for our internal purposes only, several common systems used by this researcher for linear events were implemented during this event. First, during the process of data collection, information was documented by all surveyors throughout the event pertaining to the numbers of incidents (percent of time), which were required to identify visitors from residents. This information is provided later and is helpful in determining overall event attendee numbers by day. Second, during the Friday and Sunday events, counts of attendees were fairly easy to obtain. This was possible because attendees observed the event during these days as spectators were situated in and around portable bleachers and fencing areas. This allowed for observers to easily provide head counts. During these two days, every surveyor took independent head counts at these locations during four different time periods. Scores were tabulated and overall averages were calculated for Friday and Sunday attendance.

During the Saturday event, surveyors were asked to provide actual total counts of spectators using three different methods. Surveyors were divided into groups and were sent to opposite ends of the cross-country course during early afternoon. Surveyors then took counts independently as they walked toward the approximate mid-point of the course from their opposite directions. At the point along the course where they met, each surveyor reported their independent counts. The second count method involved parking lot tallies of vehicles. These vehicle numbers were then compared with data obtained from actual interviews with individuals that documented average party size. Average party size was then multiplied by the numbers of vehicles counted in the parking lot areas to derive an attendee count on Saturday. The third method employed to estimate overall attendees involved counts at shuttle loading areas. All surveyors were stationed at this area where they counted attendees waiting in long lines for shuttle rides back to their vehicles in the parking areas off property. Shuttle vehicles held approximately 30 event attendees each

during peak times. These shuttles arrived in intervals of 15-20 minutes, or about three to four shuttle vehicles per hour for several hours.

Methodology for Estimating Visitor Attendance

An on-site survey was conducted using a random sample of event attendees. Trained, professional surveyors were strategically positioned throughout the park during the final three days of the event (Friday through Sunday). Attendees were contacted at random sites (e.g., dressage, avenues, cross-country lines, bleachers, stables) using random numbering to identify respondents throughout the three days. Appendix I identifies the sites and times used for each day to gather visitor information. Red Hills Horse Trials event visitors were defined as those individuals who were non-Leon County (Tallahassee) residents. Local residents were identified from zip code information obtained from the on-site survey and ultimately were excluded from the analysis. This was critical because an underlying economic postulate related to economic impact is that residents only redistribute existing money among the economic activities in the county rather than injecting new money into the local economy which is demonstrated by non-residents visiting an area. During the three-day event, a total of 392 usable surveys were obtained for the analysis. This total number of completed surveys allowed for statistical findings to be reported at the 95% level of confidence with +/- 0.05 error.

All data were edited, coded, and entered into a database. Analyses were conducted utilizing the Statistical Package for Social Sciences (SPSS) software. Data were reported using frequency and percentage cross tabulations. Averages (means) were calculated for the econometric modeling tasks.

The Red Hills Horse Trials Event Provides Increased Economic Activity to the Tallahassee/Leon County Area

The Red Hills Horse Trials event provided benefits to many local Leon County businesses and their employees in terms of revenue generated from the injection of visitor dollars into Leon County. Visitor dollars are brought into a region by visitor (non-county residents) spending. These dollars create what is known as the multiplier effect, whereby visitor dollars transgress throughout the entire local economy. This becomes possible, for instance, as initial visitor dollars are spent in Leon County places of business such as restaurants and hotels. Visitor dollars that are received by local employees working in our area businesses are subsequently spent by our paid workforce at many other places of businesses throughout the county (ie. grocery stores, gas stations, shopping malls, etc., etc.) This behavior starts a chain reaction of dollars that are virtually turning over, or multiplying, within our community. In the case of this event, we will use IMPLAN¹ to estimate the multiplier effect. Multipliers represent the value of the total economic activity with each visitor dollar spent. This study analyzed visitor spending as a direct result of the Red Hills Horse Trials weekend event and found that **Tallahassee/Leon County received over \$194,128 through direct spending from 1,032 visitors attending this event.** When the multiplier effect is added, the total economic impact of the Red Hills Horse Trials visitors is calculated to be over **\$283,810** in visitor expenditures. The total output multiplier for visitor expenditures derived from IMPLAN and used in this study was 1.46². That is, every dollar spent by visitors to the Red Hills Horse Trials event turned over 1.46 times in the Tallahassee/Leon County region.

Estimation of Total Numbers of Visitors

Immediately following the conclusion of the event, hotel/motel properties in Tallahassee/Leon County located at exit points off of I-10 and Highway 27 and I-10 and Thomasville Road as identified through were surveyed by telephone and through personal interviews with property managers in an effort to obtain data specific to the numbers of hotel/motel room nights generated by the event. These properties were selected because of their close proximity to the event. Also, the designated host property was located within this geographic area. As an additional quality check, lodging property front desk employees in the downtown area were also personally interviewed to determine whether or not room nights were generated by event visitors. Based upon conversations with lodging managers and front desk employees, only two (2) properties were identified as being able to identify room nights generated by this event. The Hampton Inn & Suites (the host hotel) and Hilton Garden Inn (both located off of I-10) were able to identify and provide specific information to us regarding exact numbers of rooms rented by event visitors. According to the responding properties, Friday, March 9 and Saturday, March 10th generated a total of 54 rooms that were rented to visitors attending the Red

¹ IMPLAN is a widely accepted software program to estimate the output, labor income and employment multiplier effects. Many federal and state agencies have adopted the IMPLAN model for their economic analysis. These agencies include but are not limited to: Bureau of Economic Analysis, United States Department of Agriculture (USDA) Forest Service, Florida Labor Market Statistics, Florida Office of Tourism, Florida Department of Environmental Protection, etc. For a complete list of IMPLAN clients, please go to: <http://www.implan.com/references.html>.

² The event was considered a 100% local event. No spending leakage occurred. The multiplier of 1.46 was derived by IMPLAN.

Hills Horse Trials event. This means that a total of 192 event visitors stayed in local hotels/motels during these two weekend dates, accounting for 8.1% of all available room nights by the previously identified lodging properties.

Based upon this lodging data and additional visitor data collected throughout the county during the weekend event, it was estimated that the Red Hills Horse Trials attracted 1,032 visitors. Survey respondents were categorized into four groups according to their type of accommodations used during the event's time frame (see Appendix 3 for details). The subsequent visitor estimates were generated for each accommodation segment as seen in Table 1.

Table 1: Estimation of Total Number of Visitors by Accommodation Type

Accommodation Choice	Number of Visitors	Percentage
Day Visitors	619	58.6%
Hotels/Motels	192	18.6
Friends/Family	161	15.6
RV Park/Campgrounds	60	7.2
Grand Total	1,032	100%

More than half of all Red Hills Horse Trials event visitors responding to the survey were day visitors (58.6%) that traveled by auto to attend the event. Many of these visitors primarily originated from communities within counties adjacent to Leon County. Event visitors also stayed at hotels/motels (18.6%), with friends and families (15.6%), or at RV parks or campgrounds (7.2%). Due to different levels of admission charged to event participants, five different categories of visitors were identified (see Table 2). Detailed visitor demographic profiles for each accommodation type and activity type are presented in Appendix 4.

Table 2: Estimation of Total Number of Visitors by Activity Type

Main Activity	Number of Visitors	Percentage
Spectators	782	75.8%
Competitors	74	7.1
Vendors	68	6.6
Sponsors	66	6.4
Volunteers	42	4.1
Grand Total	1,032	100%

Estimation of Total Visitor Expenditures

In total, visitor-related spending during the weekend of March 9 – 11, 2007 injected more than **\$194,128** into the Tallahassee/Leon County as a result of the Red Hills Horse Trials (see Tables 3 and 4). According to type of lodging used, visitors staying at hotels/motels and at RV park/campgrounds were found to be the two primary groups contributing the most to the Tallahassee/Leon County economy (see Table 3). Day visitors contributed the least in the local economy, even though they accounted for more than 50% of all total visitors. Spectators, competitors and sponsors contributed significantly more than vendors and volunteers in the activity type group as seen in Table 4. Event sponsors were identified as having the greatest spending per party per day, followed by competitors and vendors. These three types of visitors paid more in admission fees and registration fees in order to participate in the Red Horse Trials event.

Table 3: Estimation of Total Visitor Expenditures by Accommodation Type *

Sector	Visitors	Length of Stay (Days)	\$EPPD ¹	PS ²	EXPG (thou) ³	% Spending
Day Visitors	606	1.00	\$143.69	3.55	\$25	12.6%
Hotel/Motel	192	3.08	464.81	3.42	80	41.4%
Friends/Family	161	3.75	176.40	2.64	40	20.7%
RV Park/Campground	74	3.77	480.68	3.55	<u>49</u>	25.2%
Total					\$194⁴	

Table 4: Estimation of Total Visitor Expenditures by Attendee Type *

Sector	Visitors	Length of Stay (Days)	\$EPPD ¹	PS ²	EXPG (thou) ³	% Spending
Spectators	782	1.12	\$165.61	2.25	\$64	33.2%
Competitors	74	3.46	635.06	3.04	53	27.4%
Sponsors	66	2.07	1,049.32	2.76	52	26.7%
Vendors	68	1.82	486.08	3.05	20	10.2%
Volunteers	42	1.63	180.93	2.69	5	2.4%
Total					\$194⁴	

Notes: ¹ \$EPPD: Expenditures Per Party Per Day;

² PS: Party Size;

³ EXPG: Expenditures generated;

⁴ Final numbers may not add up exactly to totals due to rounding.

* Formula used to estimate the total Expenditure: Visitors * Length of Stay * \$EPPD / SP = EXPG

Estimation of Spending Patterns by Visitors

The Red Hills Horse Trials event provided local economic benefits to area businesses due to visitor spending. Table 5 provides a detailed analysis of how visitor spending impacted the Leon county local economy according to business categories. Results document that visitor spending for event admission/registration benefited the event itself and provided revenue in order to support the event. Additional visitor spending was documented primarily for activities associated with restaurants and shopping. These three spending categories (admission/registration, restaurant, and shopping) represented close to 90% of all spending by event visitors.

Table 5: Red Hills Horse Trials Estimated Visitor Spending by Category

Category	Dollar Spent (thou)	Percentage
Admission/Registration Fee	\$81	72.6%
Restaurants	\$35	8.4
Shopping	\$29	6.9
Groceries	\$24	5.8
Lodging	\$19	4.6
Ground Transportation	\$6	1.4
Evening Entertainment	\$1	0.3
Total	\$194*	

* Rounding errors may occur.

Economic Impact and Multiplier Effects

The total economic impact of visitor expenditures according to business sectors is listed in Table 6. Total output generated in the Red Hills Horse Trials event was \$283,810. The total IMPLAN output multiplier used for visitor expenditures was 1.46 for this event. That is, every dollar spent by visitors to the Red Hills Horse Trials event turns over 1.46 times in the Tallahassee/Leon County region. Using the IMPLAN model, we concluded that during the weekend event, about 7 jobs were positively affected through visitor spending. Visitor spending also accounted for \$120,000 in wages paid to those many employees in various industries servicing the 1,032 visitors during the weekend event (see Table 6 for details).

Table 6: Estimated Wages and Employment Supported by the Red Hills Horse Trials Event*

Spending Category	Output (thousand)	Labor Income (thousand)	Employment (Full- & Part- time)
Admission Fee	\$155	\$80	4.3
Restaurants	59	17	1.0
Lodging	33	10	0.5
Shopping	20	8	0.4
Groceries	12	5	0.3
Evening Entertainment	3	0	0
Ground Transportation	<u>2</u>	<u>0</u>	<u>0</u>
Total	\$284	\$120	6.5

* Final numbers may not add up exactly to totals due to rounding.

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Appendix I: 2007 Red Hills Horse Trails Event Survey Sites

	Time	Surveyor #1	Surveyor #2	Surveyor #3	Surveyor #4	Visitors	Locals	% of Visitors
3/9/2007	9:00 -9:30	Dressage	Dressage	Dressage				
	9:30 - 11:00	Avenues (Shopping)	Avenues	Avenues				
	11:30 - 1:00	Food Vendors	Food Vendors	Exhibitors				
	1:00 - 2:30	Exhibitors/play area	children/play area	Exhibitors & Vendors	n/a	81	316	20.4
3/10/2007	12:00 - 1:00	Avenues & Food Vendors	Avenues & Food Vendors	Vendors	Avenues & Food Vendors			
	1:00 - 2:00	XC Lines/Shuttle	XC Lines/Shuttle	Cross Country	Avenues & Food Vendors			
	2:00 - 2:30	XC Lines/Shuttle	XC Lines/Shuttle	Cross Country	Cross Country			
	2:30 - 3:30	XC Lines/Shuttle	XC Lines/Shuttle	XC Lines/Shuttle	Cross Country			
	3:30 - 4:00	XC Lines/Shuttle	XC Lines/Shuttle	XC Lines/Shuttle	XC Lines/Shuttle	184	466	28.3
3/11/2007	8:30 - 9:00	n/a	n/a	n/a	Competitors tent			
	9:00 - 10:00	Stables & Competitors	Stables & Competitors	Stables	Competitors tent			
	10:00 - 10:30	Sponsors, vendors & bleachers	Sponsors, vendors & bleachers	Stables	Sponsors, vendors & bleachers			
	10:30 - 11:00	Sponsors, vendors & bleachers	Sponsors, vendors & bleachers	Sponsors	Sponsors, vendors & bleachers			
	11:00 - 11:30	Sponsors, vendors & bleachers	Sponsors, vendors & bleachers	Bleachers	Sponsors, vendors & bleachers			
	11:30 - 12:30	Sponsors, vendors & bleachers	Sponsors, vendors & bleachers	Exhibitors	Sponsors, vendors & bleachers			
	12:30 - 1:00	n/a	n/a	Exhibitors	Entrance			
	1:00 - 2:00	n/a	n/a	Vendors/Entrance	Entrance	<u>127</u>	<u>420</u>	<u>23.2</u>
Total						392	1202	24.6%

**Appendix 2: 2007Red Hills Horse Trials
Room-Night Generation Analysis**

Property	Overall # of Available Rooms	Occupancy Rate	# of Rooms Rented for Red Hills
Hampton Inn & Suites (Host Hotel)	122	80%	16
Hilton Garden Inn	100	97%	38
Cabot Lodge Monroe	160	70%	0
Courtyard North	93	N/A	0
Residence Inn	78	N/A	0
Studio Plus	N/A	N/A	0
Towneplace Suites	110	N/A	0
 Subtotal	 663	 N/A	 54
 RHHT Rooms/Total Sample Rooms	 8.1%		

Appendix 3

Model for Estimation of Total Number of Visitors

ESTIMATION OF HOTEL/MOTEL VISITORS TO AREA (HMF)

$$(1) \text{ HMF(overall)} = \text{HMF(event purposes)} + \text{HMF(other purposes)}$$

$$\text{HMF(event purpose)} = N * p * SP / LS = 54 * 3 * 3.42 / 3.08$$

$$= 179 \text{ Hotel/Motel Visitors for event purposes}$$

where,

HMF (overall) = overall number of visitors using hotels/motels

HMF(event purpose) = estimated number of visitors using hotels/motels and their main purpose of this trip is for this event;

HMF (other purpose) = estimated number of visitors using hotels/motels and their main purposes of this trip are for business or visiting friends/families;

N= number of rooms rented for the event = 54 room

p= event duration = 3

SP= size of party for those using H/M = 3.42;

LS= length of stay per party/visit for those using H/M = 3.08

$$\text{HMF(other purpose)} = 6.5\% * \text{HMF(overall)}$$

$$\text{HMF(event purpose)} = 93.5\% * \text{HMF(overall)} = 179$$

$$\Rightarrow \text{HMF(other purpose)} = 13$$

$$\Rightarrow \text{HMF(overall)} = 179 + 13 = 192$$

ESTIMATION OF TOTAL VISITORS TO AREA (TV)

$$(2) \text{ HMF(overall)} = g * TV$$

where,

g = percent of total visitors to area using H/M

TV= total visitors to the area

Expressing (2) to solve for total visitors, we have

$$(3) \text{ TV} = \text{HMF} / g = 192 / .186$$

$$= 1,032 \text{ Total Event Visitors to Leon County}$$

SUMMARY

Day Visitors (58.7% of the total)	606
Visitors Using Hotels and Motels (18.6% of the total):	192
Visitors Staying with Friends/Family (15.6% of the total)	161
Visitors Staying at RV Parks or Campgrounds (7.1% of the total)	74
 TOTAL VISITORS (TV)	 1,032

Note: Numbers may not add up due to the rounding errors.

Appendix 4: 2007 Red Hills Horse Trials Event Visitor Profile

Total Visitor Sample Size N=392

<u>Date</u>	<u>Expenditures Per Party</u>	<u>Avg. Nights Spent</u>	<u>Average Party Size</u>	<u>Likely to Return Yes</u>	<u>6Months</u>	<u>12months</u>	<u>Attended Last Year</u>
03/09 – 03/11	\$236.40	1.40	2.78	88.0%	40.1%	49.8%	47.4%

<u>Top Visitor Origins</u>	<u>Total</u>
Monticello	15.9%
Crawfordville	10.3
Thomasville, GA	5.9
GA – All Others	4.6
Jacksonville	4.4
Gainesville	3.3
Panama City	2.8
Valdosta, GA	2.8

<u>Activities Participated</u>	<u>Total</u>
Dining Out	49.7%
Shopping	39.8
Outdoor Recreation	6.1
Other Attractions	3.1
Arts/Cultural Site	1.0

<u>Accommodations</u>	<u>Total</u>
Day Visitors	58.6%
Hotel/Motel	18.6
Private Home	15.6
RV Park/Campgrounds	7.1

<u>Main Trip Purpose</u>	<u>Total</u>
Attend Red Hills	86.9%
Visit Friends/Family	10.0
Pleasure/Vacation	1.3
Business	1.3
Attend Conference	0.5

<u>Average Daily Expenditures</u>	<u>Total</u>
Admission Fees	\$98.43
Restaurant Meals	42.26
Shopping	34.96
Grocery	29.14
Lodging	23.17
Ground Transportation	7.02
Eve. Entertainment	1.44
All Others	0.00

<u>Improvement</u>	<u>Total</u>
More shuttle	18.4%
More vendors	17.1
Less mulch, more grass	17.1
Less congestion	9.2
More bathrooms	7.9
and with diaper change stations	
More water fountains	6.6
More parking space	5.3
Better signage	5.3
More publicity	5.3
Shades for various area	3.9

<u>Visitor Type</u>	<u>Total</u>
Spectators	75.8%
Competitors	7.1
Vendors	6.6
Sponsors	6.4
Volunteers	4.1

<u>How did you hear about</u>	<u>Total</u>
Friends/Relatives	35.4%
Visited Before	21.2
Newspaper/Radio/Media	19.6
Horses in event	6.7
Word of Mouth	3.6
Internet	2.8

Rate the overall experience	4.7
Rate this event	4.8
(1-5, with 5 being excellent)	

<u>Education</u>	<u>Total</u>	<u>Gender</u>	<u>Total</u>	<u>Ethnicity</u>	<u>Total</u>
Technical School/Less	17.8%	Female	62.4%	Caucasian	95.2%
College/Some	58.6	Male	37.6	Hispanic	1.5
Post Graduate	23.7			African-American	2.6

Appendix 4: 2007 Red Hills Horse Trials Event Visitor Profile

Friends/Family Visitor Sample Size N=61

<u>Date</u>	<u>Expenditures Per Party</u>	<u>Avg. Nights Spent</u>	<u>Average Party Size</u>	<u>Likely to Return Yes</u>	<u>6Months</u>	<u>12months</u>	<u>Attended Last Year</u>
03/09 – 03/11	\$176.40	3.75	2.64	93.3%	55.3%	61.2%	29.5%

<u>Top Visitor Origins</u>	<u>Total</u>
Atlanta	9.8%
Miami	6.6
Melbourne	6.6
Jacksonville	4.9
Gainesville	4.9
Tampa	3.3

<u>Activities Participated</u>	<u>Total</u>
Dining Out	75.4%
Shopping	67.2
Outdoor Recreation	9.8
Other Attractions	4.9
Arts/Cultural Site	0.0

<u>Accommodations</u>	<u>Total</u>
Private Home	100.0%

<u>Main Trip Purpose</u>	<u>Total</u>
Attend Red Hills	52.5%
Visit Friends/Family	44.3
Business	1.6
Attend Conference	0.5

<u>Average Daily Expenditures</u>	<u>Total</u>
Restaurant Meals	\$58.36
Shopping	51.61
Admission Fees	42.90
Grocery	13.70
Ground Transportation	7.07
Eve. Entertainment	2.76
Lodging	0.00
All Others	0.00

<u>Improvement</u>	<u>Total</u>
More vendors	35.7%
More shuttle	21.4
Less congestion	7.1
More bathrooms	7.1
and with diaper change stations	
Better signage	7.1
Maps and schedule available	7.1
More trash cans	7.1
More water fountains	7.1
Shades for various area	3.9

<u>Visitor Type</u>	<u>Total</u>
Spectators	67.2%
Sponsors	14.8
Volunteers	9.8
Competitors	4.9
Vendors	3.3

<u>How did you hear about</u>	<u>Total</u>
Friends/Relatives	76.7%
Horse Organization	6.7
Visited Before	5.0
Newspaper/Radio/Media	5.0
Word of Mouth	1.7
Internet	1.7

Rate the overall experience	4.8
Rate this event	4.7
(1-5, with 5 being excellent)	

<u>Education</u>	<u>Total</u>	<u>Gender</u>	<u>Total</u>	<u>Ethnicity</u>	<u>Total</u>
Technical School/Less	10.0%	Female	70.5%	Caucasian	85.1%
College/Some	61.7	Male	29.5	Hispanic	3.3
Post Graduate	28.3			African-American	1.6

Appendix 4: 2007 Red Hills Horse Trials Event Visitor Profile

Day Visitor Sample Size =230

<u>Date</u>	<u>Expenditures Per Party</u>	<u>Avg. Nights Spent</u>	<u>Average Party Size</u>	<u>Likely to Return Yes</u>	<u>6Months</u>	<u>12months</u>	<u>Attended Last Year</u>
03/09 – 03/11	\$143.69	1.00	2.55	93.8%	46.3%	46.9%	55.2%

<u>Top Visitor Origins</u>	<u>Total</u>
Monticello	26.5%
Crawfordville	17.4
Thomasville, GA	9.1
GA – All Others	7.4
Valdosta, GA	4.3
Jacksonville	3.9
Ocala	3.5
Gainesville	3.0
Panama City	3.0

<u>Activities Participated</u>	<u>Total</u>
Shopping	36.2%
Dining Out	30.6
Outdoor Recreation	4.7
Other Attractions	1.7
Arts/Cultural Site	1.3

<u>Accommodations</u>	<u>Total</u>
Day Visitors	100.0%

<u>Main Trip Purpose</u>	<u>Total</u>
Attend Red Hills	94.3%
Visit Friends/Family	2.6
Pleasure/Vacation	2.2
Business	0.9
Attend Conference	0.0

<u>Average Daily Expenditures</u>	<u>Total</u>
Admission Fees	\$53.87
Grocery	33.22
Shopping	28.30
Restaurant Meals	23.22
Ground Transportation	4.14
Eve. Entertainment	0.95
Lodging	0.00
All Others	0.00

<u>Improvement</u>	<u>Total</u>
Less mulch, more grass	22.9%
More shuttle	18.7
More vendors	10.4
Less congestion	10.4
More publicity	8.3
More parking space	8.3
Shades for various area	6.3
More bathrooms	6.3
and with diaper change stations	
More water fountains	4.2
Better signage	4.2

<u>Visitor Type</u>	<u>Total</u>
Spectators	85.3%
Vendors	6.5
Sponsors	4.3
Volunteers	3.4
Competitors	0.4

<u>How did you hear about</u>	<u>Total</u>
Friends/Relatives	24.7%
Newspaper/Radio/Media	29.9
Visited Before	29.0
Word of Mouth	5.2
Horses in event	2.2
Internet	1.7

Rate the overall experience	4.8
Rate this event	4.6
(1-5, with 5 being excellent)	

<u>Education</u>	<u>Total</u>	<u>Gender</u>	<u>Total</u>	<u>Ethnicity</u>	<u>Total</u>
Technical School/Less	23.4%	Female	62.7%	Caucasian	94.8%
College/Some	56.7	Male	37.3	Hispanic	2.6
Post Graduate	19.9			African-American	1.3

Appendix 4: 2007 Red Hills Horse Trials Event Visitor Profile

RV Park/Campgrounds Visitor Sample Size N=28

<u>Date</u>	<u>Expenditures Per Party</u>	<u>Avg. Nights Spent</u>	<u>Average Party Size</u>	<u>Likely to Return Yes</u>	<u>6Months</u>	<u>12months</u>	<u>Attended Last Year</u>
03/09 – 03/11	\$480.68	3.77	2.73	78.3%	19.0%	38.1%	56.5%

<u>Top Visitor Origins</u>	<u>Total</u>
Jacksonville	8.7%
Atlanta	4.3
Panama City	4.3
Gainesville	4.3
Canada	4.3
Ocala	4.3
Savannah, GA	

<u>Activities Participated</u>	<u>Total</u>
Dining Out	65.2%
Shopping	30.4
Outdoor Recreation	21.7
Other Attractions	4.3
Arts/Cultural Site	1.0

<u>Accommodations</u>	<u>Total</u>
RV Park/Campgrounds	100.0%

<u>Main Trip Purpose</u>	<u>Total</u>
Attend Red Hills	82.6%
Visit Friends/Family	13.0
Attend Conference	4.3

<u>Average Daily Expenditures</u>	<u>Total</u>
Admission Fees	\$320.00
Restaurant Meals	58.18
Shopping	45.45
Grocery	37.50
Lodging	19.09
Ground Transportation	0.46
Eve. Entertainment	0.00
All Others	0.00

<u>Improvement</u>	<u>Total</u>
More shuttle	25.0%
Less congestion	25.0
More bathrooms and with diaper change stations	25.0
More water fountains	25.0

<u>Visitor Type</u>	<u>Total</u>
Spectators	47.8%
Competitors	43.5
Vendors	4.3
Volunteers	4.3

<u>How did you hear about</u>	<u>Total</u>
Horses in event	39.1%
Horse organization	17.4
Friends/Relatives	13.0
Visited Before	13.0
Newspaper/Radio/Media	13.0

Rate the overall experience	5.0
Rate this event	4.7
(1-5, with 5 being excellent)	

<u>Education</u>	<u>Total</u>	<u>Gender</u>	<u>Total</u>	<u>Ethnicity</u>	<u>Total</u>
Technical School/Less	13.0%	Female	62.4%	Caucasian	95.7%
College/Some	56.5	Male	37.6	African-American	4.3
Post Graduate	30.4			Hispanic	0.0

Appendix 4: 2007 Red Hills Horse Trials Event Visitor Profile

Spectator Visitor Sample Size N=297

<u>Date</u>	<u>Expenditures Per Party</u>	<u>Avg. Nights Spent</u>	<u>Average Party Size</u>	<u>Likely to Return Yes</u>	<u>6Months</u>	<u>12months</u>	<u>Attended Last Year</u>
03/09 – 03/11	\$165.61	1.12	2.25	89.7%	40.7%	48.9%	44.4%

<u>Top Visitor Origins</u>	<u>Total</u>
Monticello	18.7%
Crawfordville	11.2
Thomasville, GA	5.8
GA – All Others	5.1
Jacksonville	4.1
Gainesville	4.1
Valdosta, GA	3.1
Panama City	2.7

<u>Activities Participated</u>	<u>Total</u>
Dining Out	47.5%
Shopping	39.7
Outdoor Recreation	5.7
Other Attractions	3.7
Arts/Cultural Site	1.3

<u>Accommodations</u>	<u>Total</u>
Day Visitors	66.7%
Hotel/Motel	15.8
Private Home	13.8
RV Park/Campgrounds	3.7

<u>Main Trip Purpose</u>	<u>Total</u>
Attend Red Hills	83.7%
Visit Friends/Family	12.2
Pleasure/Vacation	1.7
Business	1.7
Attend Conference	0.7

<u>Average Daily Expenditures</u>	<u>Total</u>
Admission Fees	\$34.45
Restaurant Meals	49.83
Shopping	27.00
Ground Transportation	26.04
Lodging	18.61
Grocery	8.45
Eve. Entertainment	1.22
All Others	0.00

<u>Improvement</u>	<u>Total</u>
Less mulch, more grass	20.3%
More shuttle	18.7
More vendors	17.1
More bathrooms	10.2
and with diaper change stations	
Less congestion	8.5
Better signage	6.8
More publicity	6.8
More parking space	5.1
More water fountains	3.4
Shades for various area	3.4

<u>Visitor Type</u>	<u>Total</u>
Spectators	75.8%
Competitors	7.1
Vendors	6.6
Sponsors	6.4
Volunteers	4.1

<u>How did you hear about</u>	<u>Total</u>
Friends/Relatives	40.0%
Visited Before	23.4
Newspaper/Radio/Media	21.4
Word of Mouth	4.1
Internet	3.1

<u>Rate the overall experience</u>	<u>4.9</u>
<u>Rate this event</u>	<u>4.7</u>
(1-5, with 5 being excellent)	

<u>Education</u>	<u>Total</u>	<u>Gender</u>	<u>Total</u>	<u>Ethnicity</u>	<u>Total</u>
Technical School/Less	17.9%	Female	62.8%	Caucasian	93.9%
College/Some	58.8	Male	37.2	African-American	3.0
Post Graduate	23.3			Hispanic	2.0

Appendix 4: 2007 Red Hills Horse Trials Event Visitor Profile

Competitor Visitor Sample Size N=28

<u>Date</u>	<u>Expenditures Per Party</u>	<u>Avg. Nights Spent</u>	<u>Average Party Size</u>	<u>Likely to Return Yes</u>	<u>6Months</u>	<u>12months</u>	<u>Attended Last Year</u>
03/09 – 03/11	\$635.06	3.46	3.04	64.3%	22.2%	39.3%	53.6%

<u>Top Visitor Origins</u>	<u>Total</u>
Canada	17.9%
Jacksonville	7.1
GA – All Others	3.6
Atlanta	3.6
Melbourne	3.6
Ocala	3.6

<u>Activities Participated</u>	<u>Total</u>
Dining Out	75.0%
Shopping	28.6
Outdoor Recreation	10.7
Other Attractions	0.0
Arts/Cultural Site	0.0

<u>Accommodations</u>	<u>Total</u>
Hotel/Motel	50.0%
RV Park/Campgrounds	35.7
Private Home	10.7
Day Visitors	3.6

<u>Main Trip Purpose</u>	<u>Total</u>
Attend Red Hills	96.4%
Visit Friends/Family	3.6

<u>Average Daily Expenditures</u>	<u>Total</u>
Admission Fees	\$411.60
Lodging	70.25
Restaurant Meals	66.96
Shopping	46.43
Grocery	21.61
Ground Transportation	17.86
Eve. Entertainment	0.36
All Others	0.00

<u>Improvement</u>	<u>Total</u>
More vendors	33.3%
Less congestion	33.3
More water fountains	33.3

<u>Visitor Type</u>	<u>Total</u>
Spectators	75.8%
Competitors	7.1
Vendors	6.6
Sponsors	6.4
Volunteers	4.1

<u>How did you hear about</u>	<u>Total</u>
Horses in event	64.3%
Horse organization	10.7
Friends/Relatives	17.9
Visited Before	3.6
Word of Mouth	3.6
Internet	3.6

Rate the overall experience	4.9
Rate this event	4.7
(1-5, with 5 being excellent)	

<u>Education</u>	<u>Total</u>	<u>Gender</u>	<u>Total</u>	<u>Ethnicity</u>	<u>Total</u>
Technical School/Less	11.1%	Female	60.7%	Caucasian	100.0%
College/Some	63.0	Male	39.3	Hispanic	0.0
Post Graduate	25.9			African-American	0.0

Appendix 4: 2007 Red Hills Horse Trials Event Visitor Profile

Vendor Visitor Sample Size N=26

<u>Date</u>	<u>Expenditures Per Party</u>	<u>Avg. Nights Spent</u>	<u>Average Party Size</u>	<u>Likely to Return Yes</u>	<u>6Months</u>	<u>12months</u>	<u>Attended Last Year</u>
03/09 – 03/11	\$486.08	1.82	3.05	55.6%	61.1%	50.0%	50.0%

<u>Top Visitor Origins</u>	<u>Total</u>
Crawfordville	19.2%
Monticello	11.5
Thomasville, GA	11.5
GA – All Others	7.7
Panama City	7.7
Jacksonville	3.8
Gainesville	3.8

<u>Main Trip Purpose</u>	<u>Total</u>
Attend Red Hills	100.0%

<u>Activities Participated</u>	<u>Total</u>
Dining Out	50.0%
Shopping	46.2
Outdoor Recreation	15.4
Other Attractions	3.8
Arts/Cultural Site	0.0

<u>Average Daily Expenditures</u>	<u>Total</u>
Grocery	\$280.58
Admission Fees	80.57
Shopping	47.08
Restaurant Meals	36.15
Lodging	27.00
Ground Transportation	11.73
Eve. Entertainment	2.96
All Others	0.00

<u>How did you hear about</u>	<u>Total</u>
Horse organization	50.0%
Friends/Relatives	12.5
Newspaper/Radio/Media	12.5
Word of Mouth	8.3
Horses in event	4.2
Internet	4.2

<u>Accommodations</u>	<u>Total</u>
Day Visitors	57.7%
Hotel/Motel	30.8
Private Home	7.7
RV Park/Campgrounds	3.8

<u>Improvement</u>	<u>Total</u>
More water fountains	40.0%
Less vendors	20.0
More parking space	20.0
Shades for various area	20.0

<u>Visitor Type</u>	<u>Total</u>
Spectators	75.8%
Competitors	7.1
Vendors	6.6
Sponsors	6.4
Volunteers	4.1

<u>Rate the overall experience</u>	<u>4.6</u>
<u>Rate this event</u>	<u>4.5</u>
(1-5, with 5 being excellent)	

<u>Education</u>	<u>Total</u>	<u>Gender</u>	<u>Total</u>	<u>Ethnicity</u>	<u>Total</u>
Technical School/Less	28.0%	Female	53.8%	Caucasian	96.2%
College/Some	64.0	Male	46.2	African-American	3.8
Post Graduate	8.0			Hispanic	0.0

Appendix 4: 2007 Red Hills Horse Trials Event Visitor Profile

Sponsor Visitor Sample Size N=25

<u>Date</u>	<u>Expenditures Per Party</u>	<u>Avg. Nights Spent</u>	<u>Average Party Size</u>	<u>Likely to Return Yes</u>	<u>6Months</u>	<u>12months</u>	<u>Attended Last Year</u>
03/09 – 03/11	\$1,049.32	2.07	2.76	82.6%	35.0%	59.1%	72.0%

<u>Top Visitor Origins</u>	<u>Total</u>
Thomasville, GA	12.0%
Monticello	8.0
Crawfordville	8.0
Jacksonville	8.0
Apalachicola	8.0
Panama City	4.0
Canada	4.0
Valdosta, GA	2.8

<u>Activities Participated</u>	<u>Total</u>
Dining Out	52.0%
Shopping	44.0
Outdoor Recreation	0.0
Other Attractions	0.0
Arts/Cultural Site	0.0

<u>Accommodations</u>	<u>Total</u>
Day Visitors	40.0%
Hotel/Motel	24.0
Private Home	36.0

<u>Improvement</u>	<u>Total</u>
More vendors	60.0%
Less mulch, more grass	20.0
Maps and schedule available	20.0

<u>Main Trip Purpose</u>	<u>Total</u>
Attend Red Hills	100.0%

<u>Average Daily Expenditures</u>	<u>Total</u>
Admission Fees	\$867.00
Restaurant Meals	56.08
Shopping	57.76
Grocery	19.20
Lodging	41.12
Ground Transportation	4.16
Eve. Entertainment	4.00
All Others	0.00

<u>Visitor Type</u>	<u>Total</u>
Spectators	75.8%
Competitors	7.1
Vendors	6.6
Sponsors	6.4
Volunteers	4.1

<u>How did you hear about</u>	<u>Total</u>
Visited Before	29.2%
Friends/Relatives	20.8
Horse organization	16.7
Newspaper/Radio/Media	8.4
Horses in event	4.2

Rate the overall experience	4.9
Rate this event	4.7
(1-5, with 5 being excellent)	

<u>Education</u>	<u>Total</u>	<u>Gender</u>	<u>Total</u>	<u>Ethnicity</u>	<u>Total</u>
Technical School/Less	12.0%	Female	69.6%	Caucasian	100.0%
College/Some	52.0	Male	30.4	Hispanic	0.0
Post Graduate	36.0			African-American	0.0

Appendix 4: 2007 Red Hills Horse Trials Event Visitor Profile

Volunteers Visitor Sample Size N=16

<u>Date</u>	<u>Expenditures Per Party</u>	<u>Avg. Nights Spent</u>	<u>Average Party Size</u>	<u>Likely to Return Yes</u>	<u>6Months</u>	<u>12months</u>	<u>Attended Last Year</u>
03/09 – 03/11	\$180.93	1.63	2.69	100.0%	53.8%	42.9%	50.0%

<u>Top Visitor Origins</u>	<u>Total</u>
Monticello	12.5%
Apalachicola	6.3
Canada	6.3
Havana	6.3
Sopchoppy	6.3
Valdosta, GA	6.3
Panama City	2.8

<u>Activities Participated</u>	<u>Total</u>
Dining Out	43.8%
Shopping	43.8
Outdoor Recreation	6.1
Other Attractions	0.0
Arts/Cultural Site	0.0

<u>Accommodations</u>	<u>Total</u>
Day Visitors	50.0%
Private Home	37.5
Hotel/Motel	6.3
RV Park/Campgrounds	6.3

<u>Main Trip Purpose</u>	<u>Total</u>
Attend Red Hills	87.5%
Visit Friends/Family	12.5

<u>Average Daily Expenditures</u>	<u>Total</u>
Shopping	\$115.00
Restaurant Meals	29.71
Grocery	23.57
Ground Transportation	11.93
Eve. Entertainment	0.71
Admission Fees	0.00
Lodging	0.00
All Others	0.00

<u>Improvement</u>	<u>Total</u>
More shuttles	50.0%
More vendors	25.0
Less congestion	25.0

<u>Visitor Type</u>	<u>Total</u>
Spectators	75.8%
Competitors	7.1
Vendors	6.6
Sponsors	6.4
Volunteers	4.1

<u>How did you hear about</u>	<u>Total</u>
Friends/Relatives	37.5%
Horse organization	25.0
Visited Before	25.0
Newspaper/Radio/Media	6.3
Horses in event	6.3

Rate the overall experience	4.5
Rate this event	4.5
(1-5, with 5 being excellent)	

<u>Education</u>	<u>Total</u>	<u>Gender</u>	<u>Total</u>	<u>Ethnicity</u>	<u>Total</u>
Technical School/Less	18.8%	Female	62.5%	Caucasian	100.0%
College/Some	50.0	Male	37.5	Hispanic	0.0
Post Graduate	31.3			African-American	0.0



Visit Tallahassee

Economic Impact Study for

Red Hills International Horse Trials

March 5-8, 2015

Joseph St. Germain, Ph.D.

Phillip Downs, Ph.D.

Rachael Powell

Kerr & Downs Research

Out-of-County Visitors

4,760

Including spectators, riders, riders' entourages, officials, sponsors, vendors, exhibitors, etc., there were 4,760 individuals from outside Leon County who attended the Red Hills International Horse Trials.

*All figures in this report are based on attendance figures provided by Red Hills International Horse Trials.

Direct Spending

\$2,047,800*

People who **live outside** of Leon County spent \$2,047,800 during the Red Hills International Horse Trials.

*For accommodations, restaurants, groceries, transportation, attractions, entertainment, shopping, and "other" expenses including entry, exhibit, and sponsorship fees.

All figures in this report are based on attendance figures provided by Red Hills International Horse Trials.

Total Economic Impact

\$3,296,900*

When including indirect and induced effects of direct spending, the total economic impact of people attending Red Hills International Horse Trials who **live outside** of Leon County was \$3,296,900.

*For accommodations, restaurants, groceries, transportation, attractions, entertainment, shopping, and "other" expenses including entry, exhibit, and sponsorship fees.

All figures in this report are based on attendance figures provided by Red Hills International Horse Trials.

Paid Room Nights Generated

4,035

People who **live outside** of Leon County spent 4,035 nights in our hotels, motels, etc., while attending Red Hills International Horse Trials.

All figures in this report are based on attendance figures provided by Red Hills International Horse Trials.

Direct Spending

Direct spending by category by all **out-of-county** attendees, including spectators, riders, riders' entourages, officials, sponsors, vendors, exhibitors, etc., who attended the Red Hills International Horse Trials.

Accommodations	\$	414,800
Restaurants	\$	453,400
Groceries	\$	75,900
Shopping	\$	548,600
Entertainment	\$	178,800
Transportation	\$	123,700
Other ¹	\$	252,600
Total		<u>\$2,047,800</u>

¹Includes "other" expenditures by attendees, plus sponsor, exhibit, and entry fees.

All Attendees: Local + Out-of-County

12,064

Including all spectators, sponsors, riders, riders' entourages, officials, vendors, exhibitors from outside of Leon County, plus all local attendees, total attendance for The Red Hills International Horse Trials was 12,064.

All figures in this report are based on attendance figures provided by Red Hills International Horse Trials.

Direct Spending: Local + Out-of-County

Direct spending by category for **local and out-of-county attendees**, including spectators, riders, riders' entourages, officials, sponsors, vendors, exhibitors, etc., who attended the Red Hills International Horse Trials.

Accommodations	\$	414,800
Restaurants	\$	709,500
Groceries	\$	75,900
Shopping	\$	766,700
Entertainment	\$	433,400
Transportation	\$	220,200
Other ¹	\$	356,400
Total		\$2,976,900

¹Includes "other" expenditures by attendees, plus sponsor, exhibit, and entry fees.

Methodology

- The economic impact of Red Hills International Horse Trials was based on data from the following sources:
 - Interviews conducted by Kerr & Downs Research with 231 attendees, riders, members of riders' entourages, sponsors, exhibitors, and vendors of the Red Hills International Horse Trials,
 - Estimates provided by Red Hills International Horse Trials,
 - Visit Tallahassee Visitor Tracking Studies, and
 - Tourism database at Kerr & Downs Research.

Red Hills International Horse Trials Economic Impact Study

Attachment #5
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Lee Daniel, CDME – Director, Visit Tallahassee
850-606-2300, DanielLee@leoncountyfl.gov

Phillip Downs, Ph.D., Senior Partner, pd@kerr-downs.com
Joseph St. Germain, Ph.D., Vice President, joseph@kerr-downs.com
Rachael Powell, Project Director, rachael@kerr-downs.com
Kerr & Downs Research
1-800-564-3182: www.kerr-downs.com

Red Hills Analytics

Type	Views		
Ad Impressions			
Red Hills FB Ads	27,792		
EN Ad w/ embedded video	7,056		
COTH post w/ embeded video	14,200		
EQTV FB Ad	9,868		
Total Ad views:	58,716		
Youtube Program Upload	442		
Livestream Streaming Views	8536		
Total contained video views:	8,978		
Total content views:	67,694		




Live Stream of the 2015 Red Hills CIC 3* Highlights & Show Jumping
Sunday, March 8 at 11:00am
Tallahassee, Florida
149 people went

20,792 people reached

Like · Comment · Share

Zunee Van Der Linde, HOWDYS RENT A TOILET, Sonya Bartolomea Williams and 346 others like this.



Vicki O'Neill I'm watching it live!

Like · Reply · March 6 at 6:42pm



Pattie Peoples Jonnie

Any news about Nancy and Leo's horses in S.C.???

Like · Reply · March 6 at 8:40pm



Lynn Todd Fulgham Crystal Davis we plan to take Sadey and Skyler tomorrow. To bad you are sick.

Like · Reply · March 6 at 8:42pm



Heide Clifton It was so cold out there today. Should be better tomorrow. Great event.

Like · Reply · March 6 at 10:17pm



Lynette Mickey Haller Friday we huddled under a blanket. Today we will again but today Saturday we will be turning around & around looking at horses jumping across jumps cross country. I think we can situate ourselves to see 4 maybe 6 jumps. Wish you could be here.

Like · Reply · March 7 at 7:32am



Linda Gordon Jennifer Gordon Wright, we should try to go next year! I'm sure Lauren Wright would enjoy it, and it's closer than Lexington!

Like · Reply · March 7 at 1:05pm



Crystal Perugina Very cool!

Like · Reply · March 7 at 4:54pm

Write a comment...

2015 Red Hills CIC 3* Highlights & Show Jumping - Live Stream

No live feed

Beginning Sunday, March 8, at approximately 11:00 am, highlights from the previous two days of competition will be broadcast online. Coverage will include top riders competing in dressage and cross country. Following pre-recorded highlights, a live broadcast will feature the top 10 placed CIC^{3*} competitors in the show jumping arena with live event results and awards ceremony.

Photo below will snap out to live feed at designated time.



Event ended Mar. 8 2015 12:30 PM EDT

WATCH AGAIN

More on Facebook.com



June 5, 2015

Leon County Board of County Commissioners
301 South Monroe Street
Tallahassee, FL 32301

Dear Commissioners,

Thank you for the tremendous support you have given the Red Hills Horse Trials for the past three years. The construction of an entirely new cross-country course on the Elinor Klapp Phipps Park property has proved to be a major undertaking, one requiring more resources and manpower than our volunteer organization could possibly have mustered by itself. Your support has been invaluable, and we deeply appreciate what you have enabled us to achieve.

The following objectives have been accomplished in the past three years:

- Design of the cross-country course to be constructed on the Elinor Klapp Phipps Park
- Clearing of the woods for the cross-country course, cleaning up the debris from the timbering operation and defining the cross-country tracks
- Preparation of the footing and the planting of sod and grass seed on the tracks
- Construction of two water jumps and seven additional permanent obstacles in the Park
- Complete refurbishing of the pads for the stable tents
- Completion of an engineering study for purposes of relocating the Dressage and Show Jumping Arenas, as well as the upgrading to code of the electrical infrastructure in the Park
- Grading of north field for proper drainage and relocation of the Dressage and Show Jumping Arenas
- Procurement and installation of all-weather footing for the Dressage and Show Jumping Arenas
- Complete upgrade of electrical infrastructure
- Live streaming of Show Jumping – CIC 3* Division

The Leon County Board of County Commissioners' funding for the 2013 Red Hills International Horse Trials helped defray the expense of the international officials required by the Federation Equestre International, freeing resources for Red Hills to study and plan the construction of an entirely new cross-country course on the Elinor Klapp Phipps Park. Funding for the 2014 event was dedicated to clearing of the actual track and the physical construction of the course, which began in the summer of 2013. The City of Tallahassee Department of Parks, Recreation and Neighborhood Affairs undertook major portions of the heavy clean-up of the debris from the timbering operation undertaken by the Northwest Florida Water Management District in June of 2013 while the Red Hills course builders focused on the definition of the track and the construction of the permanent jumps. The track was literally carved out of the thick woods.

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Posted at 5:30 p.m. on June 12, 2015

The initial design and relocation of the new cross-country course in no way anticipated the relocation of the Dressage and Show Jumping Arenas. The deluge during the running of the 2014 event flooded these arenas, creating major safety concerns for the competitors. We undertook a professional engineering study in order to make the relocation of these arenas a rational one, and to understand the requirements for electrical infrastructure, both due to the move and to the age of the wiring that existed in the Park.

Roberts and Roberts Construction Company, Inc., contributed the major grading of the north field of the Park to prepare the site for the arenas. Engineers from the City laser-graded the field to insure proper drainage as well as appropriate grades for the Dressage and Show Jumping arenas. Phase one of the installation of all-weather footing in the arenas also began.

It has become universally expected in the equestrian sports that an upper-level event have all-weather footing in the arenas; a very expensive proposition. In 2015 we invested \$65,000 in the first phase of arena footing improvement. This only covered the cost of producing and transporting the granite screenings to Midway, FL. The City of Tallahassee personnel transported the screenings by truckload...roughly 126 truckloads...from Midway to the site, with the last load being delivered as the first horse arrived on site.

Once the earth moving and grading were completed, the relocation of the electrical stanchions began. The improvements to the electrical infrastructure, now completely up to code, cost \$45,000. The pads constructed as foundation for the stabling barns, which also washed out in 2014, were reworked for the 2015 event at the cost of approximately \$35,000.

Moving forward, Red Hills needs to refine what we have accomplished. The organizers of Red Hills International Horse Trials have embarked upon a plan for the future sustainability of the event which intends to achieve three objectives:

- Establish the sustainability of the event through restructured management and public/private partnerships
- Refine the infrastructure that has been developed in Elinor Klapp Phipps Park
- Develop the broadcasting of the event for greater outreach and advertising opportunities

The Red Hills event has outgrown the ability of an all-volunteer army to assure its success. It demands full-time administration and stewardship. The event requires a more professional fundraising effort than can be sustained on a purely volunteer basis. To address these needs we intend to engage a contracted management group to assist with the identification of an executive administrator who can make it feasible for Red Hills to become sustainable on a managed volunteer basis. We intend to begin this process in 2015. We estimate that \$40,000 per year for three years would allow contracted management to establish itself to the point that it would, through fundraising efforts, be in a position to support itself as similar events do. We are currently pursuing private funding for this initiative.

This spring, Red Hills entered into three-year agreements with internationally acclaimed FEI course designer Michael Etherington-Smith, former designer of the Rolex CCI 4* cross-country course as well as the Sydney and Hong Kong Olympics, and with David O'Connor, former Olympic Gold Medalist and current Chef d'Equipe of the US Olympic Team, for the designs of the CIC3* and CIC2*/1* cross-country courses, respectively. These designers have been engaged to refine the cross-country courses at Red Hills, both in terms of the quality of the technical questions asked of the competitors by the course and the footing on the course, and to further improve the quality of the all-weather footing in the arenas. A fresh evaluation by perhaps the most highly respected designer in the sport and his understudy will reestablish Red Hills' preeminence and confirm the caliber of our facilities.

We have already been instructed that the granite screening forming the base of the arenas need to be blended with fibrous material to cushion the surface. This will cost \$45,000 to \$50,000 in materials alone. City machinery can work the fibers into the screenings to complete the project. A grass perimeter around the arenas needs to be established and with the City's help, this has already been planted. We have made tremendous improvements in our facility in the past three years. Concentration on major relocations has severely reduced time available to focus on fundraising. This must become a major focus in 2016 and beyond.

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Posted at 5:30 p.m. on June 12, 2015

Red Hills begs to be broadcast. A trial run at modified live-streaming Show Jumping of the CIC3* Division was definitely a success in 2015. The Red Hills live stream had 8,978 total video views and 67,694 content views including ad views. The first year broadcast was a tremendous achievement! We are continuing to work with What's Up Media of Ocala, FL, to improve production in 2016.

To date only three events in the US other than the Rolex Three-Day Event have been live-streamed. Because of the isolated successes of the three events, the United States Equestrian Federation Network plans to coordinate these efforts and develop a protocol for live-streaming of a few select events, of which Red Hills would be one. This participation would cost Red Hills approximately \$30,000. Advertising revenue may be generated to help defray this cost.

Specific Funding Requests for 2016:

Capital Improvement Request

Cross-country course design and improvements \$ 45,000

Fibrous footing materials for arenas \$ 45,000

\$ 90,000

Operating Request

Emergency Medical Services \$ 10,000

International officials \$ 20,000

Live-streaming \$ 30,000

\$ 60,000

A significant drop in the need for additional funding is anticipated after 2016 as the facilities are completed. Courses would be freshened by moving portable jumps with a minimum of new construction. This should not require major investment. Track maintenance would be under the auspices of the City, following the direction of Michael Etherington-Smith.

With a majority of the capital projects projected to be completed in 2016, the physical plant should be stabilized, with only routine maintenance required in future years. With an executive in place, fundraising efforts should be markedly improved. With the broadcasting of the event, the generation of revenues from areas outside of Leon County should have begun to take momentum.

We sincerely appreciate your interest in sustaining an event that has grown exponentially, to the point that the efforts to maintain its prominence in the sport require year-round attention. Red Hills is truly a community effort, and we hope, an effort in which the community takes pride of ownership.

All the best,

Jane Barron and Marvin Mayer, Organizers

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Posted at 5:30 p.m. on June 12, 2015



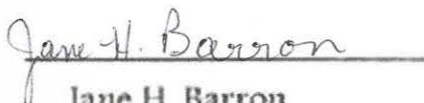
June 1, 2015

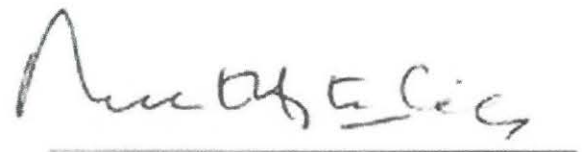
To: The Leon County Board of County Commissioners

From: Jane H. Barron and Michael Etherington-Smith on behalf of the Red Hills Horse Trials, Inc.

Re: Engagement of Course Design

This is to confirm the Michael Etherington-Smith has been engaged by the organizers of the Red Hills International Horse Trials for a three-year commitment to design the CIC3* cross-country course for the competition years 2016, 2017 and 2018, and to mentor David O'Connor in the design of the CIC2* and CIC1* courses.


Jane H. Barron
Organizer


Michael Etherington-Smith
Course Designer

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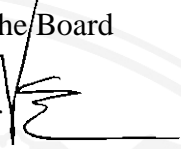
Posted at 5:30 p.m. on June 12, 2015

Leon County Board of County Commissioners

Budget Workshop Item #12

June 23, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: Establishment of FY 16 Primary Healthcare Funding Levels

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

Fiscal Impact:

This budget discussion item provides a summary of the Primary Healthcare program and seeks to establish the FY 16 funding level at \$1.9 million, which is consistent with the FY15 funding.

Staff Recommendation:

Option #1: Establish the FY 16 Primary Healthcare Program funding at the current funding level of \$1,939,582, as set forth:

Recommended FY 2016 Primary Health Care Funding Level

<i>Program</i>		<i>Rec. FY 16 Funding</i>
Competitive Provider Pool Reimbursements (Bond, NMC, and Apalachee Center)	Primary Care Patient Visits	\$1,059,015
	Mental Health Patient Visits	\$264,753
Capital Medical Society Foundation/We Care Network		\$168,826
FAMU Pharmacy Pharmaceutical Services		\$177,500
FAMU Pharmacy Diabetes Partnership		\$67,000
Florida Healthy Kids Health Insurance Program		\$2,488
Tallahassee Memorial HealthCare Trauma Center		\$200,000
Total		\$1,939,582

Report and Discussion

Background:

At the April 28, 2015 budget workshop, the Board approved the establishment of a new funding method for those CareNet agencies who are reimbursed on a per patient visit rate. 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. In this new methodology, Bond Community Health Center (Bond), Neighborhood Medical Center (NMC) and Apalachee Center (Apalachee) would all be eligible to receive reimbursements up to the maximum amount of the established funding pool in which a portion of the pool, 20 percent, is reserved for mental health visits.

Analysis:

In order to establish the funding for the competitive provider pool and the funding amounts for the remaining CareNet agencies, this budget discussion item considers the status of the multiple state and federal issues that impact patient services. There are various state and federal issues currently affecting the local health system. With session ending early, issues such as Medicaid expansion, the Medicaid cost cap, and telemedicine are all ongoing policy initiatives that are still in limbo with the 2015 Florida Legislature as they convene for a special session to finalize the state budget.

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 (NPMC) applied for New Access Point funding from HRSA. On May 5, 2015, HRSA posted their New Access Point awards and none were awarded in Tallahassee.

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. NMC received the notice of award of \$559,693 beginning May 1, 2015 through April 30, 2017.

Medicaid Expansion

With session ending early, pivotal issues such as Medicaid expansion and the status of the LIP program are still being reviewed. The Florida Senate is proposing a revamped version of Medicaid expansion in order to cover 800,000 uninsured Floridians. A special session is convened for June 1 - June 20 with the expectation of presenting a balanced budget to the Governor in time for the start of the state fiscal year on July 1.

Low Income Pool (LIP) Program

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.

The TMH Trauma Center has received annual funding from the County for the last four years in the amount of \$200,000. In FY 15, this funding was realigned into the Primary Healthcare Program's budget. For the last several years, this funding has been provided to AHCA as match funding for LIP funds in order for TMH to draw down additional funds that are used to support its Transition Center and Family Medicine Residency Program. Both of these programs play a significant role in serving the uninsured and underinsured residents of Leon County and partner with our other CareNet agencies to increase access to care.

The Governor's Office is pursuing legal action against the federal government for threatening to withhold LIP funds. The U.S. Health and Human Services (HHS) Secretary has recognized the Governor's request for LIP funding and HHS decided to provisionally grant an extension of LIP funds for two years. This funding was anticipated to expire on June 30, 2015 and was the underlying friction between the House and Senate in completing the state budget during the regular legislative session. For FY 15-16, the amount would total \$1 billion, inclusive of state and local contributions; this is half of the current LIP program's \$2.2 billion. For FY 16-17, the amount would drop to \$600 million, inclusive of state and local contributions.

Funding of Leon County's Primary Healthcare Program

Historically, the County has funded primary and mental health and during the past five years that investment has been more than \$1.9 million annually. Attachment #1 illustrates the amount of funding the County has provided to each agency over the last five years. The Board has approved of Bond and NMC's contracts having provisions that some of their funding be used for the Agency for Health Care Administration (AHCA) Medicaid Low Income Pool (LIP) matching funds for expansion of access to healthcare services. Attachment #2 illustrates the amount of funds leveraged and the total community benefit.

As part of the annual budget process, each CareNet agency submits a Non-Departmental Funding Request application during the budget development process to the Office of Human Services and Community Partnerships (HSCP). These applications serve as the basis upon which staff makes funding recommendations to the Board during the budget process. All agencies submitted their FY 2015-16 Non-Departmental Funding Request applications by the established deadline. (Attachments #3-4) With the Board's approval of the Competitive Provider Reimbursement Pool, the following summarizes the pool methodology for Bond, NMC, and the Apalachee Center as well as funding recommendations for the Capital Medical Society Foundation/We Care Network and FAMU Pharmacy.

Competitive Provider Reimbursement Pool

At the April 28, 2015 workshop, the Board approved of the competitive provider reimbursement pool model. 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. 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.

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 will 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 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 model allows the funding to truly follow the patient. 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.

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 available to be accessed in October 2015.

The FY 15 Primary Healthcare Program budget is approximately \$1.9 million of which \$1.3 million is allocated to Bond, NMC, and Apalachee for patient care reimbursements. Staff recommends that the Board maintain its overall level of funding for the Primary Healthcare Program.

Capital Medical Society Foundation's We Care Network

The We Care Network, operated by the Capital Medical Society Foundation, received \$168,826 in funding for FY 15. They are requesting \$192,000 to support the continued funding of an R.N. Program Coordinator and case management staff that coordinates the donation of specialty medical and dental care to low-income, uninsured residents of Leon County. The additional \$23,174 funding request over the previous year's allocation is calculated based on We Care's statistics showing 66 percent of the services provided are for Leon County patients. 66 percent of We Care's \$442,339 budget is \$291,944. We Care anticipates \$100,000 from other Leon County sources and is requesting \$192,000 in total funding from the County to make up the difference for its budget.

Of the \$192,000 requested, \$180,000 would be used to provide salaries and benefits for the case management staff of the We Care Network. The remaining \$12,000 would be used for patient assistance, which includes paying for patients' medications, transportation, and durable medical equipment, when needed. This patient assistance funding provides critical medications and equipment that allow patients to be treated at no cost by the volunteer physicians. Two recent examples of patient assistance fund expenses, as referenced in We Care's application, are:

- We Care spent \$466 for a capsule required for a diagnostic procedure recommended by a gastroenterologist for a colon cancer patient. Based on diagnostic outcome, We Care then coordinated \$20,000 in donated specialty medical services.
- We Care spent \$221 for a hinged knee sleeve for an orthopedic post-surgical patient. Over \$17,000 in care, including surgery, was donated by the orthopedic surgeon.

At this time, staff recommends allocating level funding of \$168,826 to We Care for FY 16 as there is not currently additional Primary Healthcare Program funding available.

FAMU Pharmacy

FAMU Pharmacy is requesting \$244,500 to ensure continued access of comprehensive pharmaceutical care services provided to low-income, uninsured residents of Leon County at their two locations. Additionally, this funding would continue the Diabetes Collaborative begun this year between FAMU Pharmacy, Bond, and NMC. \$67,000 of the \$244,500 is for the Diabetes Collaborative, with the remaining \$177,500 funding staff, software, and operating costs of the two pharmacy locations. The Diabetes Collaborative's purpose is to improve diabetes related outcomes for patients with Type 1 or Type 2 diabetes through a self-management education program. FAMU has worked extensively with NMC's patients on this program. The partnership between Bond and FAMU had a slower start; however, they are both open to collaboration and are moving toward starting the program with Bond. Staff recommends FAMU receive level funding of \$244,500 for FY 16. Staff is working closely with all three partners to ensure the goals of the Diabetes Collaborative are met and that patients of both primary care centers benefit from this opportunity.

Florida Healthy Kids

The Healthy Kids Corporation/Florida Healthy Kids health insurance program requires local match funds for participation. Currently, Chapter 624.91 F.S. permits local match credits for in-kind contributions and other efforts on behalf of children's health care. During the September 17, 2002 regular meeting, the Board voted to approve funding for eligible children. Staff recommends maintaining the funding level for this program at the historic level of \$2,488.

Summary

The Board's ongoing investment in these CareNet agencies and uninsured patients provides critically needed services to the most vulnerable citizens. 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 Low Income Pool program that brings additional dollars into the community and was set to expire on June 30, 2015, may be cut in half over the next two years while the Legislature continues to debate Medicaid expansion.

Based on the Board's direction from the April 28th budget workshop, this budget discussion item presents a fundamental shift in the utilization of limited funds for the Leon County Primary

<i>Program</i>			<i>FY 16 Funding Recommendations</i>
Competitive Provider Pool Reimbursements (Bond, NMC, and Apalachee Center)	Primary Care Patient Visits		\$1,059,015
	Mental Health Patient Visits		\$264,753
Capital Medical Society Foundation/We Care Network			\$168,826
FAMU Pharmacy Pharmaceutical Services			\$177,500
FAMU Pharmacy Diabetes Partnership			\$67,000
Florida Healthy Kids Health Insurance Program			\$2,488
Tallahassee Memorial HealthCare Trauma Center			\$200,000
Total			\$1,939,582

Healthcare Program to a competitive provider reimbursement model. As recommended by staff, the funding allocations outlined in Table #1 for FY 16 would maintain the overall level of funding for the Primary Healthcare Program at the FY15 funding levels.

Table #1: FY 16 Primary Healthcare Program Funding Recommendations

Options:

1. Establish the FY 16 Primary Healthcare Program funding at the current funding level of \$1,939,582, as set forth:

Recommended FY 2016 Primary Health Care Funding Level

<i>Program</i>		<i>Rec. FY 16 Funding</i>
Competitive Provider Pool Reimbursements (Bond, NMC, and Apalachee Center)	Primary Care Patient Visits	\$1,059,015
	Mental Health Patient Visits	\$264,753
Capital Medical Society Foundation/We Care Network		\$168,826
FAMU Pharmacy Pharmaceutical Services		\$177,500
FAMU Pharmacy Diabetes Partnership		\$67,000
Florida Healthy Kids Health Insurance Program		\$2,488
Tallahassee Memorial HealthCare Trauma Center		\$200,000
Total		\$1,939,582

2. Establish the FY16 primary healthcare program funding at a level determined by the Board.
3. Board direction.

Recommendation:

Option #1 is included in the tentative budget.

Attachments:

1. Leon County Primary Healthcare Program Funding, 2010-2015.
2. Agency for Health Care Administration Low Income Pool Matching Funds, 2013-2015.
3. Capital Medical Society Foundation/We Care Network Funding Application.
4. FAMU Pharmacy Funding Application.

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
Tallahassee Memorial HealthCare (Trauma Center)					\$200,000
Total Funding	\$1,740,871	\$1,739,582	\$1,739,582	\$1,739,582	\$1,939,582

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

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.



2015/2016 Non-Departmental Funding Request Application

Leon County Office of Human Services and Community Partnerships
Primary Healthcare Program

SUBMISSION DEADLINE: Tuesday, March 31, 2015

Please read each question carefully and be thorough in your responses.
The following attachments must accompany the application:

1. Agency's Articles of Incorporation
2. Agency's most recent tax return
3. Agency's most recent financial report or audit, including the audit management letter

A. Organizational Information

Legal Name of Agency: Capital Medical Society Foundation

Agency Representative: Pam Wilson

Physical Address: 1204 Miccosukee Road Tallahassee, FL 32308

Mailing Address: 1204 Miccosukee Road Tallahassee, FL 32308

Telephone: (850) 877-9018

Fax: (850) 878-0218

E-mail Address: pwilson@capmed.org

Agency Employer ID Number (FEIN): 59-2104510

Does the Agency have a 501(c)(3) status? Yes: x No:

Date of Agency Incorporation: May 1, 1981

B. Program Information

NOTE: In all questions below, "targeted population" is defined as Leon County residents living at or below 100% of the Federal Poverty Level who do not qualify for Medicaid or other insurance programs that could pay for clients' needed care. These are the eligibility criteria for Leon County's CareNet program. Any funding approved by the Leon County Board of County Commissioners is expected to be utilized to serve this population.

1. Tell us about the services you provide for the targeted population.

Each year, the We Care Network organizes and coordinates the delivery of donated specialty medical and dental care valued at over \$5 million to low-income, uninsured adult patients referred by primary care providers. Since its inception in 1992, over \$60 million in donated special medical and/or dental care has been provided to the residents of Leon, Gadsden, Jefferson, and Wakulla Counties. **In FY 2013/14 over \$3.4 million of that care was provided to Leon County low-income, uninsured, adult patients.** The We Care Network case managers efficiently screen patients for clinical and financial eligibility, educate patients on navigating access to care, educate referring providers in the referral process, and organize specialty medical and dental care donated by more than 300 volunteer physicians and 40 dentists, our local hospitals, and numerous ancillary medical providers.

Once the patient's clinical and financial eligibility have been determined, all of the care they receive is donated by the volunteer physicians, dentists, and ancillary medical providers who participate in the program at no cost to the patient. When needed, case managers help patients secure medication, transportation, durable medical equipment, and dental prosthetics through the We Care Network Patient Assistance Fund and by applying for prescription assistance programs through pharmaceutical companies when that option is available. **In FY 2013/14, \$12,725 in patient assistance was provided to the patients of Leon County. This assistance equaled 63% of the patient assistance dollars spent in Leon, Gadsden, Jefferson, and Wakulla Counties.**

There is no other access point or program like the We Care Network that grants low-income, uninsured adult patients access to free specialty medical and/or dental care from physicians, dentists, hospitals, and ancillary medical providers. We are the only program serving the targeted population in this way through the efficient allocation of resources to leverage donated care.

2. Describe any programmatic changes that have occurred in the last 12 months or that your organization expects to occur in the next 12 months. Examples include program expansion or contraction, changes in eligibility guidelines, additional locations, etc.

Staffing: We Care Network has undergone many transitions in the last twelve months. Sue Conte retired in 2014 as Executive Director and was replaced by Pam Wilson in May, 2014. When Program Coordinator Rose Marie Worley retired in July, 2014, her position was elevated to the Jean McCully We Care Network R.N. Program Coordinator. Although funding requested had been granted for an R.N. /L/P.N. case manager, the opportunity to bring an R.N. into the leadership role of the program was prioritized. This clinical leadership enabled We Care Network to improve its clinical pre-screening, clinical screening, and prescription analysis. It also enabled

We Care Network to begin its one-half day a week out-posting at Neighborhood Medical Center and Bond Community Health Center to improve referral documentation and access to care for patients. Since both the Executive Director and the Program Coordinator were new in their roles, Pam Wilson contracted with a grant administrator to maintain the grant reporting cycle to ensure proper reporting to grantors. The grant administrator's contract ends in March, 2015. An R.N. Case Management Specialist was hired in January, 2015 in anticipation of the resignation of the R.N. Program Coordinator in March, 2015 to provide three months of transition. Sue Michaels, R.N. assumed the position of Jean McCully We Care Network R.N. Program Coordinator on March 15, 2015. Roshanda Dorsey, who has a B.S. in Social Work, was promoted to Senior Case Manager. Two new case managers were hired to replace case managers who resigned in 2014. Both have prior case management experience. Devon Marrett has a Master's Degree in Community Psychology and Robin Satchell has a B.S. degree in Human Services and Rehabilitation. Diana Sheppard, Case Management Aide was hired in 2015 with a B.S. in Food and Nutrition. We Care Network is fully staffed.

Financial Eligibility Screening: We Care Network financial eligibility guidelines will be updated in 2015 to align with the Florida Department of Health's Volunteer Health Care Provider Program's eligibility requirements in defining household and income. This will enable more Leon County low-income, uninsured residents to be deemed financially eligible.

Outposts at Referring Providers: We Care Network implemented onsite meetings at Neighborhood Medical Center and Bond Community Health Center one-half day weekly to assist provider staff in assessing referral documentation for clinical and financial eligibility and referral readiness. This process has identified the need for ongoing training of referring providers and their staff for referrals so that basic labs and diagnostics are completed and financial eligibility disqualifiers such as other insurance have been identified prior to referral when possible.

FLDOH Information Security and Privacy Awareness Training of Case Management Team: We Care Network requested that their staff gain access to this FLDOH's online training as part of its partnership with FLDOH. Training began in 2015.

Sovereign Immunity Contracts with FLDOH Volunteer Health Care Provider Program: Based on pending Rule change to DOH Rule 64I-2, all volunteer providers with current contracts for sovereign immunity with FLDOH will be required to be re-contracted. A Rules Hearing was scheduled on March 12, 2015 to discuss changes and implementation of those changes. Proposed changes are still pending at this time. We anticipate significant administrative impact to re-contract 293 providers currently participating in the program. Sovereign Immunity is critical to maintaining a pool of volunteer health care providers. We Care Network currently has 293 volunteer health care providers with sovereign immunity contracts with FLDOH's VHCPP.

We Care Patient Tracking System Database Updates: We Care Network was required to purchase a new server for its We Care Network Tracking System Database at a cost of \$9,500 in 2014 due to significant increases in fee schedule from Paul's Consulting Group, our web hosting vendor. Their proposed contract increase, presented in July, 2014 to begin January 1, 2015, would have increased the cost for web-hosting of the We Care Patient Tracking System from \$1,200 annually to \$8,500 annually. The server was installed and the We Care Network

database successfully uploaded in December, 2014. The server or web-hosting system is critical to the maintenance of patient documentation for eligibility screening, patient communications, patient statistics, values of services and for the compilation of data required by grantors, including CareNet. We Care Network will be spending \$10,000 in programming costs for database upgrades to facilitate easier reporting to grantors, including CareNet through the WCPTS. Upgrades are funded through 2014/15 CHSP Grant.

Describe your client intake and eligibility process. Please include specifics on what assistance is provided to clients in applying for benefits they may be eligible for, such as Medicaid, Medicare, VA, subsidies through the Federal Health Insurance Marketplace, etc.

The We Care Network receives referrals for specialty medical and/or dental services from primary care providers in our service area. Our screening process consists of a clinical review of the referral and screening of patients' financial eligibility.

Clinical Screening: A clinical medical review by an R.N. is a critical step in the screening process. The referrals we receive are becoming increasingly medically complex and may require two or more types of specialty services. The screening is important to determine if there is a critical need present and if we have received adequate diagnostic work-up, so that we can refer to a volunteer specialist to donate care. If additional review of the referral is needed by a physician, a volunteer physician is asked to review the referral. If the most basic labs and diagnostic work-up are not completed at the time the referral is received, the referral is sent back to the primary care physician prior to creating a new referral at We Care Network. Once the basic labs and diagnostic work-up are completed, the primary care physician may resubmit the referral. **Since the review of these types of referrals is not captured as short-term case management statistically, these pre-screening services are not compensated by any funding source.**

Financial Screening: Once the clinical medical screening has been completed and clinical eligibility determined, the financial eligibility screening is begun. Patients start the process by filling out the application which asks for household demographics and income and expense information. Patients must provide earned and unearned income information for the household. Patients list the amounts of their monthly bills and expenses. Their total monthly expenses must reconcile with their total income. The patient may be asked to submit income documentation to verify the information provided on the application. Eligible patients must have income at or below 150% of the Federal Poverty Level. Phone interviews can be used to expedite the process when necessary. Phone screenings avoid delaying informing a patient who may not meet the eligibility criteria that he/she does not qualify financially, so that short-term case management assistance can be provided to the patient to assist in seeking alternative resources. After determination of eligibility, the patient must sign an Acceptance Contract agreeing to adhere to We Care Network policies and to notify us of changes in their financial status. Patients are financially rescreened every twelve months or if there has been a change to their financial status. Patients are asked before appointments are scheduled if there has been a change in their financial status.

Once a patient completes the screening process and is deemed eligible, a case manager gathers all of the necessary medical records related to the referral and send them to the volunteer physician or dentist requesting that they donate services. If the volunteer physician agrees to see the patient, the case manager schedules the appointment and informs the patient. All appointments are scheduled through the case manager to ensure that all of the care can be donated and to ensure that the physicians and dentists see our patients in a fair, rotating basis.

Short-term Case Management: When we find a patient who is eligible for a program that can pay for services, we identify the program and provide them with contact information for the appropriate resource. Short-term case management includes referrals to Medicaid, Vocational Rehabilitation, Division of Blind Services, or the Affordable Care Act with subsidies. If a patient is clinically-ineligible, we refer them back to their primary care home.

3. How many clients were served by your organization in 2014? How many of these clients were within the targeted population?

In FY 2013/14, We Care Network provided case management services to **1,595** active patients, of which **962** were from Leon County's targeted population. **(60%)**

In FY 2013/14, We Care Network received **1,993** requests for referrals to specialty medical and/or dental providers for new and established patients. **1,269** of those requests for referrals were for Leon County new and established patients. **(66%)**

We Care Network provided donated specialty medical and/or dental care for **630** newly-eligible and established patients with ongoing eligibility from Leon, Gadsden, Jefferson, and Wakulla Counties. **416** newly-eligible and established patients with ongoing eligibility from Leon County were provided specialty medical and/or dental care. **(66%)**

We Care Network coordinated **2,418** patient visits (kept appointments) to specialty physicians and dentists to newly-eligible and established patients of Leon, Gadsden, Jefferson, and Wakulla Counties. **1,667** patient visits (kept appointments) were coordinated for newly-eligible and established patients from Leon County. **(68%)**

We Care Network received **666** referrals for new patients from all counties to screen for financial and medical eligibility. **392** referrals were for screening of patients from Leon County. **(59%)**

We Care Network coordinated **416** requests for patient assistance for medications, transportation, CPAPs, and dental prosthetics in FY 2013/14. **274** of those requests were for Leon County patients. **(65%)**

We Care Network spent **\$19,940** for medications, transportation, CPAPs, and dental prosthetics for the patients of Leon, Gadsden, Jefferson, and Wakulla Counties. **\$12,725** of that assistance was for Leon County patients. **(64%)**

We Care Network provided short-term case management services to **318** patients in Leon, Gadsden, Jefferson, and Wakulla Counties, including assisting patients in applying for alternative programs that could pay for the patients' care, such as Medicaid, Medicare, Vocational Rehabilitation, Division of Blind Services, and/or referred them to a primary care home for continued care. **191** of those patients were from Leon County. **(60%)**

4. Why is this funding being requested? If this funding request is not approved, what would be the impact on your organization's ability to serve the targeted population?

This funding is being requested to support an efficient allocation of resources to continue to leverage over \$3,000,000 in donated specialty medical and/or dental care for Leon County

patients. Requested funding would provide for an R.N. Program Coordinator and case management staff to provide case management services for Leon County's targeted population, and for patient assistance funding for Leon County patients and for patient assistance for prescriptions, transportation, and durable medical equipment.

The We Care Network case managers serve as the access point to donated specialty medical and/or dental care for low-income, uninsured adult patients. The process employed by the We Care Network allows healthcare providers to donate care in an organized fashion without requiring the volunteer physicians/dentist or their staff to determine eligibility or to coordinate access to other care for these patients. Case managers also provide the navigation system to support patients who are eligible for donated care through the coordination of appointments, diagnostics, surgery, prescriptions, transportation, and eventual return to their primary care home.

The placement of an R.N. as the We Care Network R.N. Program Coordinator has enabled the We Care Network to improve the clinical screening of referrals. A clinical medical review of each referral is a critical step to the screening process. Because the referrals we receive are becoming increasingly complex and may require two or more types of specialty services, we have benefited from the additional funding received to hire an R.N. Although last year's funding supported an R.N. case manager, the positioning of the R.N. as the Program Coordinator has increased our ability to clinically review referrals in-house. The R.N. also guides the case managers in determining if there is a critical need present for specialty medical and/or dental care and if we have received adequate diagnostic work-up so that we can refer to a volunteer physician to donate care. If the most basic labs and diagnostic work-up are not completed at the time the referral is received or reviewed during an on-site visit to a referring primary provider, such as Neighbor Medical Center or Bond Community Health Center, the referral is sent back to the primary care physician with request for the required diagnostics and labs before the referral is accepted. The primary care physician may resubmit the referral when the basic labs and diagnostics are completed. Although this pre-referral clinical screening is not captured as part of the short-term case management services provided statistically, it is critical to the efficient use of case managers' and donating providers' time and funding resources. Another benefit of having an R.N. in a program leadership role is to be a resource to case managers in evaluating prescription requests for relationship to referral or cost-savings.

The funding by the Leon County Office of Human Services and Community Partnerships Primary Healthcare Program provides significant support for the We Care Network program and ensures that charity care is provided for the neediest in our community with improved health outcomes and cost savings to the community. The emergency room is the most expensive medical setting, estimated to cost at least four times as much as treating a patient through a regular hospital admission. Treatment is not as effective. Recovery is not as good and takes longer to achieve.

In addition to case management services, additional funding for patient assistance would pay for medications, transportation, durable medical equipment, and dental prosthetics for current We Care Network patients. Providing this direct assistance improves patient compliance with treatment plans, improves health outcomes for these patients, and benefits our communities by avoiding a higher cost to the community for avoidable hospitalizations and emergency room use.

If the funding request is not approved, our total program budget based on total anticipated revenue would be decreased by 45%. However, since \$52,500 in projected grant requests based on FY 2014/15 awards, are restricted for other than Leon County patients, the true impact to the

FY 2015/2016 Non-Departmental Funding Request Application**Page 7**

program budget for services to Leon County patients would be approximately 51%. Our staffing would need to be reduced, services to Leon County patients would be decreased, emergency room use would likely increase, and outcomes for these patients would be negatively impacted. Our program would be forced to reexamine the number of patients we could realistically serve and if we could continue supporting an R.N. salary for the Program Coordinator position.

The return on the resources allocated to Leon County patients if measured by value of donated services donated services to Leon County patients of \$3,454,927 (FY 2013/14) if \$192,000 were to be awarded would approximate 18%. The measurement of the outcome in improved health of the targeted population, employability, and reduced use of emergency rooms would exceed financial return predictions.

5. If approved, how will this funding be utilized to serve the targeted population? Please include a breakdown of proposed expenditures that totals the amount your organization is requesting from the County.

\$192,000 is being requested to provide funding to serve the targeted population. If approved, **\$180,000** of this funding will be used to provide salaries and benefits for the case management staff of the We Care Network which would include the R.N. Program Coordinator (1 FTE), 1 Senior Case Manager (1 FTE), 2 Case Managers (2 FTEs), 1 Case Management Aide (1 FTE), and 1 Communications and Support Coordinator (1 FTE). It would also be used to fund **\$12,000** for patient assistance provided to Leon County patients. Examples of patient assistance fund expenses include:

- We Care Network has spent \$1,491 for medications for the period 3/11/14-1/10/15 for one of its cancer patients who is undergoing treatment.
- We Care Network has spent \$466 for a capsule required for a diagnostic procedure recommended by a gastroenterologist for a colon cancer patient. Based on diagnostic outcome, we coordinated \$20,000 in donated specialty medical services.
- We Care Network spent \$221 for a hinged knew sleeve for an orthopedic post-surgical patient. Over \$17,000 in donated care, including surgery, was donated by the orthopedist who requested reimbursement for the durable medical equipment.

In 2014/15, Leon County's grant of \$168,826 generously supported the We Care Network's program providing case management services to Leon County low-income, uninsured patients. The grant provided for 60% of a salary of \$57,000 for an R.N. case manager. The funds were used to hire an R.N. The new R.N. Program Coordinator, who transitioned into the position on March 15, 2015, will earn \$59,850, including benefits and is budgeted to receive a 5% increase in 2016. The 2 new case managers hired in 2014 and the Senior Case Manager are budgeted to receive 3% increases in FY2015/16.

The proposed We Care Network expenditures for FY 2015/16 total \$442,339. We expect 66% of the case management services provided will be for the targeted Leon County population. 66% of the \$442,339 totals \$291,944. Currently, we anticipate \$100,000 in funding from other Leon County funding sources restricted for Leon County case management services. \$10,000 of that funding would be restricted to IT upgrades and the balance of \$90,000 is to support salaries and benefits of the We Care Network staff.

In 2014, Leon County funded **60%** of the R.N. salary based on 60% of patients of the We Care Network being residents of Leon County. However, the statistics bulleted below document that in 2013/14, case management services for Leon County targeted population of patients often exceeds 60% of the services provided to Leon, Gadsden, Jefferson, and Wakulla Counties and that **66%** is a more accurate benchmark of the percentage of case management services provided to the needy, medically-complex target population of Leon County

- **68%** of patient visits (kept appointments) coordinated for newly-eligible and established patients are from Leon County.
- **60%** of the active We Care Network patients who received case management were from Leon County.
- **66%** of requests for referrals to specialty medical and/or dental providers for new and established patients are from Leon County.
- **60%** of newly-eligible and established patients provided donated specialty medical and/or dental care are from Leon County.
- **65%** of patients who received patient assistance for medications, transportation, and durable medical equipment are from Leon County.
- **60%** of the patients who receive short-term case management are from Leon County.
- **64% of the dollars spent on patient assistance were provided to Leon County patients totaling \$12,725.**

Funding Expenditure Purposes	Proposed Leon County Funding	Outcomes Benefiting Leon County
Compensation and Benefits	\$180,000	Provide case management services to leverage over \$3 million in donated specialty medical and/or dental care to low-income, uninsured adult patients of Leon County to improve health outcomes, reduce emergency use, and improve employability.
Patient Assistance Fund/Direct aid	\$ 12,000	Provide prescriptions, gas cards, bus passes, and durable medical equipment to We Care Network to facilitate completion of care plan and health outcomes
Operating Expenses		
	\$192,000	

6. What other revenue do you receive that funds services for the targeted population? If the

organization is funded by Leon County, how would the County funding be used differently than other funding received for this population?

Currently, we anticipate grant requests for FY 2015/16 of \$100,000 to specifically serve the targeted population of Leon County. This funding does not cover the program costs to provide case management services and patient assistance to Leon County patients.

In FY 2014/15, Capital Medical Society Foundation was granted \$65,000 from CHSP for this targeted population, of which \$10,000 was for needed upgrades to the We Care Network Patient Tracking System. We also received \$35,000 from Leon County Health Department to serve the target population. We anticipate the same level of funding for from these Leon County grantors in FY 2015/16.

7. What is the projected impact on the targeted population, if funding is approved?

Approximately 1,000 low income, uninsured adult patients from the targeted population of Leon County will receive case management services. Low-income, uninsured adult patients of Leon County gain access to specialty medical and/or dental care to improve health outcomes to improve their health outcomes and employability.

Over \$3 million in donated specialty medical and/or dental care is anticipated to be provided to the targeted population of Leon County by volunteer physicians and dentists, hospitals, and ancillary providers through We Care Network.

Patients will be empowered to navigate the complex healthcare system with the assistance and guidance from case managers.

More than \$12,000 in medications, durable medical equipment, and transportation will be provided to the targeted population of Leon County to improve patient compliance with treatment plans and ultimately improving health outcomes for these patients.

Patients will complete needed treatments and return to their primary care providers for follow-up and management, thus improving health outcomes for these patients.

Eligible patients from this targeted population will not need to seek emergency room care for treatment that is related to their referral to We Care Network.

Through the regular out-posting of case management staff and/or R.N. Program Coordinator at referring primary care providers, such as Neighborhood Medical Center and Bond Community Health Center, patients' referrals will be screened more quickly for clinical and/or financial eligibility through greater efficiency.

Over 300 physicians and 40 dentists will continue to find it more gratifying to donate care when they know case management services will support the patient to improve outcomes.

Patients will be assisted in seeking alternative resources if they are ineligible for We Care Network and/or referred to a primary care home.

Due to proposed re-contracting of all volunteer health care providers under the FLDOH Volunteer Health Care Provider Program, We Care Network's assistance in re-contracting of its providers will ensure access to care through donated care and sovereign immunity protection for its volunteer providers.

8. Describe your outreach efforts to find and assist the targeted population.

Our main referral sources in Leon County are Bond Community Health Center, Neighborhood Medical Center and Leon County Health Department. These healthcare centers are where the majority of Leon County uninsured adult patients seek care. We actively partner with these facilities, to make sure they are aware of the services We Care Network can provide for their patients. We maintain staff contacts within each facility to ensure that accurate information about our program is disseminated to the providers and patients. These staff contacts send us referrals for patients who are in need of care. We Care Network has a weekly one-half day outpost at Neighborhood Medical Center and Bond Community Health Center to educate and assist staff in the referral process.

Once We Care Network receives the referral, the patient is first screened for clinical eligibility to ensure that basic labs and diagnostics are completed prior to accepting the referral. This is a step that was made possible because of the hiring of an R.N. as the Program Coordinator. This clinical screening step expedites access to care for patients by ensuring all testing is completed prior to referral to a specialty medical provider, or if testing does not indicate the need for a specialist, the patient can continue care with their primary care provider. Once a patient is determined clinically eligible, a case manager contacts the patient by mail and/or phone to screen the patient for financial eligibility. If we cannot locate the patient, we inform the referring healthcare center, so that they can follow-up with the patient and educate them further in how best to communicate with the We Care Network. We Care Network also distributes a flyer to referring providers to give to their patients who are being referred to the program. The flyer explains the program and gives the patient all of the information necessary to contact the We Care Network.

We also work with social workers at TMH and CRMC to engage the many uninsured patients who show up in their emergency rooms needing care. These social workers help the patients obtain primary care, usually at Bond Community Health Center or Neighborhood Medical Center. Once referred to a primary care home, the primary care provider can evaluate the patient and refer them to We Care Network, if appropriate. In urgent cases, we will take referrals directly from the hospitals with the goal of getting the patient into primary care in addition to specialty care as soon as possible.

We Care Network works with several translators to provide translation services for non-English-speaking patients. We have translators who will screen patients and inform them of scheduled appointments. We have created Spanish versions of forms and letters. We are continually working to engage our community partners, specifically our referral sources, in an effort to improve the quality and efficiency of our services. We created and provide a We Care Referral Guide to each of our referral sources. This valuable resource give a provider all of the information needed to refer a patient to the We Care Network, including applications, referral forms, and lists of information required for a referral which is sorted by specialty.

Transportation is a significant problem for the population we serve. Not all patients have their

own reliable transportation and are dependent on public transportation, bicycles, or rides from friends or neighbors. We Care Network provides limited transportation assistance for We Care Network patients to attend appointments, pick up prescriptions, and to come to the We Care Network office. Bus passes and gas cards are made available when needed and closely stewarded by We Care Network.

We Care Network case managers assist patients in securing prescriptions necessary to complete their care plan through the We Care Network Patient Assistance Fund or through prescription assistance programs through pharmaceutical companies when possible. Examples of patient assistance fund expenses include:

- *We Care Network* has spent \$1,491 for medications for the period 3/11/14-2/10/15 for one of its cancer patients who is undergoing treatment.
- *We Care Network* spent \$466 for a capsule required for a diagnostic procedure recommended by a gastroenterologist for a colon cancer patient. In doing so, we made possible a necessary surgical procedure that totaled more than \$20,000 in donated services.
- *We Care Network* spent \$221 for a hinged knee sleeve for an orthopedic post-surgical patient. Over \$17,000 of donated care, including surgery, was made possible by the orthopedist who requested reimbursement for the DME.

Physician and dentist volunteerism is not the long-term solution to uninsured healthcare in Leon County. We Care Network walks a fine line between serving as many patients as we can and overburdening our donating healthcare providers to the point that they no longer want to volunteer. We encourage all volunteer providers to complete contracts with the Florida Department of Health's Volunteer Health Care Provider Program (VHCPP) which will provide them with sovereign immunity when providing donated health care services to financially-eligible low-income, uninsured patients. We Care Network actively recruits specialty physicians and dentists to this program and signed up 54 new physicians, dentists, and ancillary healthcare providers for sovereign immunity protection through VHCPP in FY 2013/14 bringing the total number of We Care Network providers protected by sovereign immunity to 293. The FLDOH is in the process of revising the contracts from perpetual to a five year term at this writing, which will require all currently contracted providers to be re-contracted. This will impose an administrative burden on We Care Network staff to ensure contracts are in place with the FLDOH prior to future referrals. Additional pending language would also terminate the VHCPP contract if the volunteer provider does not volunteer services to a financially-eligible uninsured patient within twelve consecutive months.

In FY 2013/14, We Care Network recruited 16 specialty physician/dentists in areas of need, including Gynecology, General Surgery, Orthopedics, Neurosurgery, Radiology, Plastic Surgery, and Dermatology.

9. What other agencies in Leon County (governmental, non-profit, and private) provide services similar to those which would be provided by this funding? How do you coordinate with these agencies?

There is not another program in Leon County that uses this model or provides access to providers who donate specialty medical and dental care to low-income, uninsured adult patients.

One of the major roles of We Care Network case managers is to determine if there would be other programs that could pay for or otherwise provide care for the patients. Some of these programs include: Medicaid, Vocational Rehabilitation, Division of Blind Services, Big Bend cares, as well as, subsidized insurance through the Affordable Care Act. As part of the financial screening process, the case managers evaluate the patients' situation to make this determination. We try to assist patients in availing themselves of all potential resources before turning to We Care Network for donated care. This is important so that as many patients as possible gain access to care through whatever program best suits their needs. If a patient is not eligible for any other program, and is clinically eligible, we accept the patient and our volunteer providers donate the care to the patient.

10. Please provide a narrative explaining how you coordinate with community agencies, including ALL of the CareNet partners (Apalachee Center, Bond Community Health Center, Capital Medical Society Foundation/We Care Network, FAMU Pharmacy, and Neighborhood Medical Center). Please be very specific about how you work with these CareNet partners to ensure coordinated care between your agencies.

AGENCY	PARTNERSHIP/COLLABORATION
Bond Community Health Center	BCHC refers patients to We Care Network. Case Managers in our program work with BCHC staff to determine patients' financial and clinical eligibility for donated specialty medical and/or dental services. We coordinate a weekly onsite out-post to assist BCHC in the eligibility/referral process and to train new BCHC case managers in the referral process as needed. BCHC has a seat on the We Care Network Advisory Committee to ensure collaboration
Neighborhood Medical Center	NMC refers patients to We Care Network. Case managers in our program work with NMC staff to determine patients' financial and clinical eligibility for donated specialty and/or dental services. We coordinate a weekly onsite out-post to assist NMC in the eligibility/referral process and to train new NMC case managers in the referral process as needed. NMC has a seat on the We Care Advisory Committee to ensure collaboration. CMS Executive Director serves on the NMC Transition Team

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Leon County Health Department	LCHD refers patients to We Care Network. Case managers work with the health department to determine financial and clinical eligibility for donated specialty medical and/or dental services. LCHD also grants access to the Molar Express for 6 We Care Network Dental Clinic Days annually and donates a panoramic x-ray to each new We Care Network patient seen at that location.
FAMU Pharmacy	FAMU Pharmacy works with We Care patients to provide prescription assistance programs which reduce the costs We Care must pay for patients' medications.
Dept. of Vocational Rehabilitation	We refer patients who may be eligible for vocational rehabilitation or who may need care from both programs based on the patient's circumstances.
Big Bend Cares (BBC)	BBC and We Care Network sometimes have mutual patients who see providers related to their HIV/AIDS through BBC and providers for other health issues through We Care Network
Desloge Home Oxygen and Medical Equipment	CPAP equipment that is donated to We Care Network for pulmonary patients is refurbished for a nominal fee and maintained in inventory for use by We Care Network patients by prescription.

C. Funding Information

11. Agency's current total budget: 2014/15 **\$564,572** (current) 2015/16 **\$561,144** (proposed)

12. Please list the 2014/15 funding amount and associated expenditures requested from Leon County and Other Revenue Sources:

Actual Expenditure Detail	Leon County Funded	Other Revenue Sources	Total
Compensation and Benefits	\$138,888	\$195,571	\$336,459
Professional Fees		\$ 49,557	\$ 49,557
Occupancy/Utilities/Network	\$ 13,391	\$ 29,805	\$ 43,196
Supplies/Postage	\$ 2,809	\$ 6,103	\$ 8,912
Equipment Rental, Maintenance, Purchase	\$ 1,032	\$ 2,298	\$ 3,330

Meeting Costs/Travel/Transportation		\$ 2,132	\$ 2,132
Staff/Board Development/Recruitment		\$ 3,360	\$ 3,360
Awards/Grants/Direct Aid	\$ 12,706	\$ 99,462	\$112,168
Bad Debts/Uncollectible		-	-
Bonding/Liability/Directors Insurance		\$ 5,458	\$ 5,458
Other Expenses (please itemize)		-	
Total	\$168,826	\$395,746	\$564,572

13. Please list the following Revenue Sources for the current year and the upcoming year below:

Revenue Sources	2014/15 (Current)	2015/16 (Proposed)
CHSP	\$ 65,000	\$65,000
Leon County (not CHSP)	\$168,826	\$192,000
City of Tallahassee (not CHSP)	-	-
United Way (not CHSP) Rural Counties	\$ 11,950	\$11,000
State	\$ 41,000	\$41,000
Federal		-
Grants	\$ 35,000	\$45,000
Contributions/Special Events	\$ 93,010	\$89,095
Dues/Memberships	-	-
Program Service Fees	-	-
Utilized Reserves	-	-
Other Income (please itemize) interest only	\$1,000	\$1,000
Total	\$415,786	\$444,085

14. Please list the following expenses for the current year and the upcoming year below:

Expenses	2014/15 (Current)	2015/16 (Proposed)
Compensation and Benefits	\$313,579	\$323,175
Professional Fees	\$ 39,392	\$ 40,000
Occupancy/Utilities/Network	\$ 33,665	\$ 36,894
Supplies/Postage	\$ 5,861	\$ 8,600
Equipment Rental, Maintenance, Purchase	\$ 2,690	\$ 3,000
Meeting Costs/Travel/Transportation	\$ 1,946	\$ 2,950
Staff/Board Development/Recruitment	\$ 3,220	\$ 4,220
Awards/Grants/Direct Aid	\$ 20,000	\$ 20,000
Bad Debts/Uncollectible	-	-
Bonding/Liability/Directors Insurance	\$ 2,636	\$ 3,500
Other Expenses (please itemize)	-	-
Total	\$422,989	\$423,730

15. Describe actions to secure additional funding. Please be specific.

Each year the We Care Network staff writes grants requesting funding from the following sources:

- Charles A. Frueauff Foundation
- **Community Human Services Partnership** to provide funding for Leon County patient case management and/or other program needs, such as IT upgrades
- United Way of the Big Bend (Rural Counties) to provide funding for other county patients
- Florida Dental Health Foundation to provide patient assistance for transportation, dentures and crown materials only

We contract with health departments in the four counties we serve to provide services to their residents.

Our current contracts are with:

- **Leon County Health Department**
- Jefferson County Health Department
- Wakulla County Health Department
- Gadsden County Commission through Gadsden County Health Department

The following county commissions in our service area contract with us to provide services:

- **Leon County Commission (CareNet funding)**
- Wakulla County Commission

The following schedule is of funding sources to be requested for AGENCY FY 2014/15

Event	Date	Possible Dollar Results or Specific Results, if the Event Has Been Completed
Other Contributions/Special Events	Ongoing throughout the year	\$195,126
Request funding from the Community Human Services Partnership (United Way)	February 2015	\$65,000
Charles A. Frueauff Foundation	February 2015	\$40,000
Request funding from the Leon County Health	May 2015	\$35,000
Request funding from the Wakulla County Health Department	May 2015	\$3,000
Request funding from the Jefferson County Health Department	May 2015	\$3,000

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Request from Leon County/Carenet	June 2015	\$192,000
Request funding from United Way of the Big Bend (for services to the rural counties)	June 2015	\$11,000
Request funding from Florida Dental Health Foundation	July 2015	\$5,000
PROJECTED TOTALS		\$549,126

Ongoing funding will be requested in subsequent years to continue this program.

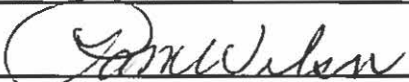
All funding from Leon County/CareNet was provided to the Capital Medical Society Foundation, Inc. for the We Care Network program. The Table below shows the funding provided on a July 1-June 30 fiscal year, which is CMSF's fiscal year.

Funding Year	Funding Amount
2001-2002	\$30,012.68
2002-2003	\$65,357.90
2003-2004	\$83,616
2004-2005	\$83,616
2005-2006	\$83,616
2006-2007	\$83,616
2007-2008	\$83,616
2008-2009	\$83,616
2009-2010	\$120,048
2010-2011	\$130,043
2011-2012	\$130,043
2012-2013	\$130,043
2013-2014	\$168,826

CERTIFICATION

I, the undersigned representative of the Agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Print Name: Pam Wilson

Signature: 

Date Signed: 3-16-15



2015/2016 Non-Departmental Funding Request Application

Leon County Office of Human Services and Community Partnerships
Primary Healthcare Program

SUBMISSION DEADLINE: Tuesday, March 31, 2015

Please read each question carefully and be thorough in your responses.

The following attachments must accompany the application:

- 1. Agency's Articles of Incorporation**
- 2. Agency's most recent tax return**
- 3. Agency's most recent financial report or audit, including the audit management letter**

A. Organizational Information

Legal Name of Agency: Florida A&M University

Agency Representative: Dr. Michael D. Thompson

Physical Address: 1415 South Martin Luther King, Jr. Blvd., Tallahassee, FL 32307

Mailing Address: Same as the above

Telephone: (850) 599-3171

Fax: (850) 599-3347

E-mail Address: michael.thompson@fam.u.edu or Otis.kirksey@fam.u.edu

Agency Employer ID Number (FEIN): 59-0977035

Does the Agency have a 501(c)(3) status? Yes: X No:

Date of Agency Incorporation: July, 1947

B. Program Information

NOTE: In all questions below, "targeted population" is defined as Leon County residents living at or below 100% of the Federal Poverty Level who do not qualify for Medicaid or other insurance programs that could pay for clients' needed care. These are the eligibility criteria for Leon County's CareNet program. Any funding approved by the Leon County Board of County Commissioners is expected to be utilized to serve this population.

1. Tell us about the services you provide for the targeted population.

The FAMU College of Pharmacy currently receives funds from the Leon County Board of County Commissioners support the following programs:

- a. **The Unified Pharmaceutical Plan** – this program provides comprehensive pharmaceutical care services to uninsured citizens living in Leon County. These services include prescription dispensing, adverse drug reaction surveillance, disease management and patient counseling.
 - b. **Patient Assistant Program** – this program is designed to increased access to newer and in many cases safer medications that are traditionally much more expensive medications currently available on the FAMU Pharmacy drug formulary.
 - c. **The Diabetes Education and Empowerment Program (DEEP)** - the primary goal of DEEP is to reduce hospitalizations and delay development of serious costly morbidity and mortality of uninsured patients with diabetes through improved diabetes control and associated health outcomes. The DEEP achieves this goal via comprehensive diabetes disease management services (currently provided at Neighborhood Medical Center) and community diabetes self-management education classes.
2. Describe any programmatic changes that have occurred in the last 12 months or that your organization expects to occur in the next 12 months. Examples include program expansion or contraction, changes in eligibility guidelines, additional locations, etc.

Currently there is only one programmatic change that is expected during the next 12 months. The implementation of Federal 340B pricing program is expected to be completed within the next 3 months. This program will provide our targeted population with a much more expanded drug formulary and will enable the FAMU Pharmacy to purchase those drugs at a more affordable rate. The implementation of this new program will also assist us in the documentation and tracking of income status of the patients we serve. This new feature will enable to provide the county with important reporting data that we currently do not have the capacity to provide.

3. Describe your client intake and eligibility process. Please include specifics on what assistance is provided to clients in applying for benefits they may be eligible for, such as Medicaid, Medicare, VA, subsidies through the Federal Health Insurance Marketplace, etc.

In past years, the only eligibility criteria patients had to meet was that they had to be patients of Neighborhood Medical Center or had to be referred to us by one of our community partners (WeCare, etc). However, since we will begin to provide prescriptions under the Federal 340B Prescription Plan, we are currently working with Neighborhood Medical Center to establish an eligibility process to that will identify those patients who fall under the target population

4. How many clients were served by your organization in 2014? How many of these clients were within the targeted population?

- During 2014 the FAMU Pharmacy dispensed 12,475 prescriptions. Additionally we processed 522 Patient Assistant Applications for a total of 192 patients.
- During the 2014, we provided a total of 895 diabetes management/education encounters at Neighborhood Medical Center.

5. Why is this funding being requested? If this funding request is not approved, what would be the impact on your organization's ability to serve the targeted population?

This funding is being requested to ensure the continued access of comprehensive pharmaceutical care services as well as advance diabetes education and management to uninsured patients living in Leon County. The failure of this request to be funded will result in a deficit in care that has the possibility in leading to increased hospitalizations, morbidity and mortality.

6. If approved, how will this funding be utilized to serve the targeted population? Please include a breakdown of proposed expenditures that totals the amount your organization is requesting from the County.

Compensation and Benefits	\$162,200
Equipment Rental, Maintenance, Purchase	\$6,142
Other Expenses (please itemize)	
MedData Services and Software	\$6,229
Pharmacy Software at Orange Ave	\$2,929
Diabetes Collaborative	\$67,000
Total	\$244,500

7. What other revenue do you receive that funds services for the targeted population? If the organization is funded by Leon County, how would the County funding be used differently than other funding received for this population?

Currently, we do not receive any additional funding to support the initiatives outlined in this funding request.

8. What is the projected impact on the targeted population, if funding is approved?

The projected impact of the services funded through this request include:

- a. Improved patient adherence to prescribe medication regimens
- b. Improved therapeutic outcomes as a direct result of access to prescription medications, patient counseling and disease management
- c. Improved diabetes related outcomes
- d. Reduced adverse drug events

9. Describe your outreach efforts to find and assist the targeted population.

The FAMU Pharmacy provides pharmacy services to patients of Neighborhood Medical Center. Additionally, patients are referred to the pharmacy from the each of the local hospitals.

10. What other agencies in Leon County (governmental, non-profit, and private) provide services similar to those which would be provided by this funding? How do you coordinate with these agencies?

Currently, there are no other agency that provides the types of services that we are currently providing.

11. Please provide a narrative explaining how you coordinate with community agencies, including **ALL** of the CareNet partners (Apalachee Center, Bond Community Health Center, Capital Medical Society Foundation/We Care Network, FAMU Pharmacy, and Neighborhood Medical Center). Please be very specific about how you work with these CareNet partners to ensure coordinated care between your agencies.

Currently, Neighborhood Medical Center is our primary community partner. The majority of patients that we service are patients of NMC. In previous years, the pharmacy provided prescription referrals from WeCare. Additionally, the College of Pharmacy provides comprehensive pharmacy services for Apalachee Center. However, these services are funded through this funding request. The Diabetes Collaborative with Bond Community Health Center is fairly new initiative that was funded for the first time in October 2014. We are currently in the process of developing a practice plan that will enable us to achieve the goals of that initiative. Additionally, we also provide prescription referrals from The Shelter

C. Funding Information

12. Agency's current total budget: 2014/15 \$244,500 (current) 2015/16 \$ \$244,500 (proposed)

13. Please list the 2014/15 funding amount and associated expenditures requested from **Leon County** and **Other Revenue Sources**:

Actual Expenditure Detail	Leon County Funded	Other Revenue Sources	Total
Compensation and Benefits	\$162,200		\$162,200
Professional Fees			
Occupancy/Utilities/Network			
Supplies/Postage			
Equipment Rental, Maintenance, Purchase	\$6,142		\$6,142
Meeting Costs/Travel/Transportation			
Staff/Board Development/Recruitment			
Awards/Grants/Direct Aid			
Bad Debts/Uncollectible			
Bonding/Liability/Directors Insurance			
Other Expenses (please itemize)			
MedData Services and Software	\$6,229		\$6,229
Pharmacy Software at Orange Ave	\$2,929		\$2,929
Diabetes Collaborative	\$67,000		\$67,000
Total	\$244,500		\$244,500

14. Please list the following Revenue Sources for the current year and the upcoming year below:

Revenue Sources	2014/15 (Current)	2015/16 (Proposed)
CHSP		
Leon County (not CHSP)	\$244,500	\$244,500
City of Tallahassee (not CHSP)		
United Way (not CHSP)		
State		
Federal		
Grants		
Contributions/Special Events		
Dues/Memberships		
Program Service Fees		
Utilized Reserves		
Other Income (please itemize)		
Dispensing Fees	\$81,258	\$110,000
Total	\$325,758	\$354,500

15. Please list the following expenses for the current year and the upcoming year below:


Expenses	2014/15 (Current)	2015/16 (Proposed)
Compensation and Benefits	\$162,200	\$162,200
Professional Fees		
Occupancy/Utilities/Network		
Supplies/Postage		
Equipment Rental, Maintenance, Purchase	\$6,142	\$6,142
Meeting Costs/Travel/Transportation		
Staff/Board Development/Recruitment		
Awards/Grants/Direct Aid		
Bad Debts/Uncollectible		
Bonding/Liability/Directors Insurance		
Other Expenses (please itemize)		
MedData Services and Software	\$6,229	\$6,229
Pharmacy Software at Orange Ave	\$2,929	\$2,929
Diabetes Collaborative	\$67,000	\$67,000
Total	\$244,500	\$244,500

16. Describe actions to secure additional funding. Please be specific.

CERTIFICATION

I, the undersigned representative of the Agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Print Name: Michael D. Thompson


Signature: 

Date Signed: 4-3-15

Leon County
Board of County Commissioners
Budget Workshop Item #13

June 23, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: Approval of Operation Thank You Initiative To Provide Enhance Programs and Services to Leon County Veterans and Reallocation of Funds for the Veterans Emergency Assistance Program and the Active Duty Grant Program

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, Human Services & Community Partnership Director Shington Lamy, Assistant to the County Administrator for Intergovernmental and Community Initiatives Ben Bradwell, Veteran Services Director

Fiscal Impact:

This item has does not have fiscal impact; existing appropriation will be reallocated to support the recommendations. The item proposed the establishment of the Operation Thank You Initiative in lieu of annual Operation Thank You events which would broaden the County's efforts to honor and recognize veterans throughout the year. The Operation Thank You Initiative would maintain the annual budget of \$15,000. Additionally, the item recommends the reallocation of approximately \$25,000 from the Active Duty Grant Program to the Veterans Emergency Assistance Program (VEAP).

Staff Recommendations:

- Option #1: Approve the establishment of the Operation Thank You Initiative in lieu of the Operation Thank You events to honor and recognize veterans in the amount of \$15,000 annually.
- Option #2: Direct staff to prepare a policy for the Veterans Organizations Grant Assistance Program for Board consideration.
- Option #3: Approve the reallocation of Active Duty Grant Program funds in the amount of \$25,000 to the Veterans Emergency Assistance Program.

Report and Discussion

Background:

Leon County has a long tradition of supporting its local veteran community through an array of programs and services, Active Duty Grant Program and Veterans Emergency Assistance Program (VEAP). Additionally, Leon County has hosted and participated in local events that honor the men and women of the community that served in the U.S. Armed Forces. At the February 14, 2012 meeting, the Board directed staff to develop a proposal to hold an event in downtown Tallahassee honoring returning veterans of the Iraq and Afghanistan military campaigns, as well as those currently serving in the armed forces.

On March 13, 2012, aligned with its Strategic Initiative, the Board approved the Operation Thank You Downtown Block Party for May 18, 2012 to honor the service of post-September 11 local armed forces members and veterans. In preparation for the event, the County Administrator formed the Operation Thank You Planning Team, comprised of County employees, to plan, coordinate, and execute the logistics for the occasion.

The 2012 Operation Thank You event was held on Adams Street between Park Avenue and Jefferson Street, and on College Avenue between Duval Street and Monroe Street, attracting more than 400 people. Approximately 40 vendors participated in the event, including military and veteran organizations, that provided information to the community about the programs and services available to military and veterans in Leon County.

On January 29, 2013, the Board adopted the following as part of its FY13 Strategic Initiative:

“Hold Operation Thank You!” celebration annually for veterans and service members.”

This particular Strategic Initiative aligns with the Board’s Strategic Priority – Economy,

“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.”

On March 12, 2013, the Board approved the 2013 Operation Thank You – Welcome Home Vietnam Veterans event in recognition of the 40th anniversary of the order to withdraw U.S. troops from Vietnam. The event took place at the Vietnam Veterans Memorial located on the corner of South Monroe Street and Apalachee Parkway honoring the service and sacrifice of local Vietnam veterans. The event, which was attended by more than 400 members of the community, included an intimate ceremony honoring more than 150 Vietnam Veterans in attendance followed with breakfast served by County Commissioners, the Operation Thank You Team, and Volunteer LEON volunteers.

On February 25, 2014, the Board approved the 2014 Operation Thank You – In Honor of Local World War II Veterans event in recognition of the 70th anniversary of Allied troops landing on the beaches of Normandy, France also known as D-Day. More than 500 members of the community attended the 2014 Operation Thank You on June 6, 2014, which was held in front of the World War II Memorial located on the front lawn of the County Courthouse. The event included an intimate ceremony honoring more than 100 World War II Veterans with performances by the Tallahassee Swing Band and Lawton Chiles High School Choir. Following

the ceremony, breakfast was served by County Commissioners, the Operation Thank You Team, and Volunteer LEON volunteers.

Additionally, a portion of the first lobby of the County Courthouse was converted into a World War II Memorial Center featuring memorabilia and artifacts from the World War II era.

On February 10, 2015, the Board approved the 2015 Operation Thank You – In Honor of Local Korean War veterans to mark the 65th year anniversary of U.S. involvement in the conflict. The event was held on May 16, 2015 in front of the Korean War Memorial located at Cascades Park. In addition to a ceremony and breakfast, more than 400 veterans and community members in attendance were provided the opportunity share their thoughts and appreciation for veterans on the Operation Thank You Wall which will be displayed on a rotating schedule at various sits of veteran organizations locations including the American Legion and Veterans of Foreign Wars.

Analysis:

As demonstrated through the past four years with Operation Thank You, the Board has held an unwavering commitment to support and honor the veterans that have dedicated their lives in order to protect the basic tenets of freedom. In addition to Operation Thank You, Leon County continually recognizes and honors veterans through numerous services and events including:

- *Veterans Day Parade* – Each year the County partners with Veterans Events Tallahassee, Inc. (VET, Inc.), to participate in the Veterans Day Parade which traditionally takes place on Monroe Street. County staff provides support in the planning and coordination of the event. In addition to its annual participation and coordination, the County provides financial support in the amount of \$2,500.
- *Honor Flight* – The County provides \$15,000 annually to Honor Flight to transport World War II Korean War, and Vietnam War veterans to Washington D.C. to visit memorials dedicated to honor their services and sacrifices. Additionally Leon County Emergency Medical Services provide critical medical support for each flight.
- *North Florida Homeless Veterans Stand Down* – The County has played a major role in the promotion, coordination, and funding of the Operation Homeless Veterans Stand Down. The three-day event, put on by Florida Veterans Foundation, Inc. is held at the North Florida Fairground where homeless veterans that reside in the Big Bend region receive meals, clothing, and medical supplies. Each year the County has provided \$10,000 for the event (\$30,000 to date) as well as staff support from the County Veteran Service Division, Volunteer LEON, and Emergency Medical Services. On February 10, 2015, the Board included the Operation Homeless Veterans Stand Down event to be funded annually in the County budget in the amount \$10,000.
- *Veterans Burial Support* – In partnership with the Veterans of Foreign Wars Post 3308 (VFW), Leon County owns and the VFW maintains a cemetery for members of the VFW that have passed away. Each year, the County's Veteran Services Division participates in an annual Memorial Day Ceremony to honor these veterans.

Operation Thank You Initiative

With the recognition of World War II, Korean War, Vietnam War, and post-9/11 wars (Iraq and Afghanistan) veterans, Operation Thank You events have achieved its goal of honoring the men and women that have fought bravely for his and her Country. In order to build upon the success of the events, staff met with veteran organizations to discuss transitioning Operation Thank You to an initiative that enhances the County's efforts to honor and recognize veterans throughout the year. Also discussed were opportunities to support to local veteran organizations that are essential partners in the promotion and delivery of programs and services to veterans in the community.

Operation Thank You Valor Coins

During the past three Operation Thank You events veterans of the wars that were honored received a commemorative coin distributed by County Commissioners and staff. The coins have been extremely popular in the veteran community. Veterans continually express appreciation for the coins created by Leon County Government in honor of their service. Following each event staff commonly receives an influx of requests from individuals as well as organizations such as Big Bend Hospice and assisted living facilities for additional coins to be given to veterans that were not able to attend Operation Thank You. This at times have required additional orders of coins once the initial supply has been exhausted.

As part of the Operation Thank You Initiative, staff proposes the creation of the Operation Thank You Valor Coin which would be provided to all active duty U.S. military members and veterans that reside in Leon County in honor of their service. The coins would be distributed to veterans during events such as the Veterans Day Parade, Honor Flight, and Memorial Day Gravesite Ceremonies. Additionally, the County would continue to partner and coordinate with Big Bend Hospice and the various assisted living facilities to ensure that veterans that reside in those facilities are provided an Operation Thank You Veterans Valor Coin for their service.

Operation Thank You Commemorative Wreath

Memorial Day is reserved as the day in which the nation honors those who died while serving in the armed forces. Traditionally, U.S. Presidents and others elected leaders take the time on Memorial Day to lay a wreath at memorials dedicated to veterans to mark the occasion. As part of the Operation Thank You Initiative on each Memorial Day, Operation Thank You wreaths would be placed at the various memorials in the community including the World War II Memorials located on the front lawn of the County Courthouse and adjacent to the Florida Department of State, the Vietnam Veterans Memorial, the Korean War Veterans Memorial at Cascades Park, and the Leon County-owned cemetery maintained by the VFW in dedication to the men and women that made the ultimate sacrifice for their Country.

Commemorative Bricks for Low-Income Veterans

Several memorial sites including the Leon County World War II Memorial and Florida Veterans Walk of Honor are surrounded by commemorative bricks which the display the names of veterans that served their Country. The bricks must be purchased and regularly cost between \$100 and \$500. Similar commemorative bricks will be made available for purchase at the new Tallahassee National Cemetery upon its completion. The Operation Thank You Initiative would provide grant funding to low-income veterans for the purchase of a commemorative brick at eligible veteran memorial locations in Leon County. Veteran Service Division would utilize similar criteria for the free Star Metro Bus Pass to determine a veteran's eligibility.

Veterans Day – Additional Investment Opportunities

As previously mentioned Leon County participates and provides support in the planning and coordination of the Veterans Day Parade. Annually, Leon County provides \$2,500 for the parade. For the past several years, VET, Inc. which organizes the parade has led the effort to provide greater opportunity for community awareness and engagement of the heroism and sacrifice of veterans. As part of the 2014 Veterans Day Celebration, VET, Inc. in partnership with Leon County brought the Cost of Freedom Tribute which is a 360-foot long replica of the Vietnam Memorial Wall located in Washington, D.C. to the community. The County contributed \$5,000 to bring the Tribute to the community. Additionally, as part of Veterans Day, VET, Inc. has hosted several 5K runs and downtown festivals in honor of veterans. As part of the Operation Thank You Initiative, staff proposes the allocation of an additional \$2,500 (\$5,000 in total) to VET, Inc. for the Veterans Day Parade and other Veterans Day Celebration Activities.

Operation Thank You Breakfast with the American Legion

Each year the American Legion hosts a prayer breakfast ceremony for all U.S. military veterans on Veterans Day. The ceremony is held at the American Legion Facility located north of Lake Ella prior to the Veterans Day Parade. Similar to Operation Thank You, the event includes an intimate ceremony that recognizes veterans for their service and remembers those who died while serving their Country, followed by breakfast.

Although, the ceremony is well attended by veterans, the American Legion has expressed interest in partnering with the County to host the event and provide greater outreach to members of the community. The County would assist with promoting the ceremony and event support. The County's annual contribution would be \$2,500. During the event the Chairman would be recognized to provide welcome remarks by the Commander of the American Legion. County Commissioners as well as County staff would distribute Operation Thank You Valor Coins to military and veteran members in attendance prior breakfast continuing the County's efforts of recognizing and honoring veterans in the community.

Veterans Organizations Grant Assistance

The veteran organizations including VET, Inc., the VFW, American Legion, and Marine Corp. League have been instrumental in the planning and promotion of Operation Thank You events. More importantly, these organizations have been critical in the Veterans Office's outreach efforts to promote the programs and service that Leon County, state government, and federal government offers to veterans in the community. The organizations also at times have requested financial assistance from the County for service delivery to veterans.

In 2014, Leon County provided \$10,000 to the Disabled Veterans of America, Inc. for the purchase of a van to transport disabled veterans that reside in Leon County to medical appointments at the VA clinic in Gainesville, Florida. As part of the Operation Thank You Initiative, the Veterans Organizations Grant Assistance Program would provide funding to veterans organizations for one-time expenses that serve to assist veterans in receiving the benefits they deserve and/or recognize veterans for their services. The program would be budgeted for \$5,000 annually. A policy would be developed and presented to the Board for its consideration prior to the implementation of the Veterans Organizations Grant Assistance Program.

Title: Approval of Operation Thank You Initiative To Provide Enhance Programs and Services to Leon County Veterans and Reallocation of Funds for the Veteran Emergency Assistance Program and the Active Duty Grant Program

June 23, 2015 Budget Workshop

Page 6

Operation Thank You Initiative Budget

In lieu of the annual the Operation Thank events, the proposed Operation Thank You Initiative would broaden the County's Operation Thank You brand beyond a single event, on single day for a single group of veterans. Annually, the Operation Thank You events have been budgeted for \$15,000. As reflected in the following table, the Operation Thank You Initiative would maintain the same level of funding:

Table 1. Operation Thank You Initiative Budget

Program/Service/Event	Amount
Operation Thank You Valor Coins	\$2,000
Operation Thank You Commemorative Wreaths	\$500
Commemorative Bricks for Low-Income Veterans	\$2,500
Veterans Day – Additional Investment	\$2,500
Operation Thank You Breakfast Ceremony with the American Legion (Advertisement & Event Support)	\$2,500
Veterans Organizations Grant Assistance	\$5,000
Total	\$15,000

Reallocation of Funds to the Veteran Emergency Assistance Program

In November 2003, Leon County established the Active Duty Grant Program to help offset financial obligations for Service Members that are called to active duty to serve their Country. For members of the military, life and its obligations continue after a serviceman or woman receives orders to deploy. A service member overseas continues to pay a mortgage or maintain a lease. By providing grant money, Leon County helps veterans return to and stay in the community they and their families call home. The County budgets \$75,000 annually for Active Duty Grant Program.

During the fragile economic recovery, the Board established additional programs and services tailored to meet the needs of active members and veterans of the U.S. military. To address the influx of troops returning home following the end of U.S. involvement in Iraq the Board established the Veteran Emergency Assistance Program (VEAP) to provide temporary emergency assistance for rental and utilities for veterans and their family. Additionally, the VEAP Program offers assistance for temporary shelter, bus tickets, the purchase of appropriate documentation such as birth certificates, and cash assistance. The County partnered with the Florida Veterans Foundation, Inc. (FVF) to administer the VEAP program in order to broaden outreach efforts to veterans in the community.

VEAP is heavily utilized by veterans and their family members primarily for housing rental and utilities costs. The program is funded for \$25,000. An additional \$12,500 was transferred to the program from the Active Duty Grant Program this fiscal year to ensure that funds would be available to veterans for a total of \$37,500. To date, the Veteran Services Division has provided approximately \$28,000 in assistance through the VEAP program for this fiscal year. Based on current rate of requests that the Veteran Services Division has received, VEAP funds will be exhausted well before the end of the fiscal year. Additionally, there has been a reduction of the utilization of the Active Duty Grant Program as more local members of the U.S. military return home from the conflicts overseas. As a result, staff recommends that the Board reallocate

\$25,000 from the Active Duty Grant Program to the VEAP program. This would budget \$50,000 each for the two programs.

Options:

1. Approve the establishment of the Operation Thank You Initiative in lieu of the Operation Thank You events to honor and recognize veterans in the amount of \$15,000 annually.
2. Direct staff to prepare a policy for the Veterans Organizations Grant Assistance Program for Board consideration.
3. Approve the reallocation of Active Duty Grant Program funds in the amount of \$25,000 to the Veterans Emergency Assistance Program.
4. Do not approve the approve the establishment of the Operation Thank You Initiative in lieu of the Operation Thank You events to honor and recognize veterans in the amount of \$15,000 annually.
5. Do not direct staff to prepare a policy for the Veterans Organizations Grant Assistance Program for Board consideration.
6. Do not approve the reallocation of Active Duty Grant Program funds in the amount of \$50,000 to the Veterans Emergency Assistance Program.
7. Board Direction


Recommendation:

Options #1, #2, and #3 are contemplated in the tentative budget.

Leon County
Board of County Commissioners
Budget Workshop Item #14

June 23, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: Approval to Fund a Series of Celebration Events for the 25th Anniversary of the Downtown Main Library

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:	Cay Hohmeister, Library Director

Fiscal Impact:

The anticipated budget for the celebration events is \$20,000; funding is available through existing donated funds made to the County by the Van Brunt estate on behalf of the library.

Staff Recommendation:

Option #1: Approve \$20,000 from existing donated funds to support a series of celebration events for the 25th anniversary of the downtown main library.

Report and Discussion

Background:

The main library opened its doors on January 20, 1991. A three-day grand opening was celebrated on February 22, 23 and 24, 1991. This budget discussion item proposes a series of celebrations to engage the community for the 25th anniversary in early 2016.

Analysis:

The proposed silver anniversary events would honor and celebrate 25 years of library services in the beautiful downtown main library building. Staff from the Library and Community and Media Relations may be assisted in the planning by representatives from Project B.U.I.L.D (Building Underwriter Interest in Library Development, 1985-1990), the Friends of the Library, the Collins family, and the Library Advisory Board. Events may include an open house at the main library, an evening gala event, and hosting guest speakers and/or performers. Staff will provide a complete proposal to the Board in the early fall with a more refined concept.

Staff is recommending the event be funded through the existing Van Brunt Trust Fund established in 2006. Caroline Van Brunt, a longtime library user and volunteer in Collection Management, died in February 2005. She left her home and its contents to the library. Leon County sold the house and contents and established the Trust for use by the library. The current balance in the trust fund is \$104,000.

The 25th anniversary celebration would draw positive attention to the Main Library and the branch system highlighting the history and value of the County's library services.

Options:

1. Approve \$20,000 from existing donated funds to support a series of celebration events for the 25th anniversary of the downtown main library.
2. Accept staff's report and take no further action.
3. Board direction.

Recommendation:

Option #1 is included in the tentative budget.

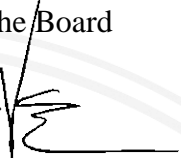
Leon County

Board of County Commissioners

Budget Workshop Item #15

June 23, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: Consideration of Establishing a Medical Examiner Facility at the Previous Mosquito Control/Animal Control Municipal Way Building

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Scott Ross, Director, Office of Financial Stewardship
Lead Staff/ Project Team:	John Ward, Construction Manager Felisa Barnes, Principal Management and Budget Analyst

Fiscal Impact:

This item does have a fiscal impact in FY 2016 of \$236,400. The total project cost is estimated at \$2,120,900. The project is phased over the next three years: \$236,400 for design and permitting in FY 2016, \$1,561,750 for construction in FY 2017; and \$322,750 for furnishings and equipment in FY 2018. The cost of the Medical Examiner facility could be offset with proceeds from the sale of County-owned property at the corner of Miccosukee and North Blair Stone Roads.

Staff Recommendation:

- Option #1: Approve the renovation of the former Mosquito Control/Animal Control building for use as a Medical Examiner facility and authorize the inclusion of the associated phased funding of the project over the next three fiscal years budgets, including \$236,400 in FY2016.
- Option #2: Direct the County Administrator to proceed with the sale of the County-owned property at the intersection of Miccosukee and North Blair Stone Roads to support the Medical Examiner capital project funding requirement.

Report and Discussion

Background:

Pursuant to Florida Statutes, Florida Counties are responsible for the funding of medical examiners (ME). Medical Examiners are an appointed position by the Governor. Leon County currently has a contractual relationship with the District 2 medical examiner for the provision of these services (Attachment #1). Since 1977, the District 2 medical examiner has utilized cooler space and autopsy facility space provided by Tallahassee Memorial Hospital (TMH); TMH charges a nominal fee for this service.

Early 2013, TMH staff met with County Administration to express a desire to have the morgue and autopsy facility removed from the hospital. TMH staff reiterated that the hospital was not providing a specific deadline, but that they would like to work cooperatively with the County and the ME to move towards a long-term solution that accomplished this goal. Several years ago, TMH had approached the County to seek grant funding to address the ME space issue and to advise the County that this was a long-term issue that would need to be addressed; at that time grant funding was not identified for facility expansion.

In the May 14, 2013 agenda item staff stated that the County was working with the ME in addressing future space needs and a budget discussion item would be brought forward for the Board's consideration.

At the July 8, 2013 Budget Workshop (Attachment #2), the Board allocated \$50,000 in the FY 2014 budget for the preliminary programming and design of a Medical Examiner facility. The Board also accepted staff's report on the possible utilization of the County-owned property at the corner of Miccosukee and Blair Stone Road for a new ME facility through a future public/private partnership and directed staff to continue to pursue this approach.

At the December 9, 2013 Board Retreat, in its revision of the Strategic Plan, the Board voted to include "engage with private sector to develop property at the corner of Miccosukee and Blair Stone, to include construction of a Medical Examiner facility" to its strategic initiatives.

In August 2014, staff issued an Invitation to Negotiate, seeking proposals to provide the County with a built-out turnkey office and laboratory facility and related structure for the Medical Examiner. Rather than utilize County funds to pay for the ME facility, staff sought to use the equity in the County's property at Miccosukee and Blair Stone as a source of payment. The County received interest from a number of developers on pursuing this concept. However, no formal bids were received in response to the procurement solicitation.

Analysis:

Florida Statutes state, "Autopsy and laboratory facilities utilized by the district medical examiner or his or her associates may be provided on a permanent or contractual basis by the counties within the district." As noted in the County Attorney Office's memorandum (Attachment #2), the statutes do not require the County to seek a facility or provide a facility for the ME; however, the County is obligated to reimburse the ME for the expenses incurred for the use of autopsy and morgue space, consistent with the authority provided in the statutes.

As reflected in Attachment #2, in evaluating how other Florida Counties approach this requirement it was determined that outside of an existing relationship with a hospital, the only other model utilized is a county owned and operated facility. Staff reviewed 12 of the 24 medical districts in Florida. ***10 of the 12 medical examiner districts reviewed are functioning in a County owned and operated facility.***

Subsequent to the ITN process related to the public/private partnership, staff has continued to evaluate alternative approaches for the provision of medical examiner and morgue space. Two viable alternative approaches were identified:

- A renovation of the former Mosquito/Animal Control building at Municipal Way
- A renovation of a former office building owned by Tallahassee Memorial Hospital (TMH) located in close proximity to the hospital

TMH provided the County the option of renovating an existing office building. TMH would have provided an extremely favorable arrangement for the use of the facility. However, the County would still need to provide all of the funding to renovate and operate the facility. Also, the proximity to other nearby office buildings and the surrounding neighborhood was not an ideal situation.

The other alternative identified is to renovate the former Mosquito/Animal Control building at Municipal Way. Over the past several years, the County has consolidated the Mosquito Control staff and equipment at the Public Works complex and Animal Control at the Public Safety Complex. With these operations relocated, the existing facility has been used recently for limited storage needs. The building is generally located near the Probation operation and the County jail.

County staff worked closely with the Medical Examiner in developing the necessary programming requirements for the facility. The square footage of the building is sufficient to meet the programming requirements and to allow a portion of the building to remain available for limited storage needs.

Facilities Management staff has estimated a total budget of \$2.1 million to be phased in over three fiscal years. This estimate is approximately \$1.0 million less than the cost of an entire new facility (not including the cost of land). Staff anticipates design and permitting in FY2016 (\$236,500), construction in FY2017 (\$1.1561 million) and furnishings and equipment FY2018 (\$322,750).

To offset the cost of the renovations, staff is recommending the County proceed with selling the County owned parcel of land located at the corner of Miccosukee and Blair Stone. Staff has had considerable interest from the private sector over the past several years in acquiring this site. There is not a set timeline for the sale to occur; when sold, the proceeds would be deposited into the capital projects fund in support of the ME project. The sale and use of the proceeds for this project align with the previous approach to pursue a public/private partnership on the site.

As the ME is a regional office (District 2 also includes Franklin, Gadsden, Jefferson, Liberty, Taylor and Wakulla counties), the ME provides services to not only Leon County, but the surrounding Counties as well. Leon County accounts for over 60% of all of the autopsies performed on behalf of the District. TMH currently charges a facility fee for the use of their space; Leon County as the owner of the new building, would in turn establish a facility fee for the use of the new facility. This fee would then be used to offset any going operational and maintenance costs of the building. Staff does not see it as a practical approach to have all the surrounding counties participate in the construction and then have seven owners of the building trying to manage its operation. If the County continues to move forward with the anticipated construction of a new facility, staff (in conjunction with the ME) will contact the surrounding Counties to provide appropriate information.

Options:

1. Approve the renovation of the former Mosquito Control/Animal Control building for use as a Medical Examiner facility and authorize the inclusion of the associated phased funding of the project over the next three fiscal years budgets, including \$236,400 in FY2016.
2. Direct the County Administrator to proceed with the sale of the County-owned property at the intersection of Miccosukee and North Blair Stone Roads to support the Medical Examiner capital project funding requirement.
3. Do not approve the renovation of the former Mosquito Control/Animal Control building for use as a Medical Examiner facility.
4. Do not direct staff to proceed with the sale of the County-owned property at the intersection of Miccosukee and North Blair Stone Roads to support the Medical Examiner capital project funding requirement.
5. Board direction.

Recommendations:

Option #1 and #2 are contemplated in the tentative FY2016 budget and five year capital program.

Attachments

1. Medical Examiner Contract
2. July 8, 2013 Budget Discussion Item

DISTRICT TWO

OFFICE OF THE MEDICAL EXAMINER

1899 Eider Court • P. O. Box 14389 • Tallahassee, Florida 32317 • Telephone 850-942-7473

David T. Stewart, M.D., *Medical Examiner*
Lisa M. Flannagan, M.D., *Associate*
Anthony J. Clark, M.D., *Associate*

May 6, 2015

Ms. Tiffany Harris
Leon County Health and Human Services
918 Railroad Avenue
Tallahassee, FL 32310
(850) 606-1900

Dear Mrs. Harris:

I am writing to request a 2% average increase to the fee schedule listed in "Appendix A" of the current contract between the Board of County Commissioners and the District II Medical Examiner.

A copy of the new fee schedule is attached for your review. We have included the "Use of Morgue Facilities" in the charge for an autopsy, but this is billed separately for every autopsy. We utilize the morgue at Tallahassee Memorial Hospital for our work, which saves taxpayers a substantial amount of money compared to the cost of operating a free-standing facility in our district. This is a pass-through amount given to the hospital to compensate them for their costs associated with operation of the morgue, including supplies.

In order to coincide with the beginning of your fiscal year, this increase will be implemented as of October 1, 2015. This should give you adequate time to include the new fees in your budget planning process.

Thank you very much for your cooperation. A copy of the new fee schedule is attached for your review.

Sincerely,



David T. Stewart, M.D.
District II Medical Examiner

Attachment

Office of The
Medical ExaminerFee Schedule
Increase Effective Oct 1, 2015

District 2

	<u>10/01/14</u>	<u>10/01/15</u>	<u>2015</u> <u>Increase</u>
Autopsy			
Pathologist Fee	\$1,169.00	\$1,192.00	2.0%
Morgue Assistant	\$186.00	\$190.00	2.2%
Use of Morgue Facilities	\$328.00	\$335.00	2.1%
Processing Fee & Storage, Photo	<u>\$120.00</u>	<u>\$122.00</u>	1.7%
Total=	\$1,803.00	\$1,839.00	2.0%
External Examination (No Autopsy)			
Pathologist Fee	\$371.00	\$378.00	1.9%
Morgue Assistant	<u>\$186.00</u>	<u>\$190.00</u>	2.2%
Total=	\$557.00	\$568.00	2.0%
Family Requested (Private Autopsy)			
Pathologist Fee	\$3,234.00	\$3,299.00	2.0%
Morgue Assistant	\$186.00	\$190.00	2.2%
Use of Morgue Facilities	\$328.00	\$335.00	2.1%
Processing Fee, Storage, & Photos	<u>\$186.00</u>	<u>\$190.00</u>	2.2%
Total=	\$3,934.00	\$4,014.00	2.0%
Potential Additional Charges:			
Toxicology Services	At Cost	At Cost	At Cost
Toxicology Handling Fee - Per Case	\$22.00	\$22.00	0.0%
Radiology Services	At Cost	At Cost	At Cost
Other TMH Services (Labs, Etc.)	At Cost	At Cost	At Cost
Professional (Photo Duplication, Etc.)	At Cost	At Cost	At Cost
Body Transport Services	At Cost	At Cost	At Cost
Miscellaneous Charges			
Brain Only Removal for University/Mayo	\$306.00	\$312.00	2.0%
Brain Only (Gross and Microscopic)	\$1,223.00	\$1,247.00	2.0%
Cremation Approval (Billed to County)	\$33.00	\$34.00	3.0%
Death Certificate Preparation	\$62.00	\$63.00	1.6%
Limited Investigation	\$66.00	\$67.00	1.5%
Testimony/Expert Witness Fee			
Per Hour (Minimum One Hour)	\$186.00	\$190.00	2.2%
Civil Cases Per Hour (Min One Hour)	\$481.00	\$491.00	2.1%
Conference with Attorneys, Travel, Etc.			
Per Hour (Minimum One Hour)	\$186.00	\$190.00	2.2%
Civil Cases Per Hour (Minimum One Hour)	\$481.00	\$491.00	2.1%
Copies of Records- Per One-Sided Page	\$0.15	\$0.15	No Change
Per Florida Statute 119.07, additional Charges may be added for extensive labor or technology required for a specific record.			

AGREEMENT WITH DISTRICT MEDICAL EXAMINER

THIS AGREEMENT dated this 25th day of OCT, 2001, by and between LEON COUNTY, a political subdivision of the State of Florida, hereinafter referred to as the "County" and the DISTRICT MEDICAL EXAMINER, hereinafter referred to as the "Contractor."

WHEREAS, pursuant to Chapter 406, Florida Statutes, David Stewart, M.D., has been appointed DISTRICT MEDICAL EXAMINER in and for District 2 of the State of Florida and Leon County is located in Medical Examiner District 2; and

WHEREAS, Section 406.08 Florida Statutes, requires that the fees, salary, expenses, transportation costs and facility of the district medical examiner be paid from the general funds or other funds of the County; and

WHEREAS, Tallahassee Memorial Hospital has morgue facilities and support staff available to assist the medical examiner in performing his duties, and the District Medical Examiner has an agreement with Tallahassee Memorial Hospital to utilize such facilities and support staff;

NOW, THEREFORE, the parties hereto agree as follows:

1. SERVICES TO BE PROVIDED

The Contractor hereby agrees to provide the following services to the County:

1. To comply with Title VI and VII, Civil Rights Act of 1964 (42 UCS 2000D), Executive Order No. 11246, entitled "Equal Employment Opportunity," as supplemented in Department of Labor Regulations (41 CFR Part 60), and Federal Regulations concerning nondiscrimination because of mental and physical handicaps.
2. To meet the following standards of accountability:
 1. Use of an accounting system which meets generally accepted accounting principles (GAAP).
 2. The maintenance of such records and accounts as are necessary to properly account for COUNTY funds disbursed pursuant to Section 406.08, Florida Statutes.
 3. The retention of all records relevant to this rule for a period of not less than three years, unless otherwise provided by law.
 4. Records and accounts necessary to justify the use of COUNTY funds for medical examiner services shall be open to inspection of audit purposes to the COUNTY.
 5. Funds received from the COUNTY shall only be used for the provisions of medical examiner services.

The County hereby agrees as follows:

- a. To comply and act in accordance with all provisions of Chapter 406, Florida Statutes, and implementing rules of Medical Examiner Commission, where applicable.
- b. To fund, pursuant to this agreement, the following medical examiner related expenses (see attached Exhibit A for fee schedule).

AGREEMENT BETWEEN LEON COUNTY AND DISTRICT MEDICAL EXAMINER
PAGE 2

2. SUBJECT TO BUDGET

The performance of Leon County of any of its obligations under this agreement shall be subject to and contingent upon the availability of funds lawfully expendable for the purposes of this agreement for the current and any future periods provided for within the bid specifications.

3. TIME

The contract shall be for a period of one (1) year, commencing on October 1, 2001, and shall continue until September 30, 2002. After the initial one (1) year period, at the discretion of the County, the contract may be extended for additional (1) year periods. Such one (1) year extensions will be automatic unless the County provides written notice of non-renewal to the Contractor no less than thirty (30) days prior to the expiration date of the then-current period.

4. CONTRACT SUM

The Contractor agrees that for the performance of the services as outlined above, it shall be remunerated by the County as follows:

Payment shall be made on a monthly basis upon the receipt of an invoice and other supporting documents submitted by the DISTRICT MEDICAL EXAMINER listing the actual charges incurred for the month. These accounts are: Medical Examiner Professional/Administrative Services; Medical Examiner Transportation, and Tallahassee Memorial Hospital.

5. PAYMENTS

The County will make such payments within thirty (30) days of submission and approval of invoice for services.

6. STATUS

The contractor at all times relevant to this Agreement shall be an independent contractor and in no event shall the Contractor nor any employees or sub-contractors under it be considered to be employees of Leon County. The Contractor shall have complete supervision and control over his own agents, employees, and subcontractors.

AGREEMENT BETWEEN LEON COUNTY AND DISTRICT MEDICAL EXAMINER
PAGE 3

7. INSURANCE

Pursuant to Florida Statutes, Florida Statute 406.16 the DISTRICT MEDICAL EXAMINER and ASSOCIATE MEDICAL EXAMINERS shall obtain professional liability insurance. The professional liability insurance limits shall be \$100,000 per person and \$200,000 per occurrence for general liabilities under Florida law or statutes and \$1,000,000 per occurrence for general liabilities other than under Florida law. Leon County shall not be liable for any acts of the medical examiners not within the scope of their official duties.

8. LICENSES

The Contractor shall be responsible for obtaining and maintaining his city or county occupational license and any licenses required pursuant to the laws of Leon County, the City of Tallahassee, or the State of Florida. Should the Contractor, by reason of revocation, failure to renew, or any other reason, fail to maintain his license to operate, the contractor shall be in default as of the date such license is lost.

9. ASSIGNMENTS

This Contract shall not be assigned or sublet as a whole or in part without the written consent of the County nor shall the contractor assign any monies due or to become due to him hereunder without the previous written consent of the County.

10. HOLD HARMLESS

The Contractor agrees to indemnify and hold harmless the County from all claims, damages, liabilities, or suits of any nature whatsoever arising out of, because of, or due to the breach of this agreement by the Contractor, its delegates, agents or employees, or due to any act or occurrence of omission or commission of the Contractor, including but not limited to costs and a reasonable attorney's fee. The County may, at its sole option, defend itself or allow the Contractor to provide the defense. The Contractor acknowledges that ten dollars (\$10.00) of the amount paid to the Contractor is sufficient consideration for the Contractor's indemnification of the County.

11. TERMINATION

Either party may terminate this Contract with or without cause by giving the other party hereto thirty (30) days written notice of termination. The County shall not be required to give Contractor such thirty (30) day written notice if, in the opinion of the County, the Contractor is unable to perform its obligations hereunder, or if in the County's opinion, the services being provided are not satisfactory. In such case, the County may immediately terminate the Contract by mailing a notice of termination to the contractor.

12. PUBLIC ENTITY CRIMES STATEMENT

In accordance with Section 287.133, Florida Statutes, Contractor hereby certifies that to the best of his knowledge and belief neither Contractor nor his affiliates has been convicted of a public entity crime. Contractor and his affiliates shall provide the County with a completed public entity crime statement form no later than January 15 of each year this agreement is in effect. Violation of this section by the Contractor shall be grounds for cancellation of this agreement by Leon County.

13. REVISIONS

In any case where, in fulfilling the requirements of this contract or of any guarantee, embraced in or

AGREEMENT BETWEEN LEON COUNTY AND DISTRICT MEDICAL EXAMINER
PAGE 4

required thereby it is necessary for the Contractor to deviate from the requirements of the contract, Contractor shall obtain the prior written consent of the County. The parties agree to renegotiate this contract if state revision of any applicable laws or regulations make changes in this contract necessary.

14. CONSTRUCTION

The validity, construction, and effect of this Contract shall be governed by the laws of the State of Florida.

WHERETO, the parties have set their hands and seals effective the date whereon the last party executives this Agreement.

AGREEMENT BETWEEN LEON COUNTY AND DISTRICT MEDICAL EXAMINER
PAGE 5

CONTRACTOR
DISTRICT MEDICAL EXAMINER

WITNESS: Susan A. Wood-DeWitt BY: David Stewart MD
DAVID STEWART, M.D.

WITNESS: Cayne L. Shiver DATE: 10/14/01
(CORPORATE SEAL)

STATE OF FLORIDA:
COUNTY OF Leon

The foregoing instrument was acknowledged before me this 16th day of October, 2001,

by DAVID STEWART, of KWB PATHOLOGY ASSOCIATES
(Name of officer or agent, title of officer or agent) (Name of corporation acknowledging)

a FLORIDA corporation, on behalf of the corporation.
(State or place of incorporation)

He/she is personally known to me or has produced _____ as
(type of identification)

Bonnie C. Bailey
Signature of Notary

Print, Type or Stamp Name of Notary

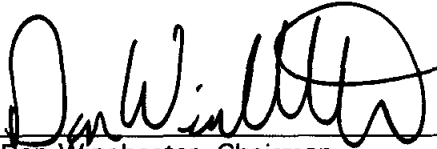


Serial Number, If Any

AGREEMENT BETWEEN LEON COUNTY AND DISTRICT MEDICAL EXAMINER
PAGE 6

LEON COUNTY, FLORIDA

BY:



Dan Winchester, Chairman
Board of County Commissioners

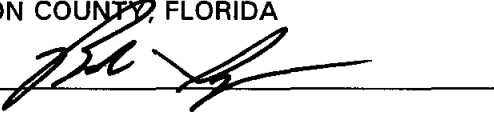
DATE:

10/25/01



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 Board of County Commissioners Budget Workshop Item #8

July 8, 2013

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Consideration of Medical Examiner Facility

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

Fiscal Impact:

This item may have a fiscal impact. The tentative capital budget includes \$250,000 towards preliminary programming and design costs related to a new medical examiner facility and future years include construction funding. However, as noted in the item, if a public/private partnership is pursued for the development of the County owned parcel at the corner of Miccosukee and N. Blair Stone Roads then the overall costs may be substantially reduced.

Staff Recommendation:

Option #1: Accept staff's report on the consideration of a medical examiner facility and allocate \$250,000 in the FY2014 budget for the preliminary programming and design of a medical examiner facility.

Option #2: Accept staff's report on the possible utilization of the County owned land at the corner of Miccosukee and N. Blair Stone Roads for the possible construction of a new medical examiner facility through a future public/private partnership and direct staff to continue to pursue this approach.

Report and Discussion

Background:

Pursuant to Florida Statutes, Florida Counties are responsible for the funding of medical examiners. Medical Examiners are an appointed position by the Governor. Leon County currently has a contractual relationship with the District 2 medical examiner for the provision of these services (Attachment #1). Since 1977, the District 2 medical examiner has utilized cooler space and autopsy facility space provided by Tallahassee Memorial Hospital (TMH); TMH charges a nominal fee for this service.

Early this year, TMH staff met with County Administration to express a desire to have the morgue and autopsy facility removed from the hospital. TMH staff reiterated that the hospital was not providing a specific deadline, but that they would like to work cooperatively with the County and the ME to move towards a long term solution that accomplished this goal. Several years ago, TMH had approached the County to seek grant funding to address the ME space issue and to advise the County that this was a long term issue that would need to be addressed; at that time grant funding was not identified for facility expansion.

In the May 14, 2013 agenda item regarding the County owned parcel of property at the intersection of Miccosukee and North Blair Stone Roads, staff stated that the County was working with the ME in addressing future space needs and a budget discussion item would be brought forward for the Board's consideration.

Analysis:

Florida Statutes state, "Autopsy and laboratory facilities utilized by the district medical examiner or his or her associates may be provided on a permanent or contractual basis by the counties within the district." As noted in the County Attorney Office's memorandum (Attachment #2), the statutes do not require the County to seek a facility or provide a facility for the ME; however, the County is obligated to reimburse the ME for the expenses incurred for the use of autopsy and morgue space, consistent with the authority provided in the statutes.

In evaluating how other Florida Counties approach this requirement it was determined that outside of an existing relationship with a hospital, the only other model utilized is a county owned and operated facility. Staff reviewed 12 of the 24 medical districts in Florida. ***10 of the 12 medical examiner districts reviewed are functioning in a County owned and operated facility.***

Given TMH's current request to move forward with having the ME moved out of the hospital, staff has been having discussions with both the ME and the hospital to accomplish this goal. Through these preliminary discussions, it was determined that the County and ME together have the appropriate in-house staffing to determine the basic space needs for the ME office. A preliminary program analysis was performed to determine the basic requirements for the facility. Staff and the ME's office will continue to work closely to further refine the requirements, including site visits to other facilities in Florida.

One approach being developed by staff is the possible development of the County owned parcel of land at the corner of Miccosukee and North Blair Stone roads. This location is ideally situated between the two existing hospitals. A preliminary meeting was conducted with the Department of PLACE's Design Studio team and County staff. The intent is to evaluate developing the site for not only the ME, but also for other compatible uses (i.e. medical office space). Over the past several years, the County has had repeated unsolicited offers to purchase the parcel for development purposes. Though the specific approach is still to be determined, ideally, the County could leverage the private sector to participate in the development of the site and thereby generate income to the County to offset (or perhaps eliminate) the cost to build the ME facility. Design Studio staff are working towards a preliminary report by early next fiscal year to discuss how this approach could be accomplished, including addressing any modifications that would be required to the comprehensive plan and/or the existing PUD.

Though no other specific sites have been identified, other locations can be evaluated. However, if land needs to be purchased, it will only increase the overall cost of the project.

To further mitigate costs, the ME's office has provided the County information for a possible grant opportunity to assist with new facilities. County staff will work closely with the ME's office to prepare the appropriate grant application. Based on past grant awards, it appears that this project might be eligible for up to \$61,000 if the grant requirements remain constant next year.

In addition to the actual building structure, there are a number of other issues being reviewed:

- On-going future operational issues. For example, access to the facility for purposes of bringing in a deceased body in non-business hours and security. As the existing facility is housed within the hospital, these "costs" are being provided by TMH. Staff is continuing to meet with the ME's office to refine these issues and to identify long term solutions and cost impacts.
- The utilization of the morgue space for TMH and/or CMRC for non-ME related activities. Staff will continue to work with the hospitals to determine if they have needs at the new facility.
- As the ME is a regional office (District 2 also includes Franklin, Gadsden, Jefferson, Liberty, Taylor and Wakulla counties), the ME provides services to not only Leon County, but the surrounding Counties as well. For 2012, Leon County accounted for over 60% of all of the autopsies performed on behalf of the District. TMH currently charges a facility fee for the use of their space; Leon County as the owner of the new building, would in turn establish a facility fee for the use of the new facility. This fee would then be used to offset any going operational and maintenance costs of the building. Staff does not see it as a practical approach to have all the surrounding counties participate in the construction and then have seven owners of the building trying to manage its operation. If the County continues to move forward with the anticipated construction of a new facility, staff (in conjunction with the ME) will contact the surrounding Counties to provide appropriate information.

To continue moving forward with the process, staff has included \$250,000 in the proposed capital improvement budget for next fiscal year. The funds would be utilized to finalize programming needs and allow for preliminary design work. Subsequent fiscal years include construction funding; however, these funds should be mitigated if the Miccosukee/Blair Stone site can be developed as a public/private partnership. As discussed above, the Design Studio and Real Estate Division are working on this effort with a preliminary report to be provided to the Board early next fiscal year.

Options:

1. Accept staff's report on the consideration of a medical examiner facility and allocate \$250,000 in the FY2014 budget for the preliminary programming and design of a medical examiner facility.
2. Accept staff's report on the possible utilization of the County owned land at the corner of Miccosukee and North Blair Stone Roads for the possible construction of a new medical examiner facility through a future public/private partnership and direct staff to continue to pursue this approach.
3. Board direction.

Recommendation:

Options #1 and #2 are contemplated in the preliminary budget.

Attachments:

1. Medical Examiner Agreement and Updated Fee Schedule
2. County Attorney Office's Memorandum


Leon County

Board of County Commissioners

Budget Workshop Item #16

June 23, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: Consideration of Supervisor of Election Space Consolidation

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 John Ward, Project Manager

Fiscal Impact:

This item has a fiscal impact. Increasing the leasable space at the Voting Operations Center for the consolidation of the Supervisor of Election's administrative offices is estimated to be \$110,000. The recurring operating maintenance and utility costs will increase by an estimated \$34,000. These costs will be offset by future lease income (est. \$100,000 annually) from the Supervisor of Elections' current space in the County Government Annex Building. One time capital improvements of approximately \$825,000 are anticipated.

Staff Recommendation:

- Option #1: Authorize the County Administrator to negotiate a lease agreement for the for 15,000 square feet of additional space in the former Big Lots store adjacent to the Voting Operations Center to consolidate the Supervisor of Elections' Voting Operations Center and Administrative Offices.
- Option #2: Authorize the Supervisor of Elections to begin funding the necessary planning and construction for the expansion from the SOE existing operation budget in the amount of \$425,000.

Report and Discussion

Background:

Providing adequate election office and warehouse space for the Supervisor of Elections' Office has been a long term goal of the Board of County Commissioners. Toward this end and in cooperation with the SOE, the Board relocated the Supervisor of Elections' offices space from the Courthouse to the Leon County Government Annex (formerly the Bank of America Building) property in 2004. The Supervisor of Elections currently occupies approximately 8,500 SF of space in the Annex.

Prior to the establishment of the current Voting Operations Center on Apalachee Parkway, the SOE's primary voting equipment warehouse was located on Railroad Avenue at the County's historical warehouse (currently Domi) in the Human Services and Community Partnership complex. The SOE also leased three additional offsite storage spaces at a total cost of approximately \$24,366 per year to store voting equipment necessary to run elections. To improve election efficiencies, during the FY 2009 budget process, the SOE requested space to consolidate warehouse functions. Staff began working with the SOE's Office to look a suitable location to consolidate necessary warehouse functions.

After a review of voting operations throughout the state, in FY 2010, the SOE request that his administrative and warehousing operations be consolidated. The SOE identified this as the most efficient option to deliver voting services to the public. At the June 27, 2011, FY 2012 Budget Workshop, the Board directed staff to work with the SOE's office for the purpose of evaluating the long-term consolidated space needs of the SOE's office; and to provide options for the Board that may include: renovation of an existing vacant space; construction of new space; or long-term lease options.

At the February 28, 2012 meeting, the Board accepted a status report regarding the SOE space needs (Attachment #1). Staff's analysis indicated that a consolidated office/warehouse space total of 41,257 square feet was needed during the peak of an election cycle. This included 20,342 square feet of warehouse space and 20,915 square feet of office space.

In March 2012, County and SOE staff, working with the County's real estate broker identified the 2990 Apalachee Parkway (the former Ashley's Furniture) as providing a long-term solution for the SOE's Voter Operations Center (warehouse, testing and training) needs. Due to this locations distance from downtown, the SOE declined consolidating its administrative office with the new Voter Operations Center/Warehouse. On March 12, 2012, the Board approved the execution of a lease agreement for an initial term of 10 years with the option, subject to Board approval, to continue the lease through two additional five-year terms. Based on this effort, it was reported that this would take care of the SOE's space needs for the next ten years (the existing space at the Government Annex and the new Voters Operations Center space).

As part of the March 10, 2015 budget policy guidance agenda item, staff informed the Board, that Supervisor of Elections had requested that the administrative functions currently located in the County Government Annex Building (old Bank of America Building) be relocated adjacent to the Election Center on Capital Circle Southeast. Due to the SOE administrative office being located in three different floors of the Government Annex, and the continued presence in the Courthouse to meet the early voting requirements, the SOE has determined that it would be more efficient to move his administrative offices to the location that houses the Voting Operations Center. Staff has again worked extensively with SOE staff to determine the current space needs for the SOE.

Analysis:

As part of the current year budget process, the Supervisor of Elections requested the County consider funding the full consolidation of the SOE's operations. The request was to consider an expansion of the existing Voter Operations Center (the former Ashley's) into the entire adjacent space (the former Big Lots). This would have entailed an expansion of approximately 30,000 square feet; or an increase in net square footage of approximately 21,500 sq. ft.

Currently, the SOE occupies approximately 38,563 square feet between its downtown offices and the Voters Operation Center. The 2012 space study identified a need of 41,257. County staff, taking into consideration several changes in the elections operations has updated the space needs to a revised total of square footage of 44,089 (Attachment #2).

To accomplish the full consolidation and meet the total square footage need, staff is recommending reducing the original request for 30,000 square feet (the entire Big Lots) to only approximately one-half (15,000) of the Big Lots space. If this additional space was added, the SOE would vacate all of their space at the downtown Government Annex. The total net increase is approximately 6,000 SF.

In discussions between County and SOE staff, it was determined that the revised square footage total would meet the SOE needs. The SOE staff did express concerns regarding timing and the ability to perform the renovations in advance of the upcoming 2016 election cycle. Although all renovations may not be able to be completed, a phasing plan would be developed to provide the maximum utilization of the space without comprising the election operation.

The owners of the Big Lots space have indicated an initial willingness to accommodate leasing half of the space to the County. The proposal is for the County to lease the "back half" of the space, thereby leaving the owner with the ability to lease the front half as commercial storefronts. The "back half" provides maximum benefit to the SOE in allowing an expansion of warehouse operations and more efficient access to the loading dock area.

There are one time and recurring fiscal impacts associated with this consolidation. The one-time costs entail the renovation of the Big Lots space, including any renovations to the existing space to accommodate necessary reconfigurations. The total estimated renovation cost is \$825,000. The SOE's office has identified funds within their existing budget (\$425,000) to support approximately half of the project; the balance would be funded through existing capital project fund balances. If the project is approved, the SOE funds would be utilized to begin the preliminary design work immediately.

The additional recurring expenditures include rental, custodial, and utilities. Based on the County's existing rental agreement for the Voter Operations Center, it is estimated that the total annual additional cost for the 15,000 sq. ft. expansion would be \$144,000 per year. This is considerably less than the original SOE request for the entire 30,000 sq. ft. expansion that would have cost \$288,000 annually.

As an offset to the recurring expenditure, the space currently occupied by the SOE in the Government Annex would now be available for lease purposes. Previous estimates indicated that this space could lease for \$100,000 per year. This is approximately the amount that the lease is anticipated to increase at the Voting Operation Center if the current lease terms are used for the expansion.

Options:

1. Authorize the County Administrator to negotiate a lease agreement for the for 15,000 square feet of additional space in the former Big Lots store adjacent to the Voting Operations Center to consolidate the Supervisor of Elections' Voting Operations Center and Administrative Offices.
2. Authorize the Supervisor of Elections to begin funding the necessary planning and construction for the expansion from the SOE existing operation budget in the amount of \$425,000.
3. Board direction.

Recommendation:

Options #1 and #2 are contemplated in the FY2016 tentative budget.

Attachments:

1. 2009 Supervisor of Election's Space Need Analysis
2. 2015 Supervisor of Election's Space Need Analysis

Comparison of Proposed versus Existing Space for the Elections Consolidated Operations Center

Space	Proposed	Existing	Difference	Comments
Warehouse / Supply	19766	15820	3946	Existing space is a combination of owned and rented space at various locations. Consolidating these spaces would be more efficient and accommodate upcoming changes to elections equipment scheduled to be purchased in early 2014.
Offices	5220	3885	1335	Office space is adequate under normal working conditions but staff additions during election time create severely crowded conditions.
Mail Room	1152	369	783	Laws have increased frequency of mail to voters creating the need for more space to accommodate the equipment and workers needed for medium-sized mass mail-outs. Large mass mail-outs will continue to be done by outside vendors.
Print Room	240	0	240	This facility not currently provided. Print work must be done by moving equipment into other use areas and setting up to do bulk printing and taken down.
Records Storage	2136	761	1375	Currently stored in two locations. Changes in State law requiring full amendment text on ballots has increased storage needs creating additional over-crowding in the Railroad Ave. warehouse.
Ballot Storage	1080	299	781	Early voting, absentee and election day ballots must be stored separately to satisfy State auditing requirements. This is difficult with the scarcity of space. Also, State laws and future multi-lingual ballots aggravate the problem because of the need for multi-page ballots.
Tech Areas	5021	909	4112	Includes polling site staging, early voting staging, voting systems testing as well as ballot on demand testing that are spread out in multiple locations. Repeated movement of equipment in small batches from storage to testing/prep areas increases testing, programming, and calibration errors, and adds to equipment failure. Multiple movement of these materials creates severe logistical problems and adds to the opportunity for errors. Since current spaces are used for multiple processes, a delay in one leads to a cascading effect in others.
Early Voting	1200	1485	-285	Annually, space must be created for early voting in the Courthouse as well as a larger space needed for staff to store and sort voted ballots. Current space limitations require voted ballots to be stored with unvoted ballots, and mixing of voted ballots from each Early Voting Site, causing a great deal of confusion and accountability problems.
Canvassing	2010	1524	486	Current facilities make it difficult to direct the public to canvassing board meetings. There is no means of securing the unprocessed absentee ballots from the processed absentee ballots. This confined and inadequate space increases errors that lessen trust in the process, and are difficult to resolve.
Elections MPR	1440	0	1440	This new space is primarily for training programs for poll workers and staff. These spaces are currently leased. A space for training would eliminate the need for leasing space and avoid the necessity of equipment transporting, setting up, breaking down and returning to the election office upwards of 30 times per election.
Lobby / Front Office	1992	915	1077	Voters quickly overflow the current lobby during peak voter registration and voting periods. News media often film in the lobby as well as the Capitol of the State brings greater interest and an ease of access.
TOTALS	41257	25967	15290	Of this added square footage, 6978 sq. ft. can be used for other County functions during a non-election cycle.


FACILITIES LIST

	Election Cycle Square Footage
Administrative	
Canvassing Board Room	1495
Canvassing Board Ballot Storage	180
Conference Room	180
Supervisor of Elections	240
Assist. Super. Of Elections	160
Office Administrator	140
Workroom/BOD Printer	120
Break Room	560
Elections Coordination	
Election Coordinator's Office	140
Election Coordination OPS	300
Elections Multi-Purpose Room	1200
Phone Bank	560
Elections Records	
Records Storage	540
Lektreiver Room	280
Mail Room	480
Mail Processing	480
Print Room	200
Lobby/Display	200
Front Office	1320
Elections Records Manager	140
Ballot Processing	960
Audit Scanning Room	600
Elections Outreach	
EV Outreach Coordinators Office	140
EV Outreach OPS (10@80)	800
Early Voting Area	1000
Early Voting Ballot Storage	200
Absentee Ballot Storage	300
Elections Systems	
Technology Workshop	150
Tech Suite Print Room	320
Elections Systems Manager	140
Voting Systems Manager	140
Demographic/GIS Manager	140
Voting Systems Tech (3@80)	240
Elections Systems OPS (6@60)	360
Shredding	80
Elections Supply Multi-Purpose	2000
EMS Server Room	320
Technical Multi-Purpose Room	1530
Workshop	256
Ballot Storage	400
Voting Machine Secure Storage	600
IT Closet	120
Warehouse	9352
Cage Storage Area	4600
Voting Machine Storage	1358
Electronic Poll Book Storage	1200
General Storage	520
Total Net Assignable Square Footage	36741
net to gross ratio	1.2
Total Gross Square Footage	44089

Leon County
Board of County Commissioners
Budget Workshop Item #17

June 23, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: Consideration of Court Administration Funding Request

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

Fiscal Impact:

This item, as recommended, does not have a fiscal impact.

Staff Recommendation:

Option #1: Approve funding in the FY2016 Budget for the local requirements requested by the Chief Judge, excluding general revenue for the Teen Court program.

Report and Discussion

Background:

The Leon County Teen Court is a court-operated local-fee funded specialized diversion program for juvenile offenders established by County Ordinance on June 14, 2005. This program does not use general revenue funds; rather it is funded through a dedicated \$3 service fee on traffic and criminal offenses, authorized by section 938.19(2), Florida Statutes. These funds may not be used for any purpose other than the Leon County Teen Court.

On May 28, 2015, the Chief Judge of the Second Judicial Circuit submitted a letter to the Chairman, as required by Section 293.008(2)(c)2, Florida Statutes, outlining a tentative budget request for local court requirements for FY2016 (Attachment #1). The letter certified 8.0 positions as critical for the function of the State and County courts in Leon County including the 3 FTEs currently in the Teen Court Program; these positions have not historically been certified as a local requirement.

Analysis:

In accordance with Florida Statutes, in response to the annual request from the Chief Judge, the County determines whether to provide funding and at what level. Prior to this year's letter, the Court's funding request has been limited to programs completely supported by court related fees or for the continuation of programs already funded by the County (i.e. Mental Health Coordinator). This year's request includes for the first time additional general revenue support for a Court specific program.

Under the Constitution and Florida Statutes, the County is obligated to fund certain elements of the Court system, including: facilities, maintenance, utilities, security, communication services, radio systems and criminal justice information systems. A Court Facility fee on criminal and traffic citations have historically partially funded the County's required Court support. However, as outlined in the overview budget discussion item, due to the decline in the number of traffic citations being issued, this revenue is projected to decline over \$400,000 next fiscal year. County general revenues are being utilized to offset this shortfall in order for the County to continue to fulfill its statutory obligations of the Court system.

Over the last few years, there has also been a decline in all court related traffic and criminal offense fee revenue that supports the Teen Court Program. As a result of the fee decline, a significant amount of fund balance has been required to balance the Teen Court budget over the last two years. The estimated year-end fund balance for FY15 will be approximately \$26,000.

For FY16, it is anticipated this fee will only generate of \$104,785. The requested FY16 budget for Teen Court is \$176,017 resulting in a deficit of \$70,757. If available fund balance is used to support the FY16 Teen Court budget request, there is still a \$44,757 deficit in the Teen Court Program for FY2016. By certifying all three positions, the Chief Judge is requesting that this program remain at its current level of service. In order to comply with this request, the Board would need to approve the use of general revenue in the amount \$44,757 to subsidize the program. Based on the use of fund balance, the funding request would increase to approximately \$70,000 in FY2017.

Court Administration has indicated that the core functions of the teen court program would continue without the general revenue funding. The school education portion of the program would be eliminated. The school education portion of the Teen Court program is unique to Leon County and is not found in any other teen court program funded across the state.

Options:

1. Approve funding in the FY2016 Budget for the local requirements requested by the Chief Judge, excluding general revenue for the Teen Court program.
2. Approve funding in the FY2016 Budget for the local requirements requested by the Chief Judge, including \$44,757 in general revenue for the Teen Court program.
3. Board direction.

Recommendation:

Option #1.


Attachment:

1. Letter from Chief Judge Francis requesting support for the Teen Court Program.

Leon County
Board of County Commissioners
Budget Workshop Item #17

June 23, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: Consideration of Court Administration Funding Request

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

Fiscal Impact:

This item, as recommended, does not have a fiscal impact.

Staff Recommendation:

Option #1: Approve funding in the FY2016 Budget for the local requirements requested by the Chief Judge, excluding general revenue for the Teen Court program.

Report and Discussion

Background:

The Leon County Teen Court is a court-operated local-fee funded specialized diversion program for juvenile offenders established by County Ordinance on June 14, 2005. This program does not use general revenue funds; rather it is funded through a dedicated \$3 service fee on traffic and criminal offenses, authorized by section 938.19(2), Florida Statutes. These funds may not be used for any purpose other than the Leon County Teen Court.

On May 28, 2015, the Chief Judge of the Second Judicial Circuit submitted a letter to the Chairman, as required by Section 293.008(2)(c)2, Florida Statutes, outlining a tentative budget request for local court requirements for FY2016 (Attachment #1). The letter certified 8.0 positions as critical for the function of the State and County courts in Leon County including the 3 FTEs currently in the Teen Court Program; these positions have not historically been certified as a local requirement.

Analysis:

In accordance with Florida Statutes, in response to the annual request from the Chief Judge, the County determines whether to provide funding and at what level. Prior to this year's letter, the Court's funding request has been limited to programs completely supported by court related fees or for the continuation of programs already funded by the County (i.e. Mental Health Coordinator). This year's request includes for the first time additional general revenue support for a Court specific program.

Under the Constitution and Florida Statutes, the County is obligated to fund certain elements of the Court system, including: facilities, maintenance, utilities, security, communication services, radio systems and criminal justice information systems. A Court Facility fee on criminal and traffic citations have historically partially funded the County's required Court support. However, as outlined in the overview budget discussion item, due to the decline in the number of traffic citations being issued, this revenue is projected to decline over \$400,000 next fiscal year. County general revenues are being utilized to offset this shortfall in order for the County to continue to fulfill its statutory obligations of the Court system.

Over the last few years, there has also been a decline in all court related traffic and criminal offense fee revenue that supports the Teen Court Program. As a result of the fee decline, a significant amount of fund balance has been required to balance the Teen Court budget over the last two years. The estimated year-end fund balance for FY15 will be approximately \$26,000.

For FY16, it is anticipated this fee will only generate of \$104,785. The requested FY16 budget for Teen Court is \$176,017 resulting in a deficit of \$70,757. If available fund balance is used to support the FY16 Teen Court budget request, there is still a \$44,757 deficit in the Teen Court Program for FY2016. By certifying all three positions, the Chief Judge is requesting that this program remain at its current level of service. In order to comply with this request, the Board would need to approve the use of general revenue in the amount \$44,757 to subsidize the program. Based on the use of fund balance, the funding request would increase to approximately \$70,000 in FY2017.

Court Administration has indicated that the core functions of the teen court program would continue without the general revenue funding. The school education portion of the program would be eliminated. The school education portion of the Teen Court program is unique to Leon County and is not found in any other teen court program funded across the state.

Options:

1. Approve funding in the FY2016 Budget for the local requirements requested by the Chief Judge, excluding general revenue for the Teen Court program.
2. Approve funding in the FY2016 Budget for the local requirements requested by the Chief Judge, including \$44,757 in general revenue for the Teen Court program.
3. Board direction.

Recommendation:

Option #1.

Attachment:

1. Letter from Chief Judge Francis requesting support for the Teen Court Program.

OFFICE OF
CHARLES A. FRANCIS
CHIEF JUDGE
SECOND JUDICIAL CIRCUIT

MARILYN RETT
JUDICIAL ASSISTANT
PHONE: (850) 577-4306
FAX: (850) 922-0327



LEON COUNTY COURTHOUSE
301 SOUTH MONROE STREET
TALLAHASSEE, FLORIDA 32301

May 28, 2015

Honorable Mary Ann Lindley, Chairman
Leon County Board of County Commissioners
301 South Monroe Street
Tallahassee, Florida 32301

Dear Chairman,

As you may be aware, under Section 29.008(2)(c)2, Florida Statutes, by June 1 of each year, I am authorized to submit to the Board of County Commissioners a tentative budget request for local requirements for the ensuing fiscal year. For Fiscal Year 2015-16, I am certifying eight positions as local requirements. These positions are already in our budget request submitted on an earlier date and are critical to the proper functioning of the state and county courts in and for Leon County. These positions are listed below:

Integrated Computer System Interface Developer (1.0 FTE)

Pro-rata Share: Salary/Benefits \$28,642.87; Expenses \$322.97; Total \$28,965.84

Juvenile Alternative Sanctions Coordinator (1.0 FTE)

Pro-rata Share: Salary/Benefits \$54,993.42; Expenses \$411.59; Total \$55,405.01

Trial Court Marshal / Detention Review Coordinator (1.0 FTE)

Pro-rata Share: Salary/Benefits \$76,959.06; Total \$76,959.06

Teen Court Director/Volunteer Coordinator (1.0 FTE)

Salary/Benefits \$56,826.17; Total \$56,826.17

Teen Court Case Coordinator (1.0 FTE)

Salary/Benefits \$52,608.77; Total \$52,608.77

Teen Court Education Coordinator (1.0 FTE)

Salary/Benefits \$43,883.77; Total \$43,883.77

Mental Health Coordinator (1.0 FTE)

This particular certification is supported by the State Attorney and the Public Defender:

Salary/Benefits \$68,794.95; Total \$68,794.95

Mental Health Clerical Assistant (1.0 FTE)

Salary/Benefits \$39,638.14; Total \$39,638.14

The first three positions should not impact your general fund since they are funded through the Court Innovations and Juvenile Alternative Programs portions of the \$65 Additional Court Cost fees, already imposed on all felony, misdemeanor and criminal traffic offenses. The three Teen Court positions are, for the most part, funded through the \$3 Teen Court fee, already imposed on all traffic and criminal offenses. The latter two positions are funded through your general fund, but these positions are simply a continuation of funding authorized in previous years to include Fiscal Year 2014-15.

Your usual consideration and support is very much appreciated. If you have questions or need additional information, please do not hesitate to call me.

Sincerely,



Charles A. Francis
Chief Judge

cc: Honorable Bob Inzer, Clerk of Courts
Vincent S. Long, County Administrator


CAF/mr/gs/tr

Leon County Board of County Commissioners

Cover Sheet for Agenda #18

June 23, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: Adoption of Solid Waste Rate Resolution

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

Fiscal Impact:

The proposed change to the Transfer Station tip fee is from \$36.50/ton to \$38.09/ton (a 4.4% increase) which will generate approximately \$240,000 in increased revenue to support the on-going operation of the Transfer Station. The majority of the additional revenue will be collected from the City of Tallahassee on a per ton basis. Through their budget process, the City of Tallahassee will determine if this increase will be passed onto City residents or absorbed within the City's solid waste budget. If passed on completely, the estimated household impact is less than \$0.13 a month. For the unincorporated area, the increased cost is paid for through the annual \$40 non-ad valorem assessment.

Staff Recommendation:

Option #1: Approve the Solid Waste Rate Resolution, which includes establishing the FY2016 Transfer Station Tip fee at \$38.09 per ton (Attachment #1).

Report and Discussion

Background:

Leon County's adopted guiding principles (Attachment #2) and Policy 92-5 (Attachment #3) state that the County will establish practices to "provide that fees charged in enterprise operations will be calculated at a level which will support all direct and indirect costs of the enterprise."

As part of the annual budget process, staff reviews and recommends the necessary adjustments to Solid Waste's fees to ensure Board policy is being implemented.

Analysis:

Solid Waste operations is supported by a combination of the following:

- Fees: Tip fees for the transfer station, yard debris, electronics (non-residential), waste tires and disposal of waste at the rural waste collection centers
- Non-ad valorem assessment: Unincorporated area costs for disposal of waste at the transfer station, yard and bulky disposal costs and the recycling program.
- Unincorporated area general revenues: A subsidy for the operation of the rural waste collection centers.

Based on a fiscal analysis of Solid Waste operations, staff is only recommending a change to the Transfer Station Tip fee; all other fees are recommended to remain the same for FY2016.

The Transfer Station Tip fee supports the operation of the transfer station and the cost of the household hazardous waste and electronics disposal programs. The fiscal analysis in establishing the \$38.09 Transfer Station Tip fee includes:

- Waste Management's hauling and disposal fee of \$24.04/ton
- Waste Management fuel adjustment charge \$2.08/ton
- Transfer Station operating costs of \$8.09/ton
- Household Hazardous Waste of \$3.88/ton

The current tip fee at the Transfer Station is \$36.50/ton and has remained unchanged for the past two fiscal years. Previously, the tip fee was \$40.80/ton. The proposed 4.4% increase in the fee is a combination of the anticipated tonnage and the overall cost of operation. With the closing of the landfill, a minor shift of some of the administrative costs for solid waste is being allocated to the transfer station tip fee. In addition, anticipated annual capital expenditures for the maintenance of the Transfer Station have been included in the calculation.

Residents in the unincorporated area pay for curbside collection directly to Waste Pro or bring their household waste to one of the rural waste service collection centers; these costs do not include the cost of processing, hauling and disposing of the waste. The cost of processing, hauling and disposing of the waste, yard waste and bulky waste are paid for through the annual \$40 non-ad valorem assessment.

Annually, Solid Waste and OMB staff review the total cost of hauling/disposal and recycling in the unincorporated area to ensure that the \$40 assessment is sufficient to cover these costs. If the assessment does not cover these costs, a non-countywide general revenue transfer is made to offset the shortfall. FY16 projections reflect that the assessment is sufficient.

The City of Tallahassee pays the tip fee for all tonnage brought to the transfer station as well as for yard waste brought to the solid waste facility. The City will determine if the increased transfer station tip fee will be passed onto City residents or absorbed within their solid waste budget. If the entire cost is passed on, the estimated monthly impact is less than \$0.13 per household.

Staff is recommending an updated fee resolution be adopted. Consistent with the previous fee resolution the proposed new resolution allows for annual increases to the Transfer Station tip fee related to the hauling and disposal contract with Waste Management and inflationary adjustments associated with the operation and maintenance of the transfer station. The new resolution maintains the other fees at their current levels.

Options:

1. Approve the Solid Waste rate resolution, which includes establishing the FY2016 Transfer Station Tip fee at \$38.09 per ton.
2. Do not approve the Solid Waste rate resolution.
3. Board direction.

Recommendation:

Option #1.

Attachments:

1. Solid Waste Rate Resolution
2. Guiding Principles
3. Policy 92-5

RESOLUTION: 2015 - _____

**A RESOLUTION SETTING SOLID WASTE TIPPING FEE RATES
AT LEON COUNTY SOLID WASTE MANAGEMENT FACILITIES**

WHEREAS, Section 18-141, Article IV, of the Leon County Code of Laws, provides that solidwaste tipping fees are to be set by resolution of the Board of County Commissioners, in accordance with the law; and

WHEREAS, the interlocal agreement with the City of Tallahassee regarding waste disposal, which established tipping fee rates at the Transfer Station facility, expired on May 1, 2012; and,

WHEREAS, any future rates established in an interlocal agreement by and between the City of Tallahassee will supersede the rates in this resolution; and,

WHEREAS, the Board of County Commissioners adopted a solid waste rate study on April 23, 2013; and WHEREAS, the rate study established the tipping fee that included the costs of hauling and disposal, fuel surcharge, hazardous waste and inflationary increases.

NOW, THEREFORE BE IT RESOLVED by the Board of County Commissioners of Leon County, Florida, that:

1. Effective on October 1 of each year commencing in 2015, as hereby designated below, the tipping fee disposal rates at the Leon County Transfer Station Facility shall be:

Description	Tipping Fee Per Ton
Hauling and Disposal	\$24.04
Fuel Surcharge	\$2.08
Transfer Station Operations	\$8.09
Household Hazardous Waste	\$3.88
Total Tipping Fee	\$38.09

And adjusted annually according to:

(1) Commencing October 1, 2015; Annually 75% of Consumer Price Index

(2) Annual fuel adjustments are calculated per the Waste Management Inc.

Agreement and are based upon the change in Consumer Price Index and the Oil Price Information System report for Ultra Low Diesel.

(3) Not to exceed 5% annually excluding capital project cost.

2. The tipping fee rates established and set forth herein shall supersede any other previous Board actions to the extent of any conflict or inconsistency herewith.

DONE AND ADOPTED by the Board of County Commissioners of Leon County, Florida this 1th day of October, 2015.

LEON COUNTY, FLORIDA

By:

Mary Ann Lindley, Chairman
Board of County Commissioners

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

RESOLUTION NO. R08-01

WHEREAS, it is the mission of the Leon County Board of County Commissioners to preserve and enhance the outstanding quality of life in our community, and;

WHEREAS, Leon County strives to set the standard and best practice for other local governments in Florida and in the United States through strong and consistent fiscal policies and practices, and;

WHEREAS, Leon County has a long history of providing cost effective, superior services to our citizenry, and;

WHEREAS, Leon County has reduced or held constant the general property tax rates over each of the past 16 years, and;

WHEREAS, over the last two years the County millage rate has decreased by 16%, and;

WHEREAS, Leon County has controlled expenditures, maintaining the lowest budget per capita of any comparable county and currently has the 6th lowest budget per capita of all 67 counties, and;

WHEREAS, Leon County has been responsible in the building of reserves to healthy levels and has invested recurring revenues in infrastructure improvements, and;

WHEREAS, the Board of County Commissioners has been proactive in establishing policies such as Policy No. 93-44 "Fiscal Planning" and Policy No. 07-2 "Reserves" to provide guidance related to fiscal responsibility, and;

WHEREAS, Leon County maintains an investment quality credit rating of AA-, and;

WHEREAS, Leon County was the first county in the state to institute a hiring, capital projects and travel freeze in preparation for 2007 legislative property tax reforms, and;

WHEREAS, as pursuant to the 2007 legislation, Leon County was one of only 4 "non-fiscally constrained" counties to be placed in the least punitive 3% roll-back category (as opposed to the 5%, 7% or 9% categories) based on the County's conservative annual increases in budget per capita, and;

WHEREAS, due to roll-backs and capped future growth in property taxes imposed by the Legislature, combined with significant current and future challenges facing local government including those related to an aging population, a struggling housing market, rising health care costs, aging infrastructure, and a continued resistance to tax increases, there is a need to assess the long view and prepare for a more austere course for county government, and;

WHEREAS, as the level of government closest to the people, Leon County must make strategic decisions in order to be prepared and continue to deliver high quality services in the areas most critical to our citizenry, and;

WHEREAS, this will require a re-examination of core services, levels of services and a commitment to priority setting as Leon County continues to take a gradual business-like approach to determining the size of government its citizens can afford and the priority of the services we deliver to our citizens.

NOW, THEREFORE, BE IT RESOLVED by the Leon County Board of County Commissioners, Florida that the following guiding principles are adopted:

1. The Board of County Commissioners upholds the importance of the Leon County Home Rule Charter allowing citizen involvement and flexibility in shaping government to best meet the County's unique and changing needs.
2. The County budget will always be balanced, with available revenues equal to appropriations.
3. The County will strive to maintain the lowest dollars spent per County resident, as compared to like-size counties, while retaining the maximum level of service possible.
4. Through citizen input and Commission deliberation, core functions for County government will be identified and the dollars will be allocated accordingly during the budget process.
5. The County will continue to explore opportunities with its governmental counterparts for functional consolidation and/or shared efficiencies.
6. The County will continue to enhance our cooperation and coordination with our Universities and Community College to promote, strengthen, and sustain our community's intellectual capital.
7. The County Administrator will require Program Managers to conduct an annual review and scrutiny of their base budgets when preparing budgets for future years.
8. Consistent with best practices and the Florida Statutes, Leon County will retain an emergency reserve fund of not less than 5%, but not more than 10% of the general operating budget (Policy No. 07-2).
9. Consistent with best practices and the Florida Statutes, Leon County will retain an operating cash reserve fund of not less than 10% but not more than 20% of the general operating budget (Policy No. 07-2)
10. Cash reserves in excess of reserve policies will be utilized to support one time capital projects and/or other one-time expenditures to address unforeseen revenue shortfalls (Policy No. 07-2).
11. Leon County will continue to ensure the useable and safe life of existing infrastructure by providing funding for proper maintenance (Policy No. 93-44).

12. Provide that fees charged in enterprise operations will be calculated at a level which will support all direct and indirect costs of the enterprise (Policy No. 92-5).
13. Ensure that capital projects financed through the issuance of bonds will not be financed for a period that exceeds the useful life of the project or the life of the supporting revenue source (Policy No. 93-47), and support conduit financing to promote the economic health of the community.
14. Maintain accounting and reporting practices in conformance with the Uniform Accounting System of the State of Florida and Generally Accepted Accounting Principles (GAAP) (Policy No. 92-4).
15. Ensure that annual financial and compliance audit of the County's financial records is conducted by an independent firm of certified public accountants whose findings and opinions are published and available for public review (Policy No. 92-4).
16. Will optimize return on investments within the constraints of safety and liquidity through an adopted Investment Policy.
17. Shall establish formal policies and procedures to address amending the budget while allowing the organization to function and react to changing conditions (Policy No. 97-11).
18. The County shall provide a meaningful public input process during the annual budget review which shall, at a minimum, include at least one Board Workshop and two Public Hearings.
19. The County will fully research and employ technology to improve the personal and collective efficiency of county employees.
20. The County will continue to enhance our culture of performance, as we maintain a very low employee per 1,000 population and a "flat" organizational structure, and hold individual employees to high expectations and performance standards. Employees are entrusted with broad authority in their functional areas, expected to respond quickly to requests for service, explore and pursue alternatives to assist the citizenry, attempt to deliver more than what is expected, and are empowered to use professional discretion on the spot to resolve issues and reduce "bureaucracy". These employees are valued and compensation and benefits are commensurate with their responsibilities and competitive in the industry.
21. The County will continue to improve our efforts to promote employee innovation, through incentives, recognition and rewards for identifying and implementing program and process improvements that add value to services while producing cost savings.

22. The County will continue to leverage Leon County tax payer dollars to attract federal and state appropriations, reimbursements, and matching grants to realize revenue maximization for the purpose of funding priority projects and programs.

PASSED, AND DULY ADOPTED BY THE LEON COUNTY BOARD OF COUNTY COMMISSIONERS, FLORIDA THIS 15th DAY OF JANUARY, 2008.

LEON COUNTY, FLORIDA

BY: Jane G. Sauls
Jane G. Sauls, Chairman
Board of County Commissioners

ATTEST:
Bob Inzer, Clerk of the Court

BY: [Signature]

Approved as to Form:
Leon County Attorney's Office

BY: [Signature]
Herbert W.A. Thiele, Esq.
County Attorney

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.

Leon County Board of County Commissioners

Budget Workshop Item #19

June 23, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: FY 2016 Maximum Discretionary Funding Levels

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator
Lead Staff/ Project Team:	Scott Ross, Director, Office of Financial Stewardship Eryn Calabro, Director, Human Services and Community Partnership

Fiscal Impact:

This item has a fiscal impact. As presented, \$1,152,000 has been included in the FY 2016 preliminary budget.

Staff Recommendations:

Option #1: Allocate \$1,152,000 in the FY 2016 budget for discretionary funding as follows:

Category or Agency	Recommended FY 2016 Funding
Community Human Service Partnership	\$1,000,000
Homeless Shelter Relocation (Capital Costs)	\$100,000
Domestic Violence Coordinating Council	\$25,000
Celebrate America 4 th of July Celebration	\$2,500
Dr. Martin Luther King Celebration (Inter Civic Southern Leadership Council of Tallahassee)	\$4,500
NAACP Freedom Fund Award (Tallahassee NAACP)	\$1,000
Soul Santa (Frenchtown \$2,500 and Walker Ford \$1,500)	\$4,000
Table and Event Sponsorships	\$15,000
Total	\$1,152,000

Report and Discussion

Background:

On January 27, 2015, the Board adopted the FY 2016 Budget Calendar. Generally, the first budget item the Board considers as part of the budget process is establishing the discretionary funding levels for outside agencies. As specified in Leon County Ordinance, No. 2006-34 “Discretionary Funding Guidelines” and the County Fiscal Policy, No. 93-44, the Board must consider these funding limits prior to March 31 each year (Attachments #1 and #2).

Due to increases in non-departmental funding requests by organizations outside the budget process, the Board adopted Ordinance No. 2006-34, “Discretionary Funding Guidelines” at the November 14, 2006 meeting. The ordinance requires the Board to set a maximum amount of discretionary funds that will be made available to outside agencies during the fiscal year in the following categories: Community Human Services Partnership (CHSP); CHSP – Emergency Fund; Commissioner District Budget; Midyear Funding; Non-departmental funding; and Youth Sports Team. The Board sets the maximum amount of annual funding available in these categories for the budget year. These amounts could be lowered depending on the funding available for competing priorities as the budget is developed and presented to the Board.

During the FY 2015 budget process, the Board authorized the realignment of most line-item funding for outside agencies to contracted services within the appropriate departmental budgets. By directly contracting for county core service, the Board substantially reduced what is considered line-item funding. These agencies now enter into annual continuation of services contracts with the County to provide the necessary services. A list of the agencies and the associated contract amount is shown in Table 1.

Table 1: FY 2015 Outside Agency Contracts for Services

Department Oversight	Permanent Line-Item Agencies	Funding Amount
Office of Intervention & Detention Alternatives	Disc Village	\$185,759
	Palmer Monroe Teen Center ⁽¹⁾	\$150,000
Office of Human Services & Community Partnerships	Whole Child Leon	\$38,000
	UPHS	\$23,750
	TMH Trauma Center	\$200,000
Office of Economic Development and Business Partnerships	Economic Development Council	\$199,500
Office of Sustainability	Keep Tallahassee-Leon County Beautiful	\$23,750
Strategic Initiatives Division	Oasis Center	\$20,000
Division of Tourism Development	COCA ⁽²⁾	\$654,500
Office of Management and Budget	Tallahassee Trust for Historic Preservation	\$63,175
Total		\$1,558,434

(1) Fixed time limit (FY 2014 – FY 2016) per inter local agreement

(2) Recently, funding for COCA was established through revisions to the Tourist Development Tax Ordinance, and an interlocal agreement with the Community Redevelopment Agency. FY 2016 funding for COCA will be provided as specified by ordinance and agreement.

At the March 10, 2015 meeting, the Board established the FY 2016 Maximum Discretionary Funding Levels as shown in Table 2.

Table 2: FY 2016 Maximum Discretionary Funding Levels

Funding Type	FY 2016
CHSP	\$1,200,000
Homeless Shelter Construction ⁽²⁾	\$100,000
Domestic Violence Coord. Council	\$25,000
Total	\$1,325,000

In addition, the Board instructed staff to provide special event funding as shown in Table 3.

Table 3: FY 2016 Special Event Funding

Special Event Agencies	FY 2016 Funding
Celebrate America 4 th of July Celebration	\$2,500
Dr. Martin Luther King Celebration (Inter Civic Southern Leadership Council of Tallahassee)	\$4,500
NAACP Freedom Fund Award (Tallahassee NAACP)	\$1,000
Soul Santa (Frenchtown \$2,500 and Walker Ford \$1,500)	\$4,000
Table and Event Sponsorships	\$15,000
Total	\$27,000

During the FY 2015 budget process the Board also directed that special event funding for the Veteran's Parade, and Operation Thank You!, be realigned to the Veterans Services operating budget. In addition, as directed by the Board at the February 10, 2015 meeting, funding in the amount of \$10,000 for Operation Stand Down will be added to the Veterans Service budget.

In addition, funding for the annual Friends of the Library authors event was moved to the Library Services budget. Furthermore, since the Capital City Classic basketball tournament and the Downtown New Year's Eve Celebration met the eligibility requirements for Tourist Development event funding, the Board directed these two events to apply for tourist development special event grant funding.

Analysis:

The non-departmental budget process begins with the establishment of the maximum discretionary funding levels for outside agencies. In addition to the Discretionary Funding ordinance, the County Fiscal Planning Policy, 93-44 requires that prior to March 31, the Board of County Commissioners will:

1. Confirm the list of permanent line item funded agencies that can submit applications for funding during the current budget cycle.
2. Establish the amount of funding to sponsor community partner/table events in an account to be managed by the County Administrator.
3. Provide direction to staff on additional appropriation requests that should be considered as part of the tentative budget development process.

Based on the Discretionary Funding Ordinance, the Board also establishes maximum funding levels for a series of categories. In addition, the Board is to determine which agencies are to receive applications for funding requests.

Table 4 summarizes the discretionary categories and details the funding allocated during the past three fiscal years, FY 2013 thru FY 2015, and shows the preliminary FY 2016 recommendation. Except for the Commissioner District budget fund (not shown and currently set at \$9,500 per Commissioner) and special event funding, the categories in Table 4 are covered by Ordinance 2006-034.

Table 4: FY 2013 – FY 2016 Discretionary Funding and Preliminary FY 2016

Discretionary Funding Category/ Fiscal Year	FY13	FY14	FY15	Preliminary FY16
Community Human Service Partnership	\$825,000	\$825,000	\$825,000	\$1,000,000
Line Item Agency Funding ⁽¹⁾	\$0	\$0	\$150,000	\$125,000
Special Event Sponsorships ⁽²⁾	\$19,000	\$29,000	\$32,000	\$27,000
Youth Sports Teams	\$4,750	\$4,750	\$0	\$0
Total	\$848,750	\$858,750	\$1,007,000	\$1,152,000

(1) For comparative purposes, FY 2013 and FY 2014 adjusted to reflect the realignment of line item funding to contracted services in FY 2015.

(2) For comparative purposes, FY 2013 and FY 2014 are adjusted to reflect the realignment of special event funding for Veteran's Parade and Operation Thank You! to the Veteran's Services budget, and Friends of the Library to the Library Services budget. FY 2015 and FY 2016 includes \$15,000 for table and event sponsorships that may occur after the fiscal year.

Community Human Service Partnership Funding

Funds provided for the Community Human Service Partnerships program are administered by the Office of Human Service and Community Partnerships. These funds are pooled with funds from the City and United Way and allocated to out-side human services organizations based on a competitive application process. As shown, in Table 4, the County's funding for this program has remained level the past three years.

The County has utilized the CHSP process for the distribution of funds to social service agencies on an annual basis for the past 18 years. This process ensures good communication between the County, the City of Tallahassee, and the United Way of the Big Bend, the other two major contributors of social service funding within Leon County. In addition, it provides a consistent and streamlined process for the agencies applying for funding.

At its March 10, 2015 meeting, the Board voted to increase the FY 2016 maximum funding level for CHSP from \$825,000 up to \$1.2 million, a potential 45 percent increase in the Board's contribution to social service agencies and non-profits. This funding level was established prior to the April 28, 2015 budget workshop where a budget shortfall in the range of \$3.8 to \$8.5 million was discussed. In order to assist in balancing the FY 2016 budget staff is recommending that the CHSP funding level be established at \$1.0 million or a 21% increase.

To move towards achieving \$1.2 million funding level, in FY 2017, the Board could allocate an additional \$150,000 to the CHSP process when the County fulfills its three year funding agreement with the City of Tallahassee for the Palmer Monroe Teen Center. FY 2016 is the last year of this commitment per the interlocal agreement.

For CHSP planning purposes the County could show that the \$1.15 million will be the tentative amount planned for distribution during the FY 2017 CHSP process. This would allow the CRTs to tentatively allocate awards based on this amount. If this amount were to decrease during the FY 2017 budget development process, as part of the budget balancing process, award amount could be adjusted accordingly. This will be presented for discussion when the Board establishes the maximum discretionary funding level for FY 2017.

Line-Item Funding

Table 5 reflects the preliminary FY 2016 funding for line item agencies.

Table 5: Recommended FY 2016 Line Item Funding

Line Item Agency	FY 2016 Funding Amount
Homeless Shelter Relocation (Capital Costs)	\$100,000
Domestic Violence Coordinating Council	\$25,000
Total	\$125,000

The County has a five year agreement to assist in the capital costs associated with the relocation of the homeless shelter. The FY 2016 funding represents the second installment for this agreement. A line item funding application was sent to the Domestic Violence Coordination Council and is reflected as Attachment #3. Applications are brought back to the Board for approval during the budget workshops. As a condition of receiving County funding, line item agencies are required to submit a performance report and financial statements annually.

In conclusion, staff is recommending that the FY 2016 discretionary funding levels be established as shown in Table #6.

Table #6: Recommended FY 2016 Discretionary Funding Levels

Category or Agency	Recommended FY 2016 Funding
Community Human Service Partnership	\$1,000,000
Homeless Shelter Relocation (Capital Costs)	\$100,000
Domestic Violence Coordinating Council	\$25,000
Special Events and Table Sponsorships	\$27,000
Total	\$1,152,000

Options:

1. Allocate \$1,152,000 in the FY 2016 budget for discretionary funding as follows:

Category or Agency	Recommended FY 2016 Funding
Community Human Service Partnership	\$1,000,000
Homeless Shelter Relocation (Capital Costs)	\$100,000
Domestic Violence Coordinating Council	\$25,000
Celebrate America 4 th of July Celebration	\$2,500
Dr. Martin Luther King Celebration (Inter Civic Southern Leadership Council of Tallahassee)	\$4,500
NAACP Freedom Fund Award (Tallahassee NAACP)	\$1,000
Soul Santa (Frenchtown \$2,500 and Walker Ford \$1,500)	\$4,000
Table and Event Sponsorships	\$15,000
Total	\$1,152,000

Staff Recommendation:

Option #1.

Attachments:

1. Leon County Ordinance 2006-34, Discretionary Funding Guidelines
2. Fiscal Planning Policy 93-44
3. Domestic Violence Coordinating Council Line Item Funding Application

Leon County, Florida, Code of Ordinances >> - CODE OF LAWS >> Chapter 2 - ADMINISTRATION >>
ARTICLE XI. DISCRETIONARY FUNDING GUIDELINES >>

ARTICLE XI. DISCRETIONARY FUNDING GUIDELINES

[Sec. 2-600. Application of article.](#)

[Sec. 2-601. Annual appropriation.](#)

[Sec. 2-602. Definitions.](#)

[Sec. 2-603. Application process.](#)

[Sec. 2-604. Funding category guidelines.](#)

[Secs. 2-605—2-699. Reserved.](#)

Sec. 2-600. Application of article.

This article shall govern the allocation of discretionary funds and provide the board a maximum amount of annual funding available in each of the following fund categories:

- (a) Community human services partnership fund;
- (b) Community human services partnership—Emergency fund;
- (c) Commissioner district budget fund;
- (d) Midyear fund;
- (e) Non-departmental fund; and
- (f) Youth sports teams fund.

(Ord. No. 06-34, § 1, 11-14-06)

Sec. 2-601. Annual appropriation.

Funding for the purposes set forth in this article shall be subject to an annual appropriation by the board in accordance with this article.

(Ord. No. 06-34, § 1, 11-14-06)

Sec. 2-602. Definitions.

The following words, terms and phrases, when used in this article, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning.

Community human services partnership fund shall mean funds eligible for allocation to social service programs.

Community human services partnership—Emergency fund shall mean funds eligible for allocation for one time funding to meet an emergency situation.

Commissioner district budget fund shall mean funds eligible for allocation to each commissioner for activities relating to his or her district or the county at large.

Emergency situation shall mean those exigent circumstances that would prohibit or severely impact the ability of a currently funded community human services partnership (CHSP) agency to provide services.

Midyear fund shall mean funds eligible for allocation for requests that occur outside of the regular budget process.

Non-departmental fund shall mean funds eligible for allocation for non-profit entities that are included, by direction of the board, as part of the regular adopted budget.

Non-profit shall mean an entity that has been designated as a 501(c)(3) eligible by the U.S. Internal Revenue Services and/or registered as a non-profit entity with the Florida Department of State.

Youth sports teams fund shall mean funds eligible for allocation for temporary and nonrecurring youth sporting events such as tournaments and playoffs, and events recognizing their accomplishments.

(Ord. No. 06-34, § 1, 11-14-06)

Sec. 2-603. Application process.

- (a) The county administrator or his designee is authorized to develop forms and procedures to be used by a non-profit, group or individual when submitting a request for funding consistent with the provisions herein.
- (b) The county administrator or his designee shall establish a process for evaluating requests for funding made pursuant to this article.

(Ord. No. 06-34, § 1, 11-14-06)

Sec. 2-604. Funding category guidelines.

- (a) *Community human services partnership program fund.*
 - (1) Non-profits eligible for community human service partnership (CHSP) funding are eligible to apply for funding for other programs or specific event categories as long as the organization does not receive multiple county awards for the same program or event, or when requesting funding for an activity that is not CHSP eligible, such as capital improvements.
 - (2) Annually, as part of the budget process, the board shall confirm the allocation of funding set aside for the community human services program.
- (b) *Community human services partnership program—Emergency fund.*
 - (1) Non-profits that are funded through the CHSP process are eligible to apply for emergency, one-time funding through the community human services partnership program—Emergency fund.
 - (2) Annually, as part of the budget process, the board shall confirm the allocation of funding set aside for the community human services partnership program—Emergency fund.
 - (3) These funds are available to any agency that is currently funded through the CHSP process.
 - (4) The request for emergency funding shall be made at a regular meeting of the board. If deemed appropriate, the request for emergency funding shall then go before a CHSP

sub-committee consisting of members from the CHSP review boards of each of the partners (Leon County, the City of Tallahassee, and the United Way of the Big Bend). The sub-committee shall determine if the situation would qualify as an emergency situation and what amount of financial support would be appropriate. The CHSP shall then make a recommendation to the county administrator, who is authorized to approve the recommendation for funding.

- (5) In the event the board does not meet in a timely manner, as it relates to an agency's request, the county administrator shall have the authority to appropriate expenditures from this account.
- (c) *Commissioner district budget fund.*
- (1) Annually, as part of the budget process, the board shall determine the allocation of funding set aside for the commissioner district budget fund.
 - (2) Expenditures shall only be authorized from this account for approved travel, and office expenses.
- (d) *Midyear fund.*
- (1) Non-profits, groups or individuals that do not fit into any of the other categories of discretionary funding as outlined in this article are eligible to apply for midyear funding.
 - (2) Annually, as part of the budget process, the board shall determine the allocation of funding set aside for the midyear fund.
 - (3) In the event the board does not meet in a timely manner, as it relates to a funding request, the county administrator shall have the authority to appropriate expenditures from this account. Such action is thereafter required to be ratified by the board.
- (e) *Non-departmental fund.*
- (1) Non-profits eligible for non-departmental funding are eligible to apply for funding in any other program or specific event categories as long as the organization does not receive multiple county awards for the same program or event. Eligible funding activities in this category are festivals and events and outside service agencies.
 - (2) Annually, as part of the budget process, the board shall determine the allocation of funding set aside for the non-departmental fund.
 - (3) Non-profits eligible for funding through the cultural resources commission (CRC) Leon County Grant Program (funded through the non-departmental process) are eligible for funding in other program or specific event categories as long as the organization does not receive multiple county awards for the same program or event.
- (f) *Youth sports teams fund.*
- (1) Non-profits or athletic teams of the Leon County School System that are eligible for the county's youth athletic scholarship program are not eligible for funding pursuant to this article.
 - (2) Annually, as part of the budget process, the board shall determine the amount of funding pursuant to this article.
 - (3) The award for youth sports teams shall not exceed \$500.00 per team.
 - (4) Youth sports teams requesting funding from the board shall first submit their requests in writing to the county administrator or his or her designee for review and evaluation. The request must include certified documentation establishing the legitimacy of the organization.
 - (5) Funding will be allocated on a first-come, first-served basis. In the event that more than one request is received concurrently when the fund's balance is reduced to

\$500.00, the remaining \$500.00 will be divided equally among the applicants meeting the evaluation criteria.

- (6) Applicants must have participated in a city, county, or school athletic program during the year in which funding is sought.
 - (7) Team participants must be 19 years of age or younger.
 - (8) The requested funding shall support post-season activity, e.g., tournaments, playoffs, or awards banquets associated with extraordinary performance.
 - (9) After the youth sports team funding level is established by the board during the budget process, the county administrator shall have the authority to appropriate expenditures from this account.
- (g) *Appropriation process.* Annually, prior to March 31, the board shall:
- (1) Determine the amount of funding set aside for each funding category identified in this article;
 - (2) Determine the list of permanent line item funded entities that can submit applications for funding during the current budget cycle; and
 - (3) Provide direction to staff on additional appropriation requests that should be considered as part of the tentative budget development process.

(Ord. No. 06-34, § 1, 11-14-06; Ord. No. 11-04, § 1, 2-8-11; Ord. No. 11-08, § 1, 5-24-11; Ord. No. 13-08, § 1, 3-12-13)

Secs. 2-605—2-699. Reserved.

Board of County Commissioners Leon County, Florida

Policy No. 93-44

Title: Fiscal Planning

Date Adopted: March 11, 2014

Effective Date: March 11, 2014

Reference: N/A

Policy Superseded: Policy No. 93-44, revised 2/8/2011; Policy No. 93-44, revised 11/16/04; Policy 93-44, adopted 8/10/93; Policy No. 92-3, AFiscal Planning,@ adopted 3/10/92

It shall be the policy of the Board of County Commissioners of Leon County, Florida that: Policy No. 93-44, revised by the Board of County Commissioners on February 8, 2011, is hereby superseded, and a revised policy is hereby adopted in its place, to wit:

The County will establish fiscal planning practices to:

1. Provide that the annual operating and capital budget for Leon County shall be developed in conformity with the Tallahassee-Leon County Comprehensive Plan by the Office of Management and Budget, under the advisement of the County Administrator and adopted as provided in State law by a majority vote of the Board of County Commissioners presiding in a public hearing.
2. Provide for the development and annual review of a capital improvement budget. This budget shall contain a 5-year plan for acquisition and improvement of capital investments in the areas of facilities, transportation, equipment and drainage. This budget shall be coordinated with the annual operating budget.
3. Provide that the Board of County Commissioners will continue to reflect fiscal restraint through the development of the annual budget. In instances of forthcoming deficits, the Board will either decrease appropriations or increase revenues.
4. Provide that the County will strive to better utilize its resources through the use of productivity and efficiency enhancements while at the same time noting that the costs of such enhancements should not exceed the expected benefits.
5. Provide that expenditures which support existing capital investments and mandated service programs will be prioritized over those other supporting activities or non-mandated service programs.

6. Provide that the County Administrator shall be designated Budget Officer for Leon County and will carry out the duties as set forth in Ch. 129, F.S.
7. Provide that the responsibility for the establishment and daily monitoring of the County=s accounting system(s) shall lie with the Finance Division of the Clerk of the Circuit Court, and that the oversight of investment and debt management for the government of Leon County shall lie with the Board of County Commissioners.
8. Annually, prior to March 31, the Board of County Commissioners will:
 - A. Establish a budget calendar for the annual budget cycle.
 - B. Confirm the list of permanent line item funded agencies that can submit applications for funding during the current budget cycle.
 - C. Establish the amount of funding to sponsor community partner/table events in an account to be managed by the County Administrator.
 - D. Provide direction to staff on additional appropriation requests that should be considered as part of the tentative budget development process.
9. Provide that this policy shall be reviewed annually by the Board of County Commissioners to ensure its consistency and viability with respect to the objectives of the Board and its applicability to current state law and financial trends.

Revised 3/11/2014

From: Kaye Hogan
To: Scott Ross
Date: 4/30/2015 10:42 AM
Subject: Fwd: DVCC 2015-2016 request
Attachments: 2015-2016 Application.doc

Scott,

FYI - we have received the FY2016 request from Domestic Violence Coordinating Council.
-Kaye

>>> On 4/29/2015 at 10:28 PM, in message <SNT147-W2586D83A215034A75705749CD60@phx.gbl>, kelly orourke <kelly_orourke@hotmail.com> wrote:

Hi Kaye,

Attached please find the DVCC's proposal for funding for the 2015-2016 budget year. I'm not sure if you need a signed hard copy or not, but I thought I should get this to you either way.

If you need a hard copy, please let me know and I'll get it to you ASAP.

Thanks! Kelly

Kelly O'Rourke
FSU Institute for Family Violence Studies
850-222-3845
kes2523@my.fsu.edu
kelly_orourke@hotmail.com



A. Organizational Information

Legal Name of Agency: Domestic Violence Coordinating Council

Agency Representative: Kelly O'Rourke

Physical Address: 11077 Wildlife Tr Tallahassee, FL 32312

Mailing Address: 11077 Wildlife Tr Tallahassee, FL 32312

Telephone: (850) 222-3845

Fax: (850) 222-3845

E-mail Address: kes2523@my.fsu.edu

Agency Employer ID Number (FEIN): 56-2408785

Does the Agency have a **501(c) (3)** status? Yes: X No:

Date of Agency Incorporation: 9-26-2003
Attach Articles of Incorporation

Please be thorough in your responses to the questions in the attached application. Also, attach the Agency's most recent 990 Tax Return or most recent completed tax return.

NOTE: The DVCC files a 990E Postcard electronically with the IRS each yeas as our income and budget are below the required threshold for 990 returns.

B. Program Information

1. Succinctly describe the program for which funding is being requested. Please include types of services provided. (Attach additional pages as necessary):

The Domestic Violence Coordinating Council (DVCC) is Tallahassee's first task force on domestic violence and to date its monthly meetings are the only regular meetings of all agencies working together to end domestic violence in the area. Jointly created by the city and county commissions, the DVCC consists of members from each agency or entity in the area working with DV victims or perpetrators. Two proven methods of decreasing domestic violence in communities are a **well-coordinated community response** and **ongoing public awareness**. Members meet monthly to ensure a well-coordinated community response to DV in Tallahassee and in addition, the DVCC provides public education and awareness throughout the county. Funding is requested from the county in order to further serve the many citizens living outside of the city limits.

2. Why is this funding being requested? If this funding request is not approved, what would be the impact on your agency or program for which funding is sought?

As the DVCC was jointly created by the city and county commissions, funding is normally provided by both entities. This funding request will allow the county funding to match that of the city. With the additional funding, our single staff person will move from $\frac{1}{4}$ time to $\frac{3}{4}$ time – an absolute necessity given the amount of work and number of requests faced each year by the DVCC. Without this funding, it will be impossible for the DVCC to continue to serve and educate our community as needed. Our work would have to remain within the city limits, severely restricting our work with the more rural citizens who need our attention most.

3. Projected program impact/outcome results: What is the projected impact on the target population?

With monthly meetings, area agencies are able to form a better connected, or well-coordinated community response to DV. Agency staff have formed important relationships with one another allowing for a more seamless service delivery system for victims. When issues arise, the group is perfectly situated to correct problems and revise protocols as needed.

While DV advocates have been tremendously successful at helping victims, as a whole the country has had very limited success in lowering the overall rates of DV. Perpetrators simply move on to new victims, and new perpetrators evolve every day. Therefore, the DVCC has begun to focus on prevention of DV through education and awareness for young people. The DVCC Teen Advisory Council tells us that teens rarely discuss relationship issues with adults, preferring to confide in peers. As a result, the DVCC has created the Certified Peer Advisor program. These workshops give teens the information and skills they need to not only help themselves, but can pass on to other teens in need. Once trained, Peer Advisors are listed with their school or community center administration as an available resource for other teens. Evaluations have shown that our Certified Peer Advisor workshops for teens, Teen Rallies on Healthy Relationships, and new initiatives within the schools have been very successful in providing teens with new and useful information on abusive relationships they can use as well as share with one another. Not only are our initiatives bringing awareness of DV and dating

abuse to teens, but we are providing them with tools and skills they can use to avoid dangerous relationships and becoming an abuser themselves. The impact of our work will hopefully be seen in the increased awareness of abusive relationships amongst young people as well as a decrease in abusive behaviors in our community.

In addition, public awareness and trainings are conducted with area elder services staff and seniors on elder domestic abuse. Public awareness in area churches has also been provided.

4. List the targeted population projected to be served or benefit from this program.

All victims of DV benefit as agencies have become much better at working together, assuring no one falls between the cracks. All citizens of Leon County benefit from DVCC programs and events with a special focus on youth via our work with area teen centers such as Palmer Munroe.

5. Provide the methods that are being used effectively to attain this program's targeted population.

In order to reach Tallahassee's youth, the DVCC provides special teen events at area Community and teen centers. In addition, the DVCC provides workshops at area schools including high schools such as Godby and Rickards, and the Ghazvini complex. The DVCC also trains teens to be Peer Advisors to others in their schools or community centers. In 2014-2015 more than 150 teens became certified Peer Advisors and more than 300 attended Teen Rallies on Healthy Relationships.

6. Outline the phases and time frames in which this program or event will be accomplished if funded.

Our meetings are ongoing to ensure the continuation of a well-coordinated community Response. (Research has shown those communities with the highest success rates of mitigating DV have a well-coordinated community response and very active public awareness campaigns.)

Our awareness/education work is also ongoing with two to three events per year focusing on community awareness and education. We also provide 2-3 Teen Rallies on Healthy Relationships per year, rotating amongst area sites. We are currently providing ongoing workshops at the Ghazvini Complex- approximately 12 every semester to accommodate the rotation of students. In addition, we are continually training teens via the Youth Leadership Tallahassee program, to return to their respective high schools as peer mentors. In 2014-2015 more than 150 teens became certified Peer Advisors and more than 300 attended Teen Rallies on Healthy Relationships.

7. List the program's short-term, intermediate, and long-term goals.

Short-term Goals:

- Identify populations or professions in need of awareness, education or training.
- Meet monthly to ensure the continuation of a well-coordinated community response.

Intermediate Goals:

- Provide public education and awareness to the citizens of Tallahassee.
- Provide training and workshops as needed to identified professionals.
- Provide awareness and education to teens as prevention

Long-term Goals:

- Promote zero tolerance to DV in our community
- Keep victims safe and hold perpetrators accountable
- Decrease incidences of domestic violence and abuse in our community.

8. What other agencies in Leon County (governmental, non-profit, and private) provide services similar to those which would be provided by this funding?

No other group facilitates regular cooperation and interaction of the many agencies and entities working with DV victims and perpetrators. The monthly DVCC meetings are currently the only time these many agencies gather together with the opportunity to discuss any issues with services or protocols. As a unit, the DVCC can confront and resolve any issues that one agency alone might have trouble addressing.

The Florida Coalition Against Domestic Violence provides training statewide and Refuge House provides education and awareness locally when possible. However, Refuge House is a member of the DVCC and works closely with us to insure we are not duplicating efforts. Each year at our July meeting, our members identify what areas of the community, or professions, or demographic groups are facing a need that is not being addressed. It is there that we focus our efforts for the upcoming year, thereby avoiding duplication with other agencies.

9. List any Agency partnerships and collaboration related to this program.

Agency	Partnership/Collaboration
Refuge House	DVCC Member
National Coalition Against Sexual Violence	Collaborative Partner
National Coalition Against Domestic Violence	Collaborative Partner
TPD	DVCC Member
LCSO	DVCC Member
Leon County Probation	DVCC Member
FL State Attorney's Office	DVCC Member
Office of the Attorney General	DVCC Member
Ability 1 st	DVCC Member
DCF	DVCC Member
Leon County Health Dept.	DVCC Member
Tallahassee Housing Authority	DVCC Member
DISC Village	Collaborative Partner
FAMU Victim Advocates Office	DVCC Member
FSU Victim Advocates Office	DVCC Member
TCC Victim Advocates Office	DVCC Member
Oasis Center	DVCC Member
PACE Center for Women & Girls	DVCC Member
Elder Care Service	DVCC Member

C. Funding Information

10. Agency's current total budget: 2014/15 \$50,000.00(*current*) 2015/16 \$50,000.00(*proposed*)

11. Total cost of program: \$25,000 (Portion funded by Leon County)

Use your response to Question 11 to answer Questions 12-13

12. Please list the 2015/16 funding amount and associated expenditures requested from **Leon County** and **Other Revenue Sources**:

Actual Expenditure Detail	Leon County Funded	Other Revenue Sources	Total	
Compensation and Benefits	\$14,040	\$14,040	\$28,080.00	
Professional Fees	\$800	\$800	\$1,600.00	
Occupancy/Utilities/Network			Donated	
Supplies/Postage	\$4,160	\$4,160	\$8,320.00	
Equipment Rental, Maintenance, Purchase				
Meeting & Event Costs/Travel/Transtation	\$6,000	\$6,000	\$12,000.00	
Staff/Board Development/Recruitment				
Awards/Grants/Direct Aid				
Bad Debts/Uncollectible				
Bonding/Liability/Directors Insurance				
Other Expenses (please itemize)				
Total	\$25,000.00	\$25,000.00	\$50,000.00	\$50,000.00

13. Please list the following Revenue Sources for the current year and the upcoming year below:

Revenue Sources	2014/15 (Current)	2015/16 (Proposed)
Leon County (not CHSP)	\$25,000.00	\$25,000.00
City of Tallahassee (not CHSP)	\$25,000.00	\$25,000.00
United Way (not CHSP)		
State		
Federal		
Grants		
Contributions/Special Events		
Dues/Memberships		
Program Service Fees		
Utilized Reserves		
Other Income (please itemize)		
Total	\$50,000.00	\$50,000.00

14. Please list the following expenses for the current year and the upcoming year below:

Expenses	2014/15 (Current)	2015/16 (Proposed)
Compensation and Benefits	\$28,080	\$28,080
Professional Fees	\$1,600	\$1,600
Occupancy/Utilities/Network		
Supplies/Postage	\$8,320	\$8,320
Equipment Rental, Maintenance, Purchase		
Meeting & Event Costs/Travel/Transportation	\$12,000	\$12,000
Staff/Board Development/Recruitment		
Awards/Grants/Direct Aid		
Bad Debts/Uncollectible		
Bonding/Liability/Directors Insurance		
Other Expenses (please itemize)		
Total	\$50,000	\$50,000

15. Describe actions to secure additional funding. Please be specific.

We are continually writing grants to seek additional funding to serve requests from surrounding counties for workshops. Currently we can only provide advice and guidance.

16. Will this program or event recur every year?

No: _____ Yes: Yes –the need and this funding request is ongoing

17. Would funding by Leon County be requested in subsequent years for successful completion of the program?

No: _____ Yes: X
If "yes," estimate, the amount of next year's funding request: \$25,000.00

18. Has Leon County ever contributed funds to this program in the past 5 years?

No: _____ Yes: X
If "yes," list date(s), recipient or agency, program title and amount of funding:

<u>Date</u>	<u>Recipient or Agency</u>	<u>Program Title</u>	<u>Funding Amount</u>
<u>2013 - 2014</u>	<u>PSCC funding provided</u>	<u>DVCC teen programs</u>	<u>\$25,000.00</u>
<u>2014 - 2015</u>	<u>Leon County Commission</u>	<u>DVCC</u>	<u>\$25,000.00</u>

19. Attach a copy of the Agency's most recent financial report or audit if available. Please include the management letter with the audit.

CERTIFICATION

I, the undersigned representative of the Agency, organization or individual making this request, certify that to the best of my knowledge all statements contained in this request and its attachments are true and correct.

Print Name: _____

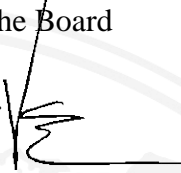
Signature: _____

Date Signed: _____

Leon County
Board of County Commissioners
Budget Workshop Item #20

June 23, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: Consideration to Fund a Mini-Grant Process to Support Community Solutions to Serve At-Risk and Economically Disadvantaged Youth

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:	Ryan Aamodt, Management Intern

Fiscal Impact:

The anticipated budget for the mini-grant program is \$100,000. As presented, the preliminary budget utilizes \$4.0 million in fund balance. If approved, it is recommended that the \$100,000 be supported through an increase in the use of fund balance. This increased use of fund balance is consistent with prior year total fund balance allocations.

Staff Recommendation:

Board direction.

Report and Discussion

Background:

At the June 9, 2015 meeting, the Board directed staff to prepare a budget discussion item regarding the creation of a mini-grant process to support at-risk and economically disadvantaged youth. This guidance immediately followed a Board discussion on two high profile economic studies portraying Leon County in a negative light and was just days after a community forum on gun violence. As part of the requested budget discussion item, the Board directed staff to include \$100,000 for the mini-grant process to fund community solutions that provide diversion and guidance to at-risk and economically disadvantaged youth. The Board also requested that the budget discussion item include options regarding the facilitation of the process including consideration of utilizing the Community Human Service Partnership (CHSP) process.

In February, the University of Toronto's Martin Prosperity Institute released a study recognizing Tallahassee as the most economically segregated city in the nation. In May, *The New York Times* published a story on a study by the Harvard University Equality of Opportunity Project which ranked Leon County 329th out of 2,478 counties for the intergenerational mobility, suggesting that poor children in Leon County have difficulty ascending the income ladder compared to other counties in the U.S.

The public forum held at Bethel AME Church on Thursday, June 4, 2015 in response to several recent shootings in the Tallahassee area, most notably the death of a 22 year old man near a local community center was attended by several hundred community members, pastors, elected officials and law enforcement representatives. The forum featured a panel-style discussion on local gun violence issues and the impact it has on younger children. Several participants of the forum passionately spoke about the need to take back control of the neighborhoods as a community. Members of the public underscored the importance of citizens working in collaboration with law enforcement and taking personal responsibility in combating neighborhood violence.

The convergence of these economic studies and the recent gun violence has rapidly necessitated targeted efforts in support of at-risk and economically disadvantaged youth throughout Leon County. As a result, this item presents options for the Board's consideration relating to the funding and distribution of funds for a one-time \$100,000 mini-grant process. It is important to note that there are several ongoing efforts to actively address economic and violence issues in the community including:

- The South City Revitalization Council was recently funded by the Board and aims to address many of the social issues identified in the recently published economic studies by conducting a needs assessment that will focus on service needs to empower families.
- The Community Leadership Council on Gun Violence which is a citizen task force that has been developing action plans for programs, services, best practices, and initiatives to reduce gun violence, which disproportionately impacts residents on the Southside.
- The Community Advisory Council was recently formed by the Florida Department of Health, Florida A&M and Florida State Universities, and the NAACP to focus on health issues for residents living in the Southside and Frenchtown areas.
- A recent examination of the South City area by representatives of the Urban Land Institute for recommendations on opportunities for community development, on June 12, 2015

Analysis:

The proposed \$100,000 mini-grant process is in addition to the CHSP funding for FY 2016 which is presented in a separate budget discussion item. At its March 10, 2015 meeting, the Board voted to increase the FY 2016 maximum funding level for CHSP from \$825,000 up to \$1.2 million, a potential 45 percent increase in the Board's contribution to social service agencies and non-profits. This funding level was established prior to the April 28, 2015 budget workshop where a budget shortfall in the range of \$3.8 to \$8.5 million was discussed. In a separate budget discussion item, staff is recommending that the CHSP funding level be established at \$1.0 million or a 21% increase in order to assist in balancing the FY 2016 budget.

The one-time mini-grant process to support community solutions for at-risk and economically disadvantaged youth can be facilitated in one of the following two ways:

- 1) the Board may wish to utilize CHSP to review applications and provide recommendations for the mini-grants; or,
- 2) the Board may wish to establish a standalone process by directly appointing citizens to review applications and provide recommendations for the mini-grants.

Approach1: CHSP Panel

The County has utilized the CHSP panel process for the distribution of funds to social service agencies on an annual basis for the past 18 years. The County's funds are pooled with funds from the City and United Way and allocated to human services organizations based on a competitive application process. This process ensures good communication between the County, the City of Tallahassee, and the United Way of the Big Bend, the other two major contributors of social service funding within Leon County.

There is precedent for the Board to establish a limited mini-grant process to address urgent community needs through CHSP. On September 21, 2010 the Board approved the "one-time Basic Needs/Emergency Services Small Grant Process" for the express purpose of addressing the growing requests for basic and emergency service needs during the Great Recession (Attachment #1). These funds were to be specifically used for clothing, food, shelter, and utilities assistance. Those health and human services organizations wishing to receive a small grant submitted an application through CHSP for consideration and subsequent recommendations were brought back to the Board. The County and City partnered on this effort for a combined \$138,000 grant process with a \$25,000 maximum limit per organization. Only CHSP eligible agencies were able to apply (Attachment #2).

To provide a consistent and streamlined process for human services organizations applying for funding, the Board may wish to once again utilize CHSP to review and provide recommendations on the applications for this mini-grant process. In doing so, only CHSP eligible organizations would be considered for funding.

Approach 2: Standalone Citizen Review

Should the Board wish to establish a standalone process for these one-time mini-grants, staff would bring back an agenda item in September with an Enabling Resolution to establish a volunteer citizen advisory committee for the sole purpose of making recommendations to the Board on the allocation of these mini-grants to community-based organizations and programs in support of at-risk and economically disadvantaged youth.

In this scenario, Commissioners would each make one appointment to the citizen advisory committee which may lead to a body that is more reflective of the challenges at hand by including representatives from affected communities, local churches, law enforcement, and non-profit organizations that are ineligible for the mini-grants.

Under this approach, the County Ordinance precludes CHSP eligible programs from receiving County funds from other sources. For example, the Tallahassee Boys Choir, the Lincoln Center Boxing Club, the Distinguished Young Gentlemen, and several programs under the Capital Regional YMCA and Big Brothers/Big Sisters would be ineligible for mini-grants since they are eligible through CHSP. Staff has provided the current (FY 15) list of agencies and programs receiving CHSP funds that would be ineligible for the mini-grant process under this standalone approach should they continue to remain eligible for CHSP funding in FY 16 (Attachment #3). While this would exclude funding for many worthwhile community programs and services, Commissioners would have greater influence in the makeup of the citizen advisory committee reviewing the funding applications and making recommendations back to the Board for the community solutions to serve at-risk and economically disadvantaged youth.

Criteria and Next Steps

Under either approach, the eligibility and parameters for organizations to apply for the proposed mini-grants should include:

- Services benefitting at-risk and economically disadvantaged youth in Leon County.
- A general focus on, but not limited to, crime diversion, educational enhancement, occupational or vocational training, internships/apprenticeships, family and community empowerment programs, and organized evening recreational activities.
- Funding requests of \$5,000 to \$15,000.

Should the Board wish to proceed with the proposed mini-grants, the Board would need to designate one of the following facilitation methods for this one-time grant cycle:

Option #1: Allocate \$100,000 to CHSP for mini-grants that specifically support community solutions for at-risk and economically disadvantaged youth.

Or

Option #2: Allocate \$100,000 for mini-grants to non-CHSP organizations that specifically support community solutions for at-risk and economically disadvantaged youth and direct staff to bring back an agenda item and Enabling Resolution (in September) establishing a volunteer citizen advisory committee to make funding recommendations to the Board.

Under either approach, the grant cycle may quickly proceed in the fall as follows:

- **September 2015:** The mini-grant application process would open in late September for eligible organizations and programs to apply for funding.
- **October – November 2015 (*Beginning of Fiscal Year 2016*):** The Board-designated citizen panel will review all grant applications and make funding recommendations for the proposed mini-grant cycle.
- **December 2015:** The Board-designated citizen panel's (CHSP or a Board appointed committee) final recommendations to allocate the mini-grants will be brought before the Board in an agenda item.

Awarding of the mini-grants to serve at-risk and economically disadvantaged youth in Leon County is anticipated to be completed by December 2015.

Options:

1. Allocate \$100,000 in fund balance to CHSP for mini-grants that specifically support community solutions for at-risk and economically disadvantaged youth.

Or

2. Allocate \$100,000 in fund balance for mini-grants to non-CHSP organizations that specifically support community solutions for at-risk and economically disadvantaged youth and direct staff to bring back an agenda item and Enabling Resolution (in September) establishing a volunteer citizen advisory committee to make funding recommendations to the Board.
3. Accept staff report and take no further action.
4. Board direction.

Recommendation:

Board direction.

Attachments:

1. September 21, 2010 agenda item approving the "One-Time Basic Needs/Emergency Services Small Grant Process."
2. CHSP Eligibility Criteria
3. CHSP FY 15 Agencies & Programs



Board of County Commissioners
Leon County, Florida
www.leoncountyfl.gov

Agenda Item
Executive Summary

September 21, 2010

Title:

Approval of the FY 2010-2011 Community Human Service Partnership Funding for Social Service Agencies and Authorize a One-Time Basic Needs/Emergency Services Small Grant Process

Staff:

Parvez Alam, County Administrator
Vincent S. Long, Deputy County Administrator
Don A. Lanham, Grants Program Coordinator

Issue Briefing:

This agenda item seeks Board approval of the recommendations made by the Leon County Human Services Grant Review Committee (HSGRC) concerning the 2010/2011 allocation of Community Human Service Partnership (CHSP) funds (Attachment #1). In addition, this item requests authorization for the County Administrator to amend, as necessary, and execute the Agreements with the funded agencies (Attachment #2). This item also seeks authority to distribute residual CHSP funds and additional funding made available by the Commission through a one-time basic needs small grant process.

Fiscal Impact:

This item has a fiscal impact and has been included in the FY 2010/2011 budget.

Staff Recommendation:

- Option #1: Approve the Human Services Grant Review Committee funding recommendation for FY 2010/2011 in the amount of \$725,000.
- Option #2: Authorize the County Administrator to modify the Agreements with the funded agencies, as necessary, and to execute the Agreements with the funded agencies.
- Option #3: Authorize the distribution of residual Community Human Service Partnership funds and additional funding, as made available by the Board of County Commissioners, through a one time Basic Needs/Emergency Services small grant process.

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Report and Discussion

Background:

The 2010/2011 CHSP cycle began in December 2009. A public notice of the availability of funding was advertised in the Tallahassee Democrat and sent to individuals that had requested a written notification, as well as currently funded CHSP agencies. The available CHSP funds were \$5,225,132. In January 2010, CHSP staff (consisting of County, City, and United Way staff) conducted mandatory workshops for all agencies seeking to participate in the 2010/2011 CHSP process.

The grant application period opened immediately after the workshops finished and closed February 2010. Applications requesting a total of \$6,441,261 were received. During the application period, CHSP staff recruited volunteers needed for the Citizen Review Teams (CRT's), created to review the applications and develop funding recommendations.

In March 2010, CHSP staff conducted seven grant review training sessions and trained more than 100 volunteers for the CRT's. During April and May 2010, the CRT's and CHSP staff conducted site visits to the agencies that requested funding. Upon completion of the visits, each review team deliberated and developed a recommendation as to the distribution of funding within its area. Volunteers conducted 78 agency site visits and reviewed 105 programs, contributing more than 2,700 hours of service to the CHSP process, valued at \$48,000.

After the review and recommendation process had occurred, the Board appropriated an additional \$75,000 to CHSP. The recommendations developed by the 11 CRT's totaled \$5,122,063, leaving \$103,069 un-obligated, not including the additional \$75,000.

On September 9, 2010, the Leon County HSGRC reviewed the proposed allocation of the Leon County funding and voted to recommend that the Board approve the proposed allocation.

At their regular meeting of September 14, 2010, the Board, aware of the residual funds, discussed utilizing the surplus for various social service activities. Staff was directed to bring an agenda item concerning this issue back to the next regular meeting.

Analysis:

Through funding opportunities and collaborative efforts, the Board supports the development and delivery of pertinent social services to area residents in the interest of promoting the overall health and well being of the community. The County has historically provided general revenue funds to address the needs of low- and moderate-income persons and neighborhoods.

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For the 2010/2011 fiscal year, the CHSP received applications to fund 105 human services programs, requesting a total of \$6,441,261, which exceeded the available amount proposed for funding (\$5,225,132) by \$1,216,129. The applications were placed into one of the following 11 human service areas: 1) basic needs, 2) children's services, 3) community support, 4) emergency services, 5) family support, 6) persons with disabilities, 7) physical health, 8) senior services, 9) substance abuse, 10) youth education, and 11) youth recreation.

For each of these areas, a CRT was organized. The members of the United Way Community Investment Committee (UWCIC), the City of Tallahassee Community Improvement Advisory Council (CIAC), and the Leon County Human Services Grant Review Committee (HSGRC), filled leadership positions on each review team. Extensive efforts were made to ensure that each CRT was reflective of community. The CRTs reviewed applications, conducted site visits to hear agency presentations, completed standardized agency/programmatic assessments, and developed funding recommendations. To assist in the decision-making process, the CRTs utilized an evaluation tool, which includes the following criteria:

- The needs addressed by the program are clearly documented.
- The program targets high-risk persons and/or communities.
- The program adequately demonstrates that the desired outcomes are being achieved or are achievable.
- The agency uses appropriate and/or creative collaborative approaches to increase their effectiveness in providing quality services to address a particular need area and/or target population.
- Program services are geared toward meeting the needs of diverse populations.
- Access to programs is reasonably available in terms of staffing, transportation, location, facilities, eligibility criteria and fee structure, and hours of operation.
- Particular services provided under this program are unique and are not unnecessarily duplicated.
- The program provides specialized services to a particular clientele and/or community.
- Unit costs are reasonable and justifiable based on the type of service provided.
- The program directly relates to the overall mission of the agency (in reference to agency capacity).
- A balanced budget is presented, clearly demonstrating agency revenues and expenditures.
- The agency demonstrates that internal fiscal controls are incorporated in the organizational structure with appropriate board oversight.
- The agency's board of directors is comprised of individual's representative of its clientele and the community at-large.

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Previously funded agencies are informed that funding levels are not guaranteed; however, the volunteers recognize the need to maintain a current program if it is effectively addressing its target population. Any decreases or increases in funding occur only after serious deliberation. Generally, reasons for increases include an expansion of a program to meet a growing need, an increase in the number of clients served, confidence in agency leadership/management to properly use funds, and documentation of measured program impacts. Reasons for decreases include:

- unclear budgets,
- program inefficiencies,
- little or no effort to measure program outcomes,
- unnecessary duplication of services,
- poorly prepared or incomplete applications
- programs that are ranked as low priorities in comparison to other programs on the team.

The individual agencies were notified of the recommended funding for their program and the opportunity to appeal the recommendation. Two agencies appealed the recommended funding: Catholic Charities and the YMCA. The Appeals Committee met on August 25, 2010 and recommended no change to the recommended funding of either of the agencies.

Once the CRTs developed a funding recommendation for all of the agencies that applied, CHSP staff determined which programs will be funded by the County, the City, and the United Way. This is required since the funds from the three agencies can not be co-mingled. These decisions are based upon prior funding patterns and any restrictions on the funding. It is important to note that a CHSP dollar, regardless of its origin, is considered to come from all three funding agencies.

The next step in the process, prior to submitting an agenda item to the respective Commissions, was the review of the CHSP budget by the Leon County HSGRC and the City of Tallahassee's CIAC. On September 9, 2010, the HSGRC voted to approve the allocations, as presented, and recommend that the Board ratify the proposed allocations.

The County allocated \$750,000 of general revenue to the 2009/2010 CHSP process; the City allocated \$1,112,873 of CDBG grant funding and general revenue; and, the United Way allocated \$3,304,547. A spreadsheet showing all programs and the recommended funding is attached (Attachment #3).

At the end of the process of developing funding recommendations, it was noted that the total recommended distribution was \$5,122,063 (with \$5,225,132 available), resulting in un-obligated funds of \$103,069 (City funds of \$38,000, County funds of \$25,000, and United Way funds of \$40,069). The CRT's were aware that they were not completely utilizing the available funding.

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Utilizing the system of ranking that is incorporated in the process, the CRTs recommended the most efficient agencies receive close to the requested amount, while the less effective agencies received flat or decreased funding. The CRTs did this with the understanding that these funds would be utilized in a process to competitively fund social service agencies.

CHSP staff, having participated in the review of all of the social service agencies, noted that request for basic needs and emergency services, although funded through one of the teams, had increased tremendously during the current economic slowdown. Many of the providers of these basic services noted that the funds used to address these needs are usually exhausted by the second quarter of the fiscal year.

To address this, staff is proposing a small grant process, specifically for CHSP eligible agencies, that provide basic needs and emergency services. The definition of basic needs, as utilized in the CHSP process is

“services providing longer-term relief for the most basic needs such as clothing, food, shelter, and utilities assistance”.

The definition of emergency services as utilized in the CHSP process is

“direct services providing temporary, emergency relief to clients and/or the community at-large”

A draft grant application, based upon the application utilized by United Way when they have residual funds, is attached as Attachment #3. The proposed process will allow a CHSP-eligible agency that provides basic services to apply for a grant. In discussion among CHSP staff, it was determined that CHSP should explore the option of modernizing the CHSP process, which is extremely paper intensive, and determined United Way would reserve their remaining funding (\$40,069) to do so, pending a recommendation by a process review committee appointed by the Joint Planning Board, and approval by the United Way Board of Directors. This would result in the County and City utilizing their residual funds of \$63,000 (combined) and the new County funds of \$75,000 to hold a grant cycle with \$138,000 available. Staff is recommending these grants be limited to a maximum of \$25,000, resulting in approximately six grants. This process would be moved forward quickly and utilize a CRT to review the proposed funding. The recommendations of the CRT will go to the Board for review and final approval. An agreement would then go to the funded agency immediately.

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Options:

1. Approve the Human Services Grant Review Committee funding recommendations for FY 2010/2011 in the amount of \$725,000.
2. Authorize the County Administrator to modify the Agreements with the funded agencies, as necessary, and to execute the Agreements with the funded agencies.
3. Authorize the distribution of residual Community Human Service Partnership funds and additional funding, as made available by the Board of County Commissioners, through a one-time Basic Needs/Emergency Services small grant process.
4. Do not approve the Human Services Grant Review Committee funding recommendations for FY 2010/2011 in the amount of \$725,000.
5. Board Direction.

Recommendation:

Options #1, #2, and #3.

Attachments:

1. FY 2010/10 Community Human Services Partnership Leon County recommended allocations.
2. Draft contract between Leon County and the funded social service agencies.
3. Draft Basic Needs Small Grant Application

PA/VSL/DAL/dal

CHSP MINIMUM ELIGIBILITY REQUIREMENTS

Nonprofit—Organizational Standards Checklist	YES	NO	N/A
1. The agency is a nonprofit corporation, incorporated in Florida or authorized by the Florida Department of State to transact business in Florida, pursuant to Chapter 617, Florida Statutes.			
2. The agency has obtained 501(c) (3) status from the United States Department of Treasury.			
3. The agency is authorized by the Florida Department of Agriculture and Consumer Services to solicit funds, pursuant to Chapter 496, Florida Statutes.			
4. The agency has obtained a sales tax exemption registration from the Florida Department of Revenue , pursuant to Section 212.08.			
5. The agency submitted a Fiscal Management Policy .			
6. The agency has a Check Signing Policy that requires two or more signatures based on certain fiscal thresholds approved by the board of directors. Furthermore, the policy specifies that no agency staff, including the executive director, can sign a check written to him/her or written for cash. The policy also includes specifications and internal safeguards (direct board oversight) regarding making withdrawals from the agency's account.			
7. If required by the funding source, the agency has its books and records audited on an annual basis by an independent certified public accountant who has no affiliation with the agency and whose examination is made in accordance with generally accepted auditing standards. The audit report can be no more than two years old . The audit report must include a management letter and financial statements showing: all of the agency's income, disbursements, assets, liabilities, endowments, and other funds; as well as the agency's reserves and surpluses during the period under study and be consolidated with the statements of any affiliated foundations or trusts.			
8. If the audit contains a schedule of findings , a corrective action plan was included with the audit.			
9. The agency submitted their most recently filed IRS Form 990, 990EZ or Postcard.			
10. The agency has an administrative cost of 25% or less as evidenced by the IRS Form 990 AR.			
11. The agency submitted a Nondiscrimination and Equal Opportunity Policy .			
12. The agency submitted proof of liability coverage.			
13. The agency submitted a Records Retention Policy .			
14. The agency submitted a Conflict of Interest Policy .			
15. The agency submitted its contract and/or Certification form, including the Budget and Outcomes forms, to the City, Leon County, and United Way by the designated time frame.			
16. The agency requests payments according to the schedule in the contract or the memorandum of agreement?			
17. Required reports are submitted to the CHSP funding sources by the designated time frame described in the agency's contract or memorandum of understanding?			
18. Did the agency drawdown and expend all of its 2013/14			
19. CHSP funding ? If not, list the amount of unexpended funds:			

4.1 If the Agency checked "No" or not applicable (N/A) to any of the items listed in the Nonprofit—Organizational Standards Checklist (items 1-16), in the textbox below, please provide an explanation for each item marked No or N/A:

Agencies/Programs That Applied for FY 2015 CHSP Funding

Children's Services

Capital Area Communication - Head Start
Children's Home Society - Pregnancy Counseling & Adoption
Children's Home Society - Early Steps
Children's Home Society - Tree House
Children's Home Society - Family Connection
Children's Home Society - VOCA
Early Learning Coalition - Childcare Tuition Assistance
Kids, Incorporated - Early Head Start Match
Refuge House - Children's Program
Pivotal Point - Big Headed Beaver

Youth Character Building

African Caribbean Dance
Big Bend Crime Stoppers*
Big Brothers/Big Sisters- Community Based Mentoring
Big Brothers/Big Sisters - School Based Mentoring
Big Brothers/Big Sisters - Mentoring Children of Prisoners
Boys & Girls Club/BB - Great Futures Start Here
Boys & Girls Club/BB - Clubs
Boy Scouts - Comprehensive Youth Development
Capital Area Healthy Start - Stronger Girls
Capital Regional YMCA - Youth Sports
Capital Regional YMCA - Summer Day Camp
Girl Scouts - Reaching Out Program
Imani Dance Program - Afterschool Program
Lincoln Center Foundation - Boxing Club
Tallahassee Boys Choir - Choir
Turn About - Middle/High School Intervention
Turn About - Middle/High School Outpatient
Visions of Manhood- Male Responsibility*
Visions of Manhood - Youth Education through Service*

*Denotes agency or program did not receive CHSP funding in FY 2015.

Agencies/Programs That Applied for FY 2015 CHSP Funding

Youth Education

Distinguished Young Gentleman
FSU Care - Pre-Collegiate Division
FSU Care - Collegiate Division
John Riley Center - Youth Culture & Literacy Academic Program
Living Stones International - After School Tutoring/Mentoring
Miccosukee Youth Education - Academic Achievement Program
PACE School For Girls - Spirited Girls
PACE School For Girls - Transition Program
PACE School For Girls - Family Reach
Pivotal Point - Character Kids
POPS - Program for Students

Community Support

2-1-1 Big Bend - Helpline 24
A Life Recovery Center
Big Bend Habitat for Humanity - Home Construction
Big Bend Hospice - Bereavement Services
Legal Aid Foundation - Civil Legal Assistance
Legal Services of North Florida - Legal Services to the poor
Literacy Volunteers - Leon County
Lutheran Social Services - CRTA
Planned Parenthood - Education Services
Refuge House - Rape Crisis

Persons with Disabilities

Ability 1st - Accessibility Services
Dick Howser Center - Leon Center
Epilepsy Association - Client Services
Florida Disabled Outdoors Association - Sports Ability
Florida Disabled Outdoors Association - Miracle Sports
Lighthouse of the Big Bend - Vision
Leon Special Olympics - Leon Athletic Program
Office of Public Guardian - Public Guardianship
W.A.V.E - Social Activities
W.A.V.E. - Life Skills

*Denotes agency or program did not receive CHSP funding in FY 2015.

Agencies/Programs That Applied for FY 2015 CHSP Funding

Basic Needs

American Red Cross - Emergency Services
Big Bend Homeless Coalition - Hope Community
Catholic Charities - Family Assistance
Capital Area Communication – FSS*
Capital City Youth Services
ECHO - Emergency Resources
ECHO - Weekend Meals
ECHO- Renaissance Community Center
Hope House*
The Shelter - Main Shelter
The Shelter - Elderly & Disabled Feeding Program

Family Support

Boys Town - Support A Home
BREHON - Brehon House
BREHON - Healthy Families
Capital City Youth Services - SomePlace Else
ECHO - Family Services Program
Lutheran Social Services - Inn Between
PACE - Reach
PACE - Residential
PACE - Outreach Courthouse
Visions of Manhood - Fatherhood Initiative*

Physical Health

Big Bend Cares - HIV Patient Care
Big Bend Cares - HIB Prevention, Testing, Outreach & Education
Big Bend Hospice - Supportive Services*
Capital Area Healthy Start - Pre & Inter-Conception Health Education
Neighborhood Medical Center - Health Clinic
Sickle Cell Foundation -Outreach/Treatment
The Shelter - Clinic
CMS Foundation - We Care

*Denotes agency or program did not receive CHSP funding in FY 2015.

Agencies/Programs That Applied for FY 2015 CHSP Funding

Senior Services

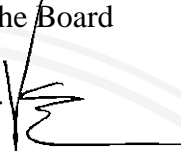
Alzheimer's Project - Program Support
Elder Care Services - Senior Outreach Services
Elder Care Services - Nutrition
Elder Care Services - In-Home
Elder Care Services - Retired Senior Volunteer Program
Elder Care Services - Elder Day Stay
Good News - Elder Services
Senior Citizens Foundation - Southside Outreach
Smith Williams Center Fund - Senior Solutions

*Denotes agency or program did not receive CHSP funding in FY 2015.

Leon County
Board of County Commissioners
Budget Workshop Item # 21

June 23, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: Establishing the Maximum Millage Rate for the Tentative FY 2016 Tentative Budget

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:

As part of the budget process, the Board is required to establish the maximum millage rates for utilization in the Truth in Millage (TRIM) process.

Staff Recommendation:

- Option #1: Establish the preliminary maximum countywide millage rate at 8.3144 as established in the FY 2016 Preliminary Budget Balancing Workshop discussion item.
- Option #2: Establish the maximum Emergency Medical Services (EMS) Municipal Services Taxing Unit (MSTU) at 0.5 mills.

Report and Discussion

Background:

As part of the budget process, the Board is required to establish the maximum millage rates for utilization in the Truth in Millage (TRIM) process. The rates established can be decreased at the budget public hearings in September, but cannot be increased at that time.

Analysis:

Based on the June 1, 2015 Property Appraiser estimates, property values are estimated at \$14.4 billion. This is a 4.49% percent increase in property values used to develop the FY 2015 budget.

As part of its balancing strategy, the Board could balance the preliminary budget by levying the current of 8.3144 mills. Even though the Board would not be increasing the millage rate, under Florida Statutes levying the current millage rate would be considered a tax increase.

During the recession and subsequent recovery, the Board maintained the millage rate at 7.85 mills and passed \$14 million in property tax savings to residents of the County. In FY 2013, the Board levied the current millage rate of 8.3144 in order to collect the same amount of property taxes as was collected in FY 2012. Previous year planning by the Board indicated that when property values began to increase, the millage rate would remain constant in order to adequately fund government services.

Levying the current 8.3144 millage rate will increase ad valorem collections by \$4.89 million. Since the County's current millage rate is well below the maximum millage rate allowed by law, the millage rate can be levied with a simple majority (4-3) vote.

The Emergency Medical Services (EMS) Municipal Services Taxing Unit (MSTU) is capped at 0.5 mills. The increased property values will result in an increase in ad valorem collection in the amount of \$294,424 over the previous fiscal year.

Options:

1. Establish the preliminary maximum countywide millage rate at 8.3144 as established in the FY 2016 Preliminary Budget Balancing Workshop discussion item.
2. Establish the maximum Emergency Medical Services (EMS) Municipal Services Taxing Unit (MSTU) at 0.5 mills.
3. Board direction.

Recommendation:

Options #1 and #2.