

# **WORKSHOP**

## **FY 16/17 Budget Policy Workshop**

**Tuesday, April 26, 2016**

**9:00 a.m. – 3:00 p.m.**

**Leon County Board of County Commissioners' Chambers**

**Leon County Courthouse, 5<sup>th</sup> Floor**

# **Board of County Commissioners Leon County, Florida**

## **Fiscal Year 2017 Budget Workshop**

**April 26, 2016**

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**Leon County**  
**Board of County Commissioners**

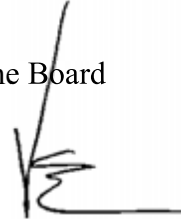
**Notes for Budget Workshop Item #1**

**Leon County**  
**Board of County Commissioners**  
**Budget Workshop Item # 1**

**April 26, 2016**

**To:** Honorable Chairman and Members of the Board

**From:** Vincent S. Long, County Administrator



**Title:** Fiscal Year 2017 Preliminary Budget Overview

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

**Fiscal Impact:**

This item has a fiscal impact and will establish Board direction in developing the FY 2017 Tentative Budget.

**Staff Recommendation:**

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

## **Report and Discussion**

### **Background:**

#### *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 FY2017 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 that 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 the Board opted not to close the centers, but rather enacted a modest fee to support the operation of the centers.

As stated, 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."*

#### *Initial FY2017 Policy Guidance*

At the January 27 meeting, the Board established the FY2017 Budget development calendar. The budget calendar included conducting an April 26, 2016 budget policy workshop that allows the Board to discuss policy items that will affect the development and preparation of the FY 2017 budget. Policy items to be discussed during this workshop include those items specifically requested by the Board be included, as well as, additional policy issues that staff have prepared for Commission consideration:

- Review of Outside Agency Funding
- Consideration of Additional Funding Request for the Kearney Center
- Consideration of M/WSBE Evaluation Committee Recommendations
- Consideration of Matching Funds for Springs Restoration Grant Funds Consideration to Establish a \$1,000,000 Economic Development Incentive Fund for the Tallahassee/Leon County Office of Economic Vitality through \$500,000 Contributions Each by the County and City of Tallahassee
- Consideration to Include \$50,000 in the FY2017 Budget and Draft Ordinance Amendments to Streamline the Nuisance Abatement Process
- Accept Staff Report on Infant Mortality Issues
- Policy and Funding Alternatives to Address Street Lighting in the Unincorporated Area of the County
- Consideration of Funding for a Mobility Fee Study
- Consideration of Capital Improvement Funding for Boat Landing Improvements and Renovations
- Consideration of Capital Improvement Funding for the Northeast Park Trail Construction
- Guidance on the FY 2017 Millage Rate

Subsequent to the adoption of the Budget Calendar, at the March 8, 2016 meeting, the Board provided initial policy direction regarding the FY2017 budget development through the establishment of the maximum discretionary funding levels for FY 2017. At that time, the Board also established an increase of \$200,000 to support the FY 2017 Community Human Service

Partnership (CHSP), by setting the level at \$1.2 million. As noted above, the Board also requested a budget discussion item be prepared providing a complete analysis of all outside agency funding either through contract or as a direct line item.

The April 26 workshop is conducted early in the budget process to provide initial policy guidance on a number of issues; however, complete budget detail is still being reviewed and developed by staff. Final revenue estimates are still being prepared, preliminary property values will not be provided by the Property Appraiser until June 1, 2016; budgets are still being developed by the respective Constitutional Officers and have not been submitted to the County; and new health insurance rates have not been provided. County departments have provided initial operating and capital budget requests to the Office of Management (OMB) for review. OMB is analyzing preliminary budget requests for review by the County Administrator.

Additional direction provided at this budget workshop will be used in developing options for the preliminary budget that will be presented at the June 14, 2016 budget workshop.

**Analysis:**

The FY 2017 budget is being developed in a steadily 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. Revenues are still slightly lower than prior to the recession and even as they continue to increase, County staff remains diligent in working as hard in evaluating the budget for opportunities to work more efficiently as when revenues were dropping precipitously. This year staff anticipates balancing the budget with no increase in the millage rate, growth in sales taxes and other revenues from an improved economy, cost avoidances through internal efficiency efforts and reducing the use of fund balances.

*Revenue and Expenditure Discussion*

The County is in the beginning stages of developing the budget. Final revenue and expenditure estimates will not be available until the June 14, 2016 budget workshop. Given this, Table 1 shows an estimated range of changes in revenues and expenditures for the FY 2017 budget.

**Table #1: Preliminary FY 2017 Estimated Change in Revenues and Expenditures  
 Including Potential Budget Shortfall**

<b>Preliminary Estimated Changes in Revenues</b>	<b>In Millions</b>	
Property Taxes with current millage rate (8.3144)	\$3.40	\$4.00
State Shared, ½ cent Sales Tax Revenues and CST	\$0.40	\$0.46
Gas Taxes	\$0.40	\$0.45
Public Services Tax	\$1.70	\$2.0
Interest Allocation	\$0.10	\$0.15
<i>Reduction in the Use of Appropriated Fund Balance *</i>	<b>(\$1.00)</b>	<b>(\$1.00)</b>
<b>Total Estimated Change in Revenues</b>	<b>\$5.00</b>	<b>\$6.06</b>
<b>Preliminary Estimated Changes in Expenses</b>		
Health Care	\$0.30	\$0.50
Retirement	\$0.60	\$0.80
Performance Raises, FICA, Workers Compensation, Overtime	\$1.80	\$2.10
Restoration of an additional Stormwater Maintenance Crew	\$0.20	\$0.25
Sheriff Pay Plan Adjustments	\$0.70	\$0.90
Other Constitutional Officer Increases	\$0.30	\$0.40
CHSP Funding Increase	\$0.20	\$0.20
Contractual Increases (e.g. CRA, City and vendor contracts)	\$0.80	\$1.00
Increase in the General Revenue Transfer to Capital	\$2.00	\$3.00
Other Increases (Probation, Medicaid, Maintenance & Repairs)	\$0.80	\$0.95
Mobility Fee Study-County Portion**	\$0.13	\$0.16
Nuisance Abatement Funding**	\$0.05	\$0.05
Supervisor of Elections: Election Cycle Cost Savings	\$(0.70)	\$(0.90)
Fuel Savings	\$(0.10)	\$(0.10)
<b>Total Expenses</b>	<b>\$7.08</b>	<b>\$9.31</b>
<b>Preliminary Budget Shortfall Range</b>	<b>(\$2.08)</b>	<b>(\$3.25)</b>

\* Over the past several years, in order to balance the budget, the Board has appropriated \$4.0 million. Long term planning has out-year budgets using less fund balance as the economy improved. The negative \$1.0 million reflects the budget using \$3.0 million in fund balance compared to the prior year \$4.0 million.

\*\* Budget Discussion Items

Comparing the upper end of the anticipated expenses reflects an increase of \$9.31 million to the lower end of revenue increases of \$5.0 million results in a preliminary shortfall of \$4.31 million. However, comparing the lower end of anticipated expenditure increases of \$7.08 million to the higher end of revenue increases of \$6.06 million results in a preliminary shortfall of \$1.02 million. As reflected in the table, there are other combinations of high and low comparisons which result in shortfalls falling somewhere between the \$1.02 million and \$4.31 million.

A brief explanation of the revenue and expenditures variances follows. Depending on final revenue estimated and budgeted expenses the gap could be slightly more or less.

#### *Revenues*

Ad valorem receipts are predicated on maintaining the current 8.3144 millage rate with property value growth rates estimated to increase in a range of 3% - 3.5% from the valuations used to develop the FY 2016 budget. Maintaining the current millage rate would raise ad valorem collections an estimated \$3.4 – \$4.0 million, which under the Florida Statute definitions will be

considered a property tax increase. During the “Great Recession”, the Board maintained the millage rate, and passed property tax savings to the community. Post-recession, long term planning by the Board, showed the millage rate being maintained in order to increase the ad valorem revenue needed to counter balance inflationary expenditure increases.

Increases in State Shared and ½ Cent Sales Tax revenue are anticipated to generate additional revenue of approximately \$700,000 to \$780,000. Total projections for these funds are slightly above the FY 2006 pre-recession collections, a further indication of a significantly improved economy. This increase is off-set by an estimated decline in the Communication Service Tax (CST) by \$300,000 - \$320,000. Statewide the CST has been in decline the past four years. Initially, Leon County was not following the trend; however the current fiscal year revenues are not meeting the projected forecast and the decline is anticipated to continue in FY 2017

Similar to increases in visitors and sales tax projections, gasoline consumption is also projected to increase modestly; gas taxes are expected to increase by \$400,000. This would suggest that motorists are taking advantage of the lower gas prices and automobile use is continuing to increase. However, as gas taxes are consumption based (taxes are per gallon, not a percentage of cost) with the continued increase in fuel efficiency, future revenue increases are projected to be modest or actually decline over time.

The Public Services Tax (PST) is anticipated to generate an additional \$2 million in FY17. The increase is due to two reasons: 1) The end of a 3 year repayment schedule to the City of Tallahassee of \$2.1 million for over payment of the PST to the County from FY 2010 – FY2013; and 2) a correction to the calculation of the tax on Talquin electric billings, which is anticipated to generate an additional \$1.0 million annually. *(Note: Staff is recommending these increased funds be allocated towards capital project funding in the unincorporated area; a detailed discussion is provided later in the overview item as part of the capital project funding analysis.)*

In addition, given the current low interest rate environment, interest earnings are expected to only modestly increase by \$100,000 to \$150,000.

### *Expenses*

The largest operating expense in the budget is associated with personnel costs. This includes health care and retirement. Based on information from the County’s health insurance provider, health care costs are estimated to increase by seven to ten percent or an estimated \$300,000 to \$500,000 from the prior year budget. Final rates will not be available until late June or early July.

Again, in its effort to fully fund the actuarial liability (estimated shortfall) in the State of Florida Retirement System, the Legislature increased the cost to participate in the system by raising contribution rates. The largest increase was in the Regular Retirement (3.6%) and Special Risk Retirement (2.4%) categories. This will cause Leon County’s costs to increase by an estimated \$600,000 to \$800,000.

Currently the preliminary estimates for the FY 2017 budget reflect salary dollars, including workers compensation, F.I.C.A. and overtime increasing in the range of \$1.8 - \$2.1 million.

Preliminary analysis contemplates supporting the County's pay for performance structure with an increase of 0 - 5% (with a targeted average of 3%) based on job performance.

Other personnel costs include the implementation of the second year of the three year Sheriff pay-plan adjustment at an estimated cost of \$700,000 - \$900,000. This includes the implementation of a step pay plan, and the ability to hire deputies above the minimum range depending on education and other qualifications.

As stated previously, the Constitutional Officers have not yet submitted their FY 2017 budgets. Payments to the other Constitutional Offices, excluding the Sheriff, are anticipated to increase an estimated \$300,000 to \$400,000. This overall modest increase contemplates a planned decline in the Supervisor of Elections budget. Following the fiscal year of a presidential preference primary and the local primary elections in August, the Supervisor's budget will return to a normal funding level. The reduction is estimated to save \$700,000 to \$900,000 for FY17. \$200,000 of additional funding is included for the cost of the Tax Collector to cover an increase in property tax collections for the Board and the School Board.

In order to return to pre-recession service levels, the budget contemplates the restoration of a stormwater maintenance crew at an estimated cost of \$205,000 for FY17. In FY 2009 as part of planned budget reductions, Public Works reorganized the stormwater maintenance program for a savings of \$201,000. This reorganization essentially eliminated one crew, and reduced the County's capacity to perform any preventive maintenance on the stormwater system. Currently, the stormwater maintenance program is reactive and generally can only respond to calls and complaints when a problem occurs, such as blocked culverts. The restoration of the crew will allow the County to again focus on preventive maintenance and possibly avoid costly repairs as portions of the system fail due to lack of maintenance.

As part of establishing the maximum funding level for outside agencies, as directed by the Board at the March 8, 2016 meeting, the maximum funding level for the Community Human Services Partnership (CHSP) program was increased by \$200,000 to \$1.2 million. In conjunction with increasing the funding, the Board also authorized the entire \$1.2 million to be distributed as part of the 2017 CHSP cycle. This allows the increase in funding to blend with the current application cycle, avoiding the need for a mini grant distribution, which occurred after this amount was increased by \$175,000 in FY 2016.

Current estimates reflect the cost of contractual obligations increasing by \$800,000 - \$1.1 million. These include: increases to the County's agreements with the City for the animal shelter, parks and recreation, and 800 MHz radio services; and increase to the Community Redevelopment Agency due to anticipated property value increases in the Frenchtown and Downtown CRAs. Other increases include vendor contract payments associated with custodial, mowing, and turf management services.

Other contracted increases include the additional cost of the right of way maintenance for Capital Circle Northwest/Southwest in the amount of \$281,000. When Blueprint 2000 completes the project in 2016, Leon County will assume the maintenance of the right-of-way and landscaping. As noted in previous budget discussion items before the Board, as large capital infrastructure



projects are completed, the cost of maintenance becomes a budget issue. Maintenance needs associated with these projects are on-going and need to be addressed annually in the budget process.

In concert with Board actions in FY2016, staff is recommending increasing the recurring transfer to the County capital program in the amount of \$2.0 - \$3.0 million. During the recession, the County suspended the transfer of recurring dollars to the capital program, and instead relied on accumulated fund balances to fund capital projects. As documented last year, ideally \$4.0 to \$5.0 million in recurring funds should be transferred annually to cover capital expenses. The FY2016 adopted budget increased the total transfer to \$2.0 million. For FY2017, the recommended total recurring transfer would range from between \$4.0 and \$5.0 million.

Funding is tentatively included to consider covering half of the cost (\$162,500) to jointly fund the Mobility Fee Study with the City of Tallahassee in FY17. The total estimated cost of the Mobility Fee Study is estimated at \$250,000-\$325,000. A separate discussion is included to consider this funding.

Other costs that will require an increase in general revenue support include: Nuisance Abatement (\$50,000, a separate budget discussion item has been prepared); the Probation/Pretrial Program (\$80,000) for SCRAM alcohol monitoring equipment; maintenance and minor repairs to County buildings and vehicles (\$195,000 - \$245,000); software maintenance licensing (\$145,000), communications/telephone infrastructure and maintenance costs including entire upgrade of the Clerk's phone system (\$180,000) and Medicaid (\$250,000 - \$300,000).

Offsetting these increases are fuel savings associated with lower crude oil prices. These savings estimate at least \$100,000 in savings.

Not included in the preliminary budget is any additional funding related to the Kearney Center as presented in a separate budget discussion item.

#### *Cost Avoidance and Savings*

Coming out of the recession, the County has been deliberate in continuing to evaluate all expenditures with the same approach as when revenues were declining. Prior to developing the preliminary budget, County staff continually looks at efficiencies and cost avoidance throughout the year to avoid unnecessary increases in the budget and correspondingly award and recognize employee innovation. Through the County's Employee Awards program - I<sup>2</sup> (squared), to date the program has saved the County \$879,297 in recurring costs and \$74,801 in one-time costs. Examples of some savings include:

- **Adjusting the works hours for Animal Control from five days to seven days with no overtime: Savings \$54,353 annually.** In an effort to align current resources with citizen service demands, the Animal Control Division adopted a new weekly work schedule that expands coverage to two officers working Saturdays and Sundays. Previously, all five ACOs worked Monday through Friday and weekend coverage was provided through an on-call officer. This modification to the work schedule

- eliminated the need to add a position. The new hours also increased customer service since officers were now regularly available on the weekends.
- **Printer Consolidation and Copier Management: Savings \$130,586 annually.** Through the leadership of MIS, the copier contract was consolidated to one vendor, and the number of copiers reduced in work areas by centrally locating printers.
- **Kinhega Roundabout: Savings \$3,000 annually.** The construction of the roundabout eliminated the need to signalize the intersection. This eliminated the need for the planned annual signal maintenance.

Attachment #1 provides a complete list of the savings provided by staff initiatives through this program.

#### *Leon LEADS – Listening Sessions*

In addition to continuously seeking opportunities to reduce costs, the County also regularly engages with our citizens and “customers” to identify what we are doing right and what we can do better. During FY 2016, approximately 30 LEADS Listening Sessions were conducted, involving more than 350 participants and dozens of staff members supporting the initiative’s success. The Listening Sessions resulted in nearly 180 proposed improvements to services and processes. Many of the suggestions will be implemented immediately and have no cost impact to the County. Some of the efforts are more long term in nature and will be implemented over the next several years.

The process produced a range of proposed improvements many of which are generally related to improved effectiveness, customer support and community outreach. A portion of the improvements have a potential fiscal impact (both positive and negative). These are still being evaluated and refined and will be addressed in the June budget workshop materials. However, some are worth noting now and are included below. Although all of the efforts are important, the following is intended to merely highlight some of the outcomes of the Listening Session process.

- **Possible Consolidation of City and County Animal Control:** Consider consolidation of animal services between the City of Tallahassee and Leon County. Consolidation could improve customer experience by removing service boundaries, providing for a single point of contact, avoiding duplication of services and reduce what are at times conflicting goals between enforcement and the role of the Shelter.
- **Enhanced Procurement Review:** Establish an informal “pre-bid” meeting with Purchasing and program areas. To be implemented immediately; prior to any bid, RFP, or other type of solicitation is “put on the street”, Purchasing will coordinate a meeting with at least the following: Purchasing, OMB, MWSBE, Risk Management, and the departmental Program Manager(s). Other individuals will be invited as needed depending on the specific project/program. The meeting is intended to: ensure MWSBE targets are being established correctly, project budget is available based on current estimates, risk thresholds are established correctly, implementation timelines are understood by all entities, and to discuss any other issues that may require cross-departmental communication.

- **Modification of the Community Human Partnership Funding:** Evaluate the impact of transitioning to a 2-year funding cycle for CHSP. As the Board recently discussed the value of a 2-year funding cycle, listening session participants also expressed interest and support for the idea which would simplify and add efficiency to the application process.
- **Additional Community Outreach for the Utilization of Project Dox:** Specific recommendations include providing a lunch and learn session with the Tallahassee Builders Association concerning the use of Project Dox; developing training videos on how to use the application that could be posted on-line; and create an application checklist to ensure the a complete application has been submitted prior to the electronic upload.

Staff is continuing to evaluate a number of proposed improvements; certain elements may not be addressed until a subsequent fiscal year and other items upon further review maybe eliminated. Staff will proceed to finalize the recommended improvements and proceed to incorporate, as appropriate, the necessary information into the budget preparation as part of the June budget workshop.

#### Preliminary Staffing Discussion

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 limited resources of the County continue to be aligned with the highest priorities of the Board. In developing the tentative FY 2017 Budget, staff continues to build upon this effort by reviewing positions to ensure the organization is optimizing the use of all resources.

During FY 2016 several events have occurred affecting County funded positions.

- With the planned closure of the landfill, five positions were eliminated at the Solid Waste facility with no layoffs. Personnel in the eliminated positions were transferred to vacant position within Public Works.
- As part of a result of a review of the Citizen Canopy Road Advisory Committee, the Forester position previously assigned to the Cooperative Extension Office was assigned to the Planning Department. This position, which will now be funded by the County and City, will assist in developing and implementing a Canopy Road Management Plan.

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. After thorough review and analysis, very limited position requests are being recommended in FY2017 in order to address basic public safety needs and infrastructure maintenance in Public Works, provide more efficient service in EMS billing, and to support increased permitting activity in DSEM. These positions include:

- As discussed in the preceding expenditure sections, the restoration of a six person stormwater crew in Public Works operations is being reviewed.

- The addition of a Safety Flagger for the Spot Repair Shoulder Crew. The addition of this position would bring the manning of this crew within the parameters of Florida Department of Transportation Safety Standards. Currently, the crew operates with one flagger, and to meet the required safety standards there should be two. The cost impact of adding this position is approximately \$37,000.
- Adding an EMS Claim Agent: With the implementation of the Affordable Health Care act, the requirements for filing Medicaid claims for ambulance services have increased. Due to circumstances surrounding the transporting of patients during emergencies it is difficult to obtain the required patient information in order to file a timely claim. This can cause a delay in payment and in some cases no payment at all if the patient information cannot be obtained. The addition of a claim agent would allow for quicker follow up after transport to obtain the necessary information and signatures from the transported patients, and allow for faster Medicaid reimbursements and fewer unpaid claims. Early analysis indicates that this position would cost approximately \$52,000, and would be funded from the additional revenue received from more timely claims.
- Adding a Permit Technician (\$47,600) and reclassifying a vacant Environmental Review Specialist to Senior Engineer (\$21,500). Permitting levels are continuing to increase year-over-year, and the staffing levels at Development Support and Environmental Department are still below the recession levels when the Department lost 18 positions due to a decline in development permitting activity. When the positions were eliminated, the long-term plan was to reinstate positions as permitting activity increased. Permitting activity began to increase in FY 2014 and since then seven positions have been added to the Department. Adding the positions allowed permitting review time to stay within performance metrics. All these positions have been funded by permitting fee revenue.

Permitting activity continues to increase and adding the Permitting Technician and reclassifying of a vacant Review Specialist to a Senior Engineer will allow staff to continue to process and review permits within acceptable time frames. The total cost of these position changes is approximately (\$69,150) and will be covered by permitting fee revenues. Staff recommends adding these positions during FY 2016, and recommends the inclusion of a budget amendment with the workshop ratification package at the May 10, 2016 Board meeting to effectuate this change.

#### Fund Balance

The current budget shortfall range contemplates the use of \$3.0 million in general revenue fund balance to balance the budget; a reduction from the current year usage of \$4.0 million. Depending on final revenue and expenditure estimates, the amount of recommended fund balances could be reduced further to balance the budget or increased to prior year levels. Fund Balance is typically accumulated to support cash flow, emergency needs, unforeseen revenue downturns and one-time capital projects. For the County's general funds, the balances have historically grown at a rate of \$4 to \$5 million a year. This is due to state budget requirements that counties budget 95% of expected revenues, and the nominal under expenditure of Board and Constitutional Officer's budgets. Hence, \$4 to \$5 million has not been an unreasonable amount

to budget given the constraints placed on County resources; however through this use, the historic accumulation of balances for significant one-time capital project (i.e. Consolidated Dispatch Center and Branch Libraries) has been reduced. Alternatively, without the fund balance accumulation, the County would need to consider the issuance of debt to support future capital project needs.

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

#### *Emergency Medical Services*

During the development of the FY 2015 budget the Board approved using the EMS Fund Balance as the funding mechanism for the costs associated with the implementation of the EMS Professional Development Career Path, and the addition of an ambulance crew until such a time that the drawdown of fund balance approaches a level acceptable to the Board. At the time the fund balance was \$9.3 million, and the EMS policy minimum for fund balance was \$2.3 million.

The previous analysis indicated that fund balance could be used to support the addition of the ambulance and crew in FY 2015 and another ambulance and crew in FY 2018, and stay above the fund balance minimum policy until FY 2019 or FY 2020. An updated analysis indicates that these parameters are still holding true, and that the fund balance will stay within policy limits until FY 2020.

The estimated year end fund balance for FY 2016 is approximately \$8.1 million. The current policy minimum is \$2.9 million. In order to balance the EMS fund for FY 2017 approximately \$2.0 will need to be appropriated; however, due to the over collection of revenues based on the requirement to budget at 95% of anticipated revenues, and the under expenditure of budgets, actual fund balance use will be approximately \$1.3 million. Staff will prepare another update on the EMS fund balance annually as part of the budget process.

#### *Fire Services*

As directed by the Board, \$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 for FY 2016. This fund balance use covers the 15% discount applied to the newly adopted fire rescue charge rates. When establishing the fire service rates, the Board approved this discount for FY 2017, which requires the appropriation of \$1,224,479 in unincorporated area general revenue fund balances for FY 2017. The discount will expire at the end of FY 2017, and the original fire service fee study rates will apply in FY 2018.

#### Capital Program Funding

The FY 2017 capital program is currently being reviewed, and final recommendation will be brought for Board consideration at the June 14, 2016 budget workshop. During the recession, to

assist in balancing budgets developed while revenues were in decline; the County reduced and in some years eliminated recurring general revenue transfers to the capital program.

In order to adequately fund the capital infrastructure needs of the community, the Board used reserves to fund capital during the recession. This allowed the Board to take advantage of lower construction costs during the economic decline, and provided a local economic stimulus through job creation by continuing to pave roads, build and expand libraries, and to construct the Public Safety Complex.

In order to fund the capital program adequately, ideally 4.0 - \$5.0 million in recurring revenue should be provided to the capital program. In FY 2015 the Board increased the recurring revenue to \$1.0 million and was able increase the transfer again to \$2.0 million in FY 2016. For FY 2017, a transfer of \$4.0 to \$5.0 million is contemplated. With continued growth in property values and other sales tax collection, the County may be a position in FY 2018 or FY 2019 to maintain the capital transfer at the \$5.0 million. Until then, this transfer gap to fund capital needs to be addressed. There are two complimentary ways to achieve closing the gap, 1) Use the additional recurring additional Public Service Tax revenue, and 2) Initiate another general revenue fund balance sweep.

#### *Recurring Public Service Tax Revenue*

As noted earlier in the workshop item, the public services tax (PST) is anticipated to generate approximately \$2.0 million in additional recurring revenue. For next fiscal year, staff is recommending that this increase in revenue be aligned with the initial expenditure priorities established by the Board at the retreat, as well as, one time funding needed to support other capital recurring needs. These projects include:

- \$125,000 Boat Landings (separate discussion item)
- \$250,000 Northeast Park Trail (separate discussion item)
- \$500,000 Preventative Maintenance Capital Project
- \$125,000 Street Lightening Capital Project (separate discussion item)
- \$1,000,000 one-time capital equipment purchases for re-establishment of stormwater maintenance crew

Following next fiscal year in FY 2018, the additional recurring revenue would continue to be allocated towards the County's capital program and provide the resources necessary to maintain the transfer level at \$4.0 to \$5.0 million annually. The increase in the annual transfer will allow for a lessor reliance in the future on fund balance sweeps to support the capital program. Historically, the County has accumulated fund balances to support large infrastructure projects, such as the Dispatch Center, the branch libraries and the library expansions.

To address the County's aging infrastructure, staff is recommending establishing a Preventative Maintenance Capital Project. Over the past several years the overall focus of the County's capital funding has been developed as a general maintenance program. However, the nature and age of much of the County's infrastructure can no longer be maintained. Recently, a storm event caused a washout of Tram Road due to the collapse of aging culverts. The Tram Road culvert

failure is an example of infrastructure reaching its end of life and therefore maintenance is no longer a viable option to prevent failure. Over the past two years some road maintenance projects have been delayed due to the identification of subsurface stormwater infrastructure that needs to be replaced prior to doing road maintenance.

For FY 2017, staff is proposing adding a \$500,000 to a new Preventive Maintenance Infrastructure capital project. This project would provide funding to replace aging infrastructure that is identified in association with regular maintenance projects. This will allow maintenance work to proceed with minimal interruption to the work schedule and prevent costs shifts from planned projects to address emergency repairs associated with the sudden failure of end of life infrastructure. The complete replacement of the culverts at Tram Road would be included in this capital project.

#### *Fund Balance Sweep*

To further assist in closing the long-term gap, staff is recommending another general revenue fund sweep in order to fund the capital program. Preliminary estimates indicate that \$10 million – \$15 million can be transferred to support the capital program and still maintain adequate general revenue fund balances above policy minimums. A detailed recommendation will be included as part of the June budget workshop.

These fund balances would also be used to support the long-term capital needs associated with maintaining the County infrastructure including:

- Stormwater and Transportation Infrastructure
- The County Jail and Sheriff's Complex
- Courthouse
- Main and Branch Libraries
- Parks and Greenways

Using both the recurring Public Service Tax and the general revenue funds sweep to support the County capital program provides an initial step in developing a long-term fiscally sustainable approach to funding the County's capital program.

#### **Reorganization**

The preceding analysis provides a broad overview of the projected budget for FY2017 and financial condition of the County. In order to be properly positioned to align the limited resources of the County with the highest priorities of the Board, the County Administrator must periodically make changes to the organizational structure to address current and foreseeable strategic and operational challenges and opportunities, and to ensure that the right people are in the right roles at the right time.

The following analysis provides the details of the organizational realignment proposed by the County Administrator. It is important that the Board of County Commissioners be fully apprised of all significant organizational restructuring. In fact, one of the key elements included in the

County Administrator's Strategic Intent Section of Leon LEADS: A Structure for Success, states:

*"...County Commissioners are continually growing in their confidence that County staff and the organization have the capacity to carry out the Board's vision on the behalf of citizens. They are prepared, receiving timely, accurate and complete information and analysis upon which to make the best policy decisions. They recognize that County employees, at all levels, are innovative problem solvers who respect the will of the Board and are committed to exceeding the highest expectations of customer service."*

As important, is the relationship our employees have with our citizens; as also stated in LEADS: A Structure for Success:

*Citizens are empowered, engaged and have a sense of community. They feel that County Government is on their side, that decisions are made equitably and that their voice is heard. They feel respected and believe that county officials are responsible stewards of the community's resources.*

*County Employees fully embrace and live by our core practices, and enhance our people focused, performance driven organizational culture. County employees demonstrate pride in their work and in their community, always strive to improve levels of service and performance, and are empowered to help the people they serve.*

The specific organizational and personnel changes, which follow, address issues and ideals critical to continued organizational effectiveness including: Succession Management, Talent Retention and Recruitment, and Diversity. As reflected in a separate budget discussion item, there is a recommendation to consolidate the County and City M/SWBE programs within the Office of Economic Vitality; the proposed re-organization contemplates this occurring.

*Programmatic Restructuring:*

This reorganization included an evaluation of existing programs and functions to ensure the optimization of resources, which resulted in the following organizational realignments:

- The Office of Resource Stewardship, in addition to the existing Sustainability, Waste Reduction and Cooperative Extension Programs, is being expanded to include Facilities Management and Parks and Recreation.

By placing both Parks and Recreation and Facilities Management staff under one office, this will allow the County to more efficiently utilize our maintenance staffs. Currently both divisions (Parks and Recreation and Facilities Management) maintain various structures (i.e. community centers, libraries, parks pavilions, etc.) and grounds (i.e. greenways, trails, facility flower beds, etc.).

Additionally, the County is responsible for thousands of acres of passive acreage. Aligning our Sustainability programs and Parks and Recreation together recognizes that our responsibility for these lands goes beyond today's active recreation. The need to



preserve (and expand) these natural community treasures is a critical component of being true resource stewards.

The realignment of Parks and Recreation also allows for the additional promotion of our park amenities as community resources. By associating all of the community centers and parks within one department, the County has the opportunity to leverage our community outreach for all of our recreational amenities.

To ensure a continued focus is placed on our commitment to properly implementing the American with Disabilities Act (ADA), the oversight responsibility will be moved from County Administration to Facilities Management.

- Solid Waste Management will be realigned to Public Works. With the closure of the landfill, the Solid Waste function will now be mainly focused on the day to day operations of the transfer station and the unincorporated area collection contract. Sustainability and Waste Reduction will remain within the Office of Resource Stewardship.
- Public Works Engineering will now include our facilities construction management function. Currently, the County has engineers, architects and construction management activities occurring in both Facilities Management and Public Works. As part of a previous reorganization, the entire Facilities Management Division was aligned as part of Public Works. This alignment has proven beneficial, however, it has become apparent that to truly gain the efficiencies desired a complete integration of construction management positions needs to occur. To accomplish this, the existing construction management related positions currently included in Facilities Management will become part of the Public Works Engineering. This allows the County to allocate these resources to the specific projects not based on a departmental basis, but based on the specific needs of the capital projects. These positions will be relocated to the Miccosukee Road Public Works facility.
- Realign Real Estate Management with the Office of Financial Stewardship. The County's Real Estate Management function is currently housed within Facilities Management. Real Estate Management's functions include management of the County's leases, right of way acquisition, tax deed acquisitions, and real estate portfolio management. Given the significant financial aspects of this division's responsibility, Real Estate is being aligned within the Office of Financial Stewardship. As the amount of available space to lease becomes reduced at the Government Annex and Huntington Oaks, an existing vacant real estate position is being eliminated; instead, the County now is utilizing the County's contract broker to assist in marketing available space. As part of the realignment, Real Estate will be housed within the Office of Financial Stewardship on the second floor of the Courthouse. This location provides a significant benefit as Real Estate staff works closely on a daily basis with the County Attorney's Office.

*Organizational Structure Changes:*

Attachment #2 provides a new organizational chart for Leon County. All of the changes associated with this reorganization were accomplished through the reclassification of existing positions. Any salary adjustments will be accommodated through existing personal services appropriation and contemplated in the FY2016/2017 proposed budget. Organizational structure changes include the following:

- The reclassification of a position to be titled **Assistant County Administrator**. This position will be responsible for the management of high priority issues requiring organization wide coordination and necessitates a high level of professional competency. The position provides a more manageable and effective span of leadership to the following offices: Intervention and Detention Alternatives, Public Safety, Human Services and Community Partnerships, and Library Services.
- The reclassification of a position to be titled **Assistant Public Works Director**. To provide a more manageable and effective span of control, this position will work closely with the Public Works Director in the management of all aspects of Public Works.

*Personnel Changes*

The preceding organizational restructuring addresses current and foreseeable strategic and operational challenges and opportunities, and better aligns programs and functions to ensure the optimization and coordination of resources. However, perhaps more importantly, it reflects a long-term conscious and continuous effort to ensure that the organization is actively developing professionals uniquely prepared to not only fill anticipated vacancies, but to build the capacity of the organization by expanding the institutional know-how and expertise of individual employees, to capitalize on the investment already made in our people, and to retain talent into the future. Again, all of these changes reflect the County's strong emphasis on succession management, talent retention, and diversity. Following are the specific details related to the personnel changes of the reorganization:

- **Wanda Hunter, Assistant County Administrator:** Wanda is currently the Director of Intervention and Detention Alternatives. Through her promotion to a newly established Assistant County Administrator, Wanda will oversee County community service offices including: Library Services, Human Services and Community Partnerships, EMS and the Office of Intervention and Detention Alternatives. Wanda has over 26 years of proven experience with Leon County. During her career, Wanda has worked through-out the organization in a number of progressively more responsible positions, including M/WBE, Employee Relations, Special Projects, and Pretrial Release. In her current role, Wanda continues to be a highly effective communicator, capable of working successfully with a diverse user community, including the Judiciary, State Attorney, Public Defender and law enforcement. Prior to joining Leon County, Wanda earned a Bachelor's degree from Florida State University. Wanda brings a depth of understanding and level of experience that strengthens the overall management structure of the County. With Wanda's promotion, Theresa Broxton will be promoted to the Director of Intervention and Detention Alternatives.

- **Robert Mills, Assistant Public Works Director:** Robert is currently the Director for the Office of Resource Stewardship. When filling positions, Leon County deliberately recruits and hires the best qualified candidates for the job. Robert has exceeded all expectations in his role as Solid Waste Director and Director of the Office of Resource Stewardship. During Robert's two and a half years with the County, he has been the lead in the transition to Waste Pro and the implementation of the rural waste service center automation. Robert has focused on developing his staff, providing exceptional customer service, and consistently seeking better ways at delivering services. Prior to joining the County, Robert earned an MBA and was a successful manager in top Fortune 500 companies in the waste management and automobile sectors.

Within Public Works, Mr. Mills will maintain day-to-day responsibility for Solid Waste Management. Additionally, Fleet Management will report directly to Mr. Mills. As noted, prior to joining the County, Mr. Mills had had extensive senior level work experience in the automotive industry.

In addition to his direct reports, Mr. Mills will also become integrally involved in the overall management structure of Public Works. This will allow the existing Public Works Director to work closely with Mr. Mills in developing an in-depth understanding of all aspects of the department's significant number of on-going operations, capital project implementation and coordination required with numerous outside agencies and partners. Additionally, this promotion provides the necessary time to properly plan for succession management and the corresponding time required for the knowledge transfer that is required to lead Public Works.

- **Maggie Theriot, Director of Resource Stewardship:** Maggie is currently the Assistant to the County Administrator for Organization and Citizen Solutions and has been with Leon County for over 12 years. During this time, Maggie has shown keen insight into organizational and community issues, while taking on greater areas of day-to-day responsibility. Prior to her current position, Maggie was an Analyst with the Office and Management & Budget and Operations Manager in the Division of Facilities Management. She holds Masters Degrees in both Public Administration and Urban Planning. During Maggie's tenure, she launched the County's Office of Sustainability and positioned the County to be a leader, not only locally, but also nationally through the County's Sustainability Summit and PACE initiatives. In returning to an expanded Office of Resource Stewardship, she is uniquely prepared to provide the leadership and coordination necessary to optimize the offices resources. With Maggie's new assignment, Andy Johnson will be promoted into the Assistant to the County Administrator position.

As part of the reorganization, the County Administrator identified the necessity of building organizational capacity through knowledge transfer and succession planning. We realize that by creating an environment that formally recognizes these needs will only further enhance our capability as an organization.

### **Conclusion**

Fiscal decisions made during an individual 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). It bears repeating that the Board's actions have provided the necessary resources to continue maintaining the County as a financially viable organization.

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

Even though the budget process is in the early stages, there are areas where staff seeks guidance in order to prepare materials for the upcoming June 14, 2016 budget workshop. These areas include:

- Review of Outside Agency Funding
- Consideration of Additional Funding Request for the Kearney Center
- Consideration of M/WSBE Evaluation Committee Recommendations
- Consideration of Matching Funds for Springs Restoration Grant Funds
- Consideration to Establish a \$1,000,000 Economic Development Incentive Fund for the Tallahassee/Leon County Office of Economic Vitality through \$500,000 Contributions Each by the County and City of Tallahassee
- Consideration to Include \$50,000 in the FY2017 Budget and Draft Ordinance Amendments to Streamline the Nuisance Abatement Process
- Accept Staff Report on Infant Mortality Issues
- Policy and Funding Alternatives to Address Street Lighting in the Unincorporated Area of the County
- Consideration of Funding for a Mobility Fee Study
- Consideration of Capital Improvement Funding for Boat Landing Improvements and Renovations
- Consideration of Capital Improvement Funding for the Northeast Park Trail Construction
- Guidance on the FY 2017 Millage Rate

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

### **Options:**

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

**Recommendations:**

Option #1

Attachment

1. I<sup>2</sup> Summary
2. Organization Chart

## I<sup>2</sup> Award - Cost Savings Breakdown (Since Inception)

Fiscal Year	Project Title	Annual Cost Savings <sup>1</sup>	One Time Cost Savings
FY16	Leachate Treatment and Disposal Overbilling Correction	\$ 216,000.00	\$ -
FY16	Hazardous Waste Program	\$ -	\$ -
FY16	Leon Trees Cost Avoidance	\$ 23,000.00	\$ -
FY16	Green Infrastrucutre	\$ -	\$ -
FY16	Animal Control Schedule Modifications Cost Savings	\$ 54,353.00	\$ -
FY16	Water Consumption Analysis - Overbilling Correction	\$ 3,060.24	\$ 21,528.17
FY16	Operation Save - Overbilling Correction	\$ -	\$ 6,700.00
FY16	Special Event Grant Online Application Staff Time Savings	\$ 5,500.00	
FY16	Kinhega Roundabout - Signal Maintenance Cost Avoidance	\$ 3,000.00	
FY16	9/11 Day of Remembrance	\$ -	\$ -
FY15	Bucket List Book Club	\$ -	\$ -
FY15	Library Public PC Refresh Project Cost Avoidance	\$ 185,070.00	
FY15	Printer Consolidation and Copier Management	\$ 130,586.00	
FY15	Waste Stream Tire Elimination	\$ 72,000.00	
FY15	DV,SV,Stalking Workplace Training	\$ -	\$ -
FY15	Chaires Park Drainage Project - Schedule Cost Savings		\$ 36,573.29
FY15	William Campground Renovations	\$ -	\$ -
FY15	Community Flood Rating System Program <sup>2</sup>	\$ 186,728.00	\$ -
FY15	Killearn Lakes-Pitter Partnership Mobilization Cost Avoidance		\$ 10,000.00
<b>Subtotal</b>		<b>\$ 879,297.24</b>	<b>\$ 74,801.46</b>
<b>Total Cost Savings</b>		<b>\$ 954,098.70</b>	

<sup>1</sup>Annual Cost savings is adjusted to reflect total annual cost savings since the date it was awarded.

<sup>2</sup>Annual Cost Savings is realized directly with residents and not reflected in the County's budget.



# Leon County Government Organization Chart

People Focused. Performance Driven.



- Voter Elected**
- Judicial
  - Clerk of the Court Circuit and Comptroller
  - Property Appraiser
  - Supervisor of Elections
  - Tax Collector
  - Sheriff
  - Emergency Management

**Board of County Commissioners**



Herbert W. A. Thiele

County Attorney



Vincent S. Long

County Administrator



Wanda Hunter

Assistant County  
Administrator  
*Citizen Services*



Mathieu Cavell  
*Director*

Community and  
Media Relations



Andrew Johnson

Assistant to the  
County Administrator  
*Legislative and Strategic  
Initiatives*



Alan Rosenzweig

Deputy County  
Administrator



Shington Lamy

Assistant to the  
County Administrator  
*Citizen Engagement*



Candice Wilson  
*Director*

Human  
Resources



Ken Morris

Assistant County  
Administrator  
*Community Development*



Cay Hohmeister  
*Director*



Teresa Broxton  
*Director*



Eryn Calabro  
*Director*



Chad Abrams  
*Chief*



Pat Curtis  
*Director*



Scott Ross  
*Director*



Maggie Theriot  
*Director*



David McDevitt  
*Director*



Ben Pingree  
*Director*



Tony Park  
*Director*



Lee Daniel  
*Director*

Office of Library Services	Office of Intervention and Detention Alternatives	Office of Human Services & Community Partnerships	Office of Public Safety	Office of Information and Technology	Office of Financial Stewardship	Office of Resource Stewardship	Department of Development Support & Environmental Management	Department of PLACE*	Department of Public Works	Tourism Development
<ul style="list-style-type: none"><li>• Branch Libraries</li><li>• Ask a Librarian and Reference</li><li>• Community Programming</li><li>• Learning Resources</li><li>• Technology and Media</li></ul>	<ul style="list-style-type: none"><li>• Probation</li><li>• Supervised Pretrial Release</li><li>• Drug and Alcohol Testing</li><li>• PSCC</li><li>• Liaison - Judiciary, State Attorney, Public Defender, Law Enforcement</li></ul>	<ul style="list-style-type: none"><li>• Housing Services</li><li>• Human Services</li><li>• Primary Healthcare</li><li>• Veteran Services</li><li>• CHSP</li></ul>	<ul style="list-style-type: none"><li>• Emergency Medical Services</li><li>• Consolidated Dispatch Agency</li><li>• Animal Control</li></ul>	<ul style="list-style-type: none"><li>• Management Information Services</li><li>• Geographical Information Systems</li></ul>	<ul style="list-style-type: none"><li>• OMB</li><li>• Risk Management</li><li>• Purchasing</li><li>• Real Estate Mngmt</li></ul>	<ul style="list-style-type: none"><li>• Sustainability<ul style="list-style-type: none"><li>◦ Recycling</li></ul></li><li>• Parks and Recreation<ul style="list-style-type: none"><li>◦ Community Centers</li><li>◦ Youth Sports Coordination</li></ul></li><li>• Facilities Management</li></ul>	<ul style="list-style-type: none"><li>• Environmental Services<ul style="list-style-type: none"><li>◦ Petroleum Storage Tanks</li></ul></li><li>• Development Services</li><li>• Building Plans Review and Inspection</li><li>• Permit/Code Services</li></ul>	<ul style="list-style-type: none"><li>• Planning</li><li>• Blueprint</li><li>• Office of Economic Vitality<ul style="list-style-type: none"><li>◦ M\WSBE</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Operations<ul style="list-style-type: none"><li>◦ Mosquito Control</li></ul></li><li>• Engineering Services<ul style="list-style-type: none"><li>◦ Construction Management</li></ul></li><li>• Solid Waste</li><li>• Fleet Management</li></ul>	<ul style="list-style-type: none"><li>• Destination Marketing</li><li>• Sports Tourism</li><li>• Signature Event Grants</li><li>• Amphitheater Concert Series</li><li>• Culture and Arts</li></ul>

\* PLACE = Planning, Land Management & Community Enhancement



**Leon County**  
**Board of County Commissioners**

**Notes for Budget Workshop Item #2**




# Leon County Board of County Commissioners

## Budget Workshop Item #2

April 26, 2016

**To:** Honorable Chairman and Members of the Board

**From:** Vincent S. Long, County Administrator 

**Title:** FY 2017 Review of Outside Agency Contracts for Services

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<b>County Administrator Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator
<b>Lead Staff/ Project Team:</b>	Scott Ross, Director, Office of Financial Stewardship Brent Rau, Management Analyst, Office of Management & Budget

**Fiscal Impact:**

This item has a potential fiscal impact of \$981,109 if all contracted outside agencies are funded in FY 2017. Any savings made by reducing funding for outside agency contracts would be used to assist in covering the FY 2017 preliminary budget shortfall.

*Note: Recommendations listed on following page.*

**Staff Recommendations:**

- Option #1: Provide continued contract funding for the following agencies at the previous year funding level in FY 2017:
- Tallahassee Senior Citizens Foundation: \$179,000
  - Legal Services of North Florida: \$125,000
  - Tallahassee Trust for Historic Preservation: \$63,175
  - Oasis Center: \$20,000
  - Sustainable Tallahassee: \$8,800
- Option #2: Provide increased contract funding for Disc Village in the amount of \$37,000 for a total FY 2017 funding level of \$222,759. Develop a long term contract that includes provisions for cost controls.
- Option #3: Discontinue funding (\$21,375) with Keep Tallahassee-Leon County Beautiful (KTLCB) and direct the funding to the Office of Sustainability. Sustainability staff has identified specific efforts to more effectively engage community partners in addressing both volunteer beautification efforts and illegal dumping impacting the National Forest.
- Option #4: Staff seeks Board Direction on whether to eliminate, phase-out or provide the current level of funding:
- St. Francis Wildlife Preservation (FY 2016 funding level, \$71,250)
  - Whole Child Leon (FY 2016 funding level, \$38,000)
  - Domestic Violence Coordinating Council (FY 2016 funding level, \$25,000)
  - United Partners for Human Services (FY 2016 funding level, \$23,750)
  - TMH Trauma Center (FY 2016 \$200,000)
  - The Sharing Tree (FY 2016 \$20,000)
- Option #5: Approve Policy No. 93-44, Fiscal Planning is modified to reflect:
- Annually, as part of the annual budget process, staff will prepare a budget discussion item providing a mid-year performance report for all outside agency contracts and include funding recommendations for the following fiscal year (Attachment #1).

## Report and Discussion

### **Background:**

At the March 8, 2016 meeting, staff presented an agenda item regarding the FY2017 Maximum Discretionary Funding levels. The Board approved the following:

1. Establish the Community Human Services Partnership (CHSP) funding level for FY2017 at \$1,200,000.
2. Establish the maximum discretionary funding levels as follows:
  - a. Homeless Shelter Construction: \$100,000
  - b. Legal Services of North Florida (additional funding): \$125,000
  - c. Domestic Violence Coordinating Council: \$25,000
3. Maintain the special event funding account as follows:

Special Event Agencies	FY17 Amount
Celebrate America 4th of July Celebration	\$2,500
Dr. Martin Luther King Celebration	\$4,500
NAACP Freedom Fund Award (Tallahassee NAACP)	\$1,000
Soul Santa Frenchtown \$2,500 and Walker Ford \$1,500)	\$4,000
County Sponsored Tables/Community Events	\$15,000
Total	\$27,000

4. Prepare a budget discussion item regarding current outside agency service contracts to evaluate if the funding continues to align with current Board priorities and to ensure this approach continues to be the most efficient and effective method for service delivery. The following entities will be included in the discussion item: TMH Trauma Center; Keep Tallahassee-Leon County Beautiful; Oasis Center; Tallahassee Trust for Historic Preservation; St. Francis Wildlife; Disc Village; Whole Child Leon; UPHS; and the Domestic Violence Coordinating Council.

This budget discussion provides a detailed analysis and review of all outside agency funding requests, whether contractual or line item.

### **Analysis:**

Over the past several years, the County has transitioned a number of outside agency funding requests to contractual service arrangements that are contained within individual departmental budgets. However, as part of the annual budget process there are still several agencies that have historically received funding as direct grants (i.e. Line Items) with no specific contractual requirements. To eliminate any differences between line item and contractual services funding, as part of the current year budget development process, staff recommends Policy No. 93-44, Fiscal Planning be modified to reflect the following:

- Annually, as part of the annual budget process, staff will prepare a budget discussion item providing a mid-year performance report for all outside agency contracts and include funding recommendations for the following fiscal year (Attachment #1).

In the FY 2017 budget and going forward, it is recommended that all outside agencies fall into one of the following three categories:

- Community Human Services Partnership (CHSP)
- A contractual relationship to provide a specific service to the County with measureable reporting requirements
- A special event agency sponsorship

Providing funding in these three categories ensures that county funds are expended and aligned with County ordinances, policies and Board priorities. This approach is consistent with the County Discretionary Funding Ordinance which excludes agencies applying for direct County funding if the agencies program is eligible for CHSP funding. Not-for-profit, humans service organizations providing services for groups such as emergency and basic needs (homelessness, hunger, and emergency care, e.g.), children, and persons with disabilities, can apply for funding through the CHSP process. This ensures that funding requests are reviewed as part of a holistic community based process in an equitable and competitive manner with proper oversight.

For one time payments for special events such as Celebrate America (4<sup>th</sup> or July), or the Dr. Martin Luther King Celebration, the Board has determined that these are events that are beneficial to the community and warrant County sponsorship. The funds are used to promote and run these events. Events that qualify for Tourist Development funding, such as the New Year's Eve Celebration, apply annually through a competitive process with the Tourist Development Council.

For those entities being considered for an annual contractual relationship, staff will provide an analysis that includes, at least the following: 1) Can the service be provided by the County or other provider in a more cost effective manner or offer a cost avoidance to the County? And does the service provide a cost savings to the County? This approach will eliminate the direct line-item funding that has historically occurred, which was typically awarded as a grant with varying reporting requirements and no direct connection to service provision.

For programs not eligible for CHSP funding, the County may enter into a contractual relationship with an outside agency or contract once the Board has made a determination that there is a legal obligation of the County to do so or if doing so achieves a compelling public purpose and that contracting with the outside agency is more cost effective than providing the service directly. Those entities that the County is legally obligated to support are not included as part of this budget discussion item. Additionally, the County through a mid-year funding request may enter into a contract with an agency for a specific service; like the legal obligations, these also are not included in this item.

Examples of agencies that the County contacts with for state mandated services relate to the Marchman and Baker Acts (Apalachee Center), Child Protection Services, (Children's Home Society of Florida), Article V funding (Legal Services of North Florida and the Legal Aid

Foundation) are not included in this analysis. These contracts are either brought annually to the Board for consideration, or in the case of Article V funding, long-term contractual relationships have been developed.

In addition to those outside agencies being considered in this item, the County does enter into contracts for services with additional outside agencies related to the County's primary healthcare funding and for legally required stated mandated obligations. During last fiscal year, the Board approved a methodology and approach for the allocation of primary healthcare funding and entered into contracts with Bond Community Health Center, Neighborhood Medical Center, Florida A&M Pharmacy, Apalachee Center, and Capital Medical Society/We Care Network. Annually, these contracts are provided to Board at the beginning of each fiscal year for review and approval.

*Existing Outside Agency Funding Analysis*

As part of the budget development process, OMB staff reviewed all detailed departmental budget submissions for any outside agency funding requests that have been aligned with an individual departmental budget. Table #1 shows the contracted funding levels allocated for each outside agency for the FY 2017 budget. In addition to those agencies identified in the March 8, 2017 agenda item, OMB staff has also included Sustainable Tallahassee, the Sharing Tree and the Tallahassee Senior Citizens Foundation to the analysis.

**Table 1: FY 2016 Adopted Outside Agency Funding**

<b>Outside Agency</b>	<b>FY 2016 Funding</b>
DISC Village	\$185,759
Legal Services North Florida (additional funding)	\$125,000
Whole Child Leon	\$38,000
UPHS	\$23,750
TMH Trauma Center	\$200,000
Keep Tallahassee-Leon County Beautiful	\$21,375
Sustainable Tallahassee	\$8,800
Sharing TREE	\$20,000
Oasis Center	\$20,000
Tallahassee Trust for Historic Preservation	\$63,175
Domestic Violence Coordinating Council	\$25,000
St. Francis Wildlife Association	\$71,250
Tallahassee Senior Citizens Foundation	\$179,000
	<b>\$981,109</b>

The following narratives provide a brief description of the services provided by agencies currently contracted with Leon County. Further details on each agency can be found in their contract and report, which are attached to this workshop item. The exception to this is the TMH Trauma Center, whose annual contract is currently in the process of being rewritten.

### **Outside Agency Funding Recommended at Current Levels**

Assuming the Board's continued legislative determination that these services represent a compelling public purpose, staff recommends that the following outside agencies continue to be contracted with because of their special expertise in service delivery and/or because the services being provided would otherwise be directly offered by the County at an increased cost. If the County were to offer these services it would involve hiring additional personnel and providing operating support.

#### **Tallahassee Senior Citizens Foundation**

*FY 2016 Funding:* \$179,000

*FY 2017 Staff Recommendation:* Provide continued funding to the Tallahassee Senior Citizen Foundation in the amount of \$179,000.

*Funding Background:* In 2002, the Board approved funding in the amount of \$50,000 to create a County Elder Ready/Senior Services Position and to provide further services to senior citizens. In FY 2006, funding was increased to \$144,000, and in FY 2014, \$179,000 was approved to fund the Tallahassee Senior Citizens Foundation. The funding was increased to provide additional programming for seniors when the new community center opened at the County's Lake Jackson Town Center.

During the preparation of the FY 2012 budget, staff reviewed the possibility of eliminating the contract with the Senior Citizen Center for the senior outreach program and offering the services through the County Parks and Recreation program. At the time staff indicated that the services could be brought in house with the funding level provided by the Senior Citizens Center; however additional staff would have been required. Staff has continued to work with the Senior Citizens Foundation to provide services for seniors in the unincorporated areas of the County.

*Services Provided:* This funding is utilized for programs offered by the Foundation in the rural, unincorporated communities of Leon County at the County's six community centers (Ft. Braden, Miccosukee, Lake Jackson, Woodville, Chaires, and Bradfordville Community Center/NE Library). Programs include: art classes, exercise classes, Life Long Learning sessions, cards and games, bridge groups, Grandparents as Parents support group, and computer classes. In addition, a monthly "Lunch and Learn" is held in each area of the County where guest speakers are brought in, as well as exhibitors that provide information on a wide variety of senior services.

*Contract Funding Analysis:* There is no specific law or policy that requires the County to provide senior services to the unincorporated area of the County; however, the County has historically provided these service in the unincorporated areas of the County, due to the difficulty many seniors have traveling to the City's senior citizen center on Monroe Street. In addition, Leon County through the Division of Tourist Development is an active partner in "Choose Tallahassee", a program designed to establish Leon County as a retirement destination (Attachments #2 and #3).

### **Legal Services of North Florida**

*FY 2016 Funding:* \$125,000 (These are funds above the \$132,500 in required Article V funding.)

*FY 2017 Staff Recommendation:* In addition to the required Article V funding, provide the second year of the anticipated \$125,000 in funding for the time limited attorney position.

*Funding Background:* During the FY 2016 budget process the Board approved an additional \$125,000 in funding for Legal Services of North Florida for an attorney and office support due to state and federal budget reductions. The funding provided was to support 100% of the cost for an experienced attorney and support staff assistance. This additional funding was provided for a maximum of 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.

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. During FY 2016 budget deliberations the Board approved an additional \$125,000 in time limited funding to support the cost of an attorney for a maximum of four years.

*Service Provided:* Legal Service of North Florida provides legal assistance to low income individuals to ensure equal access to the court system. This representation is offered for only civil matters including: consumer, housing, tax and public benefits laws. The additional funding provided, beginning in FY 2016, allows LSNF to represent an additional 210 to 230 Leon County residents.

*Contract Funding Analysis:* Other than the required \$132,500 in required Article V funding there is no requirement to provide the additional \$125,000 in funding for an additional attorney. As approved in FY 2016, this additional funding was time limited to a maximum of four years (Attachments #4 and #5).

### **Tallahassee Trust for Historic Preservation**

*FY 2016 Funding:* \$63,175

*FY 2017 Staff Recommendation:* Include \$63,175 funding for the Tallahassee Trust for Historic Preservation in the budget. During FY 2017 instruct the Planning Department staff to work with

the Trust for Historic Preservation to execute a combined City/County contract for historic preservation services.

*Funding Background:* The Tallahassee Trust for Historic Preservation (TTHP) began contracting with the County in FY 1998 after the legislature eliminated historic preservation boards throughout the state. Prior to this legislation, the Historic Tallahassee Preservation Board (HTPB) served as the historic preservation agency for Tallahassee and Leon County. Funding is sought to continue to staff and maintain the records of the Tallahassee-Leon County Architectural Review Board, meet the requirements of the federal Certified Local Government program, and to provide comprehensive historic preservation services to the local government and the citizens of Leon County.

*Services Provided:* TTHP uses the County's \$63,175 appropriation to provide historic preservation services to the community and staff the Architectural Review Board. Funding provides the County government with information about identified historic properties in the area of any proposed project and assesses the effect the proposed project will have on the historic resources. TTHP is able to promote historic preservation and provide citizens with historic preservation information and education by maintain a resource library of general historic preservation information, surveys, and individual property files. A loss in funding would not only significantly reduce the level of services provided to citizens, it would also necessitate staff reduction and place TTHP in a position where they would no longer be able to assist the County in meeting its Certified Local Government requirements. The City provides \$80,000 to TTHP for like services inside the City Limits.

*Contract Funding Analysis:* A contract is support per Policy 1.1.1: [HP] from the Comprehensive Plan: Establish a federal-state-local partnership with the Tallahassee Trust for Historic Preservation to provide funding and technical support for identification, documentation, evaluation, preservation, and protection of historic resources (Attachments #6-8).

### **Oasis Center**

*FY 2016 Funding:* \$20,000

*FY 2017 Staff Recommendation:* Continue funding for the OASIS center in the amount of \$20,000.

*Funding Background:* In July 2011, the Board approved a three-year agreement with the Oasis Center for Women and Girls (Oasis Center) to provide staff support to the Leon County Commission on the Status of Women and Girls (Women's Commission). The Board appropriated an additional \$10,000 to the Oasis Center at the November 13, 2012 meeting to conduct research and development on behalf of the Women's Commission, bringing the funding amount from Leon County to \$20,000. Leon County and the City of Tallahassee jointly contract with the Oasis Center for Women and Girls to staff the Tallahassee-Leon County Commission on the Status of Women and Girls.

*Services Provided:* The Commission provides policy recommendations to the County and the City on issues that impact women and girls in the community. These issues include, but are not limited to, economic security, healthcare, and violence prevention. The Commission has several



committees that meet regularly every month to discuss these issues. Oasis Center possesses the capacity, as well as the expertise, to provide the staffing the Commission requires.

*Contract Funding Analysis:* The County has historically contracted with the Oasis Center for Women and Girls to provide staff support to the Commission and to conduct research/development on behalf of the Commission. The funding is leveraged with a like amount from the City of Tallahassee to support the Commission. *The Commission on the Status of Women and Girls* was created by the Board through an enabling resolution on March 12, 2013 (Attachments #9 and #10).

### **Sustainable Tallahassee**

*FY 2016 Funding:* \$8,800

*FY 2017 Staff Recommendation:* Include \$8,800 in the Office of Sustainability budget to continue the partnership with Sustainable Tallahassee.

*Funding Background:* The Board first appropriated \$8,800 in FY 2015 for contractual funding in the Office of Sustainability budget for Sustainable Tallahassee's *Good Food* initiative in partnership with the City of Tallahassee. On March 10, 2016, the City of Tallahassee, Leon County, and Sustainable Tallahassee entered an agreement to continue engaging the community, with a specific focus on development of an urban agriculture entrepreneurship program. The program aims to expand food-based job opportunities, local production capacity, and community resiliency in Tallahassee-Leon County. The current funding amount for the agreement is \$17,600 with the City of Tallahassee and Leon County each contributing \$8,800.

*Services Provided:* Funds are used to increase public awareness of local food initiatives, increase individual, civic, and community involvement in the growing, selling, buying, and consumption of local foods, increase home gardening in the City and County, and support other events and groups in their efforts to raise awareness of local food options. This includes a holistic skills training program that uses urban agriculture and related sustainability concepts to expand entrepreneurial and employment opportunities for underserved residents of Leon County.

*Contract Funding Analysis:* This funding allows the County to leverage significant community resources that would otherwise not be available through the Office of Sustainability's community outreach efforts (Attachments #11-15).

### **Outside Agency Funding Recommended at Increased Level**

Periodically, certain outside agencies seek additional funding to support their service delivery. As part of the annual review, OMB staff analyzes the agencies request and service delivery to determine if an increase is warranted. For the DISC Village, staff's analysis indicates that the increased funding request is a less expensive approach than having the Sheriff's Office provide this necessary service.

### **DISC Village**

*FY2016 Funding:* \$185,179

*FY2017 Staff Recommendation:* Provide funding in the amount of \$222,179. Staff recommends the additional funding to support maintaining adequate service levels at the Juvenile Assessment

and Receiving Center (JARC). Additionally, staff recommends a long term contract be developed that provides for cost controls. Prior to the recommended increase, the funding level has remained constant since FY 2007; ten fiscal years.

*Funding Background:* The County began appropriating \$75,000 to DISC Village in support of the Juvenile Assessment and Receiving Center (JARC) in FY 2003. The appropriation replaced funding supported previously by the Local Law Enforcement Block Grant. In FY 2005, program funding increased to \$107,000, and in FY 2007, funding increased to \$185,759. The increase in funding was used to off-set the total cost of the Correctional Officers at the JARC (\$312,050) and the Civil Citation Program (\$79,022).

The mid-year FY 2016 JARC report indicates that it costs \$367,042 to operate the JARC, and for FY2017 DISC Village has requested an additional \$37,000 in County funding to support the operation of the JARC. Additional resources would provide the ability to offset increases in operational costs and to continue to provide essential necessities to juveniles. These costs include funding the facilities correctional officers, and, the Juvenile Booking Center.

*Service Provided:* DISC Village maintains the operations of the JARC by providing the mandatory onsite security and supervision of arrested youth. Having the JARC provides the ability for local law enforcement to bring arrested youth to a secure site and allows local law enforcement to return to their duties. The JARC provides a central receiving unit for all law enforcement agencies to process arrested juveniles, and a location to deliver truants, curfew violators, and other status offenders. Without the JARC, the Officers would have to stay with the juveniles until parents or guardians arrive at the jail, and/or the juveniles are processed into a detention facility.

*Contract Funding Analysis:* County funding for DISC Village/JARC is not statutorily or otherwise required; however the funding of the Sheriff's Office by the County is required including the ability to handle juveniles who may have committed a crime. State law requires that juveniles be kept isolated from the adult jail population even when initially brought to the jail. Without the JARC, the Sheriff's Office would need a separate facility and staffing at the jail to house and process juveniles. The cost to provide this alternative service, which would involve the capital investment for constructing a juvenile processing and holding facility, would be much more costly than the \$222,179 currently being requested by DISC Village/JARC (Attachments #16-19).

### **Outside Agency Funding Recommended for Reallocation**

Staff's analysis indicates that for the following agency, the County is better positioned to provide services directly and recommends the funds be reallocated. When the agency was originally funded, the County did not have the Office of Sustainability to support litter abatement efforts. With the Office of Sustainability now firmly established as a community catalyst for sustainability, recycling and waste reduction efforts, the reallocation of these funds could be more effectively utilized.

**Keep Tallahassee-Leon County Beautiful**  
*FY 2016 Funding:* \$21,375

*FY 2017 Staff Recommendation:* Discontinue funding (\$21,375) with Keep Tallahassee-Leon County Beautiful (KTLCB) and direct the funding to the Office of Sustainability. Sustainability staff has identified specific efforts to more effectively engage community partners in addressing both volunteer beautification efforts and illegal dumping impacting the National Forest.

*Funding Background:* KTLCB has been funded through the general fund since FY 2000. KTLCB's mission is to conduct beautification and cleanup projects that focus on neighborhoods, businesses, schools, and lake shore areas. KTLCB aims to keep the community litter-free, educated about recycling and resource stewardship, and active in protecting the environment. Prior to receiving line item funding, the County contracted with KTLCB to administer the Florida Legislature authorized Litter Control and Prevention grant program.

Despite extensive engagement and feedback from staff, KTLCB has been unable to deliver the level of services expected from the agreement, both in regards to litter reduction and recycling education. For example: Some of the program's stated goals are supported only tangentially and would exist without the direct contributions of KTLCB; initiatives listed as recycling education outreach involve limited educational content or purpose; volunteers are identified as the program's target population, however Volunteer Leon is well positioned to provide for the recruitment and coordination of volunteers; and reported achievements do not align with the program goals included within the agreement. Staff has concluded that there may be other opportunities to more effectively leverage partnerships, ensuring funds have a greater community impact.

Additionally the scope of KTLCB does not include the abatement of illegal dumping such as items of larger volume household waste, tires, white-goods and construction debris. This debris is often experienced in rural areas and within the National Forest, however dumping differs from day-to-day litter. Due to differing causes, the techniques to both proactively and reactively address illegal dumping are different in nature than litter. As such, staff has identified alternative methods to leverage the \$21,375 in order to target both small-scale litter mitigation and illegal dumping in areas such as the National Forest.

*Services Provided:* Volunteers are used to clean neighborhoods, forests, streets, lakeshores, lakes, and parks. Volunteers also participate in beautification projects and plantings. Materials gathered during cleanups are sorted and any recyclable items are discarded in an appropriate manner.

*Contract Funding Analysis:* There is no requirement that Leon County fund services provided by KTLCB. Some of the contracted services may be duplicative of other County efforts managed through the Office of Sustainability especially with regard to recycling education. In addition, the County Right-of-Way management program administers the adopt-a-road litter control volunteer program (Attachments #20-22).

### **Outside Agency Funding – Board Direction**

These agencies provide services where there is no direct "service" nexus, cost savings, or cost avoidance for the County. If funding is approved, any contract will need to be very broad in terms of the service delivery for the County. A contract with the entity would merely be supporting the agency's "readiness to serve" and not include a direct service provision for the

County. In continuing to provide funding for these agencies, the Board will be making the legislative determination there continues to be a compelling public purpose for this level of funding.

**St. Francis Wildlife Association**

*FY 2016 Funding:* \$71,250

*FY 2017 Staff Recommendation:* Staff seeks Board Direction on whether to eliminate, phase-out or provide the current level funding.

*Funding Background:* In 2008, the Board approved funding in the amount of \$71,250 to assist the St. Francis Wildlife Association in locating, capturing, removing, and rehabilitating injured wildlife in the unincorporated areas of Leon County. Leon County Animal Control works with domestic animals and is not permitted to handle or relocate wildlife. In the event when Leon County Animal Control has been contacted regarding cases for rabies exposure (wildlife that has come in some contact with a person or their pet) the County may only act by humanely euthanizing the suspect wildlife. Animal Control is not permitted to handle wildlife for any other reason. St. Francis, on the other hand, will attempt to rehabilitate sick or injured wildlife and return it to the location where it was picked up.

St. Francis is not a nuisance wildlife removal company and they do not charge for each time their service is requested. Last year, St. Francis responded to approximately 833 sick/injured animals in the unincorporated areas of Leon County, meaning their services averaged out to \$85.53 per animal. By comparison, the average cost to be relocated or removed by a nuisance wildlife company, such as Black Thumb or Critter Getters, is \$150 per animal. Due to its name Leon County Animal Control is often the first agency called when an injured or nuisance wildlife animal is identified by a citizen, and citizens are referred or transferred to St. Francis to assist with the injured or nuisance wildlife. For nuisance wildlife, citizens have the ability to call a private company to handle the matter.

*Services Provided:* Responds to calls regarding injured or nuisance wildlife in Leon County. Injured animals are provided rehabilitation services at St. Francis Wildlife Refuge in Gadsden County.

*Contract Funding Analysis:* There is no law or policy that requires Leon County to assist with injured or in the removal of wildlife. Through an agreement with the Health Department, with regards to the possibility of rabies, Leon County does respond to all animal bites in Leon County (Attachments #23-28).

**Whole Child Leon**

*FY2016 Funding:* \$38,000

*FY 2017 Staff Recommendation:* Staff seeks Board Direction on whether to eliminate, phase-out or provide the current level funding.

*Funding Background:* As presented to the Board on March 22, 2005, The Whole Child initiative is a project sponsored by the Lawton Chiles Foundation. The mission of the project is to assist Florida communities in building comprehensive, integrated, community-based systems to enable

infants, young children (ages one year– five years), and their parents to lead productive, rewarding lives. The Whole Child initiative began receiving line item funding in FY 2007.

Whole Child Leon is a community-wide effort to get Leon County's children off to the best start in life by ensuring they have everything they need to thrive. Currently, Leon County is one of seven counties partnering with the Lawton Chiles Foundation. These counties include: Manatee, Martin, Indian River, Taylor and Gadsden.

Whole Child was not founded as direct human service provider, but an agency that coordinates and refers individuals to service providers, and provides training for service providers, and was not eligible for Community Human Service Partnership funding. This is one of the reasons that Leon County has historically provided direct contract funding to this agency. During FY 2015, the Board provided Whole Child an additional one-time funding request to fund a part-time Project Coordinator to work with the South City Revitalization Council. During the review of this request it was determined that the activity appeared to be in a coordination role with the neighborhood and community partners and not CHSP eligible.

Subsequent to discussions at the Board December 2015 retreat; staff approached the County CHSP partners, the City and United Way, to see if there was interest in creating a new CHSP funding category for non-direct human service providers. After community input, the Board and its CHSP partners declined to create this new funding category.

*Services Provided:* The County's \$38,000 appropriation supports the staffing for a part-time Whole Child Leon Connection Manager & part-time Communication Specialist.. These positions are involved with community outreach and direct referral to direct human service agencies. This is done through personal contact and Whole Child's website. According to the Whole Child Leon website, the goals for the organization include: To improve families' ability to identify the needs of their young children and obtain the services that meet these needs; expand parent education and support for all families in the community; and build community commitment to meeting the needs of all children, from birth to age five.

*Contract Funding Analysis:* There is no statutory or other mandate for funding this type of program (Attachments #29 and #30).

### **Domestic Violence Coordinating Council**

*FY 2016 Funding:* \$25,000

*FY 2017 Staff Recommendation:* Staff seeks Board Direction on whether to eliminate, phase-out or provide the current level funding.

*Funding Background:* The Board began appropriating \$25,000 in line item funding for the Domestic Violence Coordinating Council (DVCC) in FY 2016. These funds are to be used for activities associated with the function of the Council, including public education and community awareness activities. In FY 2013, the DVCC was funded through the County's annual allocation to the Public Safety Coordinating Council (PSCC). Currently, as recommended by the PSCC to the Board, the PSCC funds are allocated to the DISC Village LIFT program, which led to DVCC requesting direct funding from the Board in FY 2016.

*Services Provided:* The DVCC consists of agencies working with victims and perpetrators of domestic violence. Striving to reduce domestic violence in the Tallahassee area, the DVCC holds the area's only monthly meetings where all players may gather to ensure a well-coordinated community response to domestic violence. The meetings serve to encourage better coordination of services between agencies, ensure that there are no gaps in services, and to resolve any issues that arise in service delivery between agencies. In addition, public awareness and education events/workshops are provided around the community with current specialization in prevention education for teens. The goal of the awareness events is to help citizens and potential victims identify the red flags associated with domestic violence as well as how to identify and assist victims who might otherwise go unnoticed.

*Contract Funding Analysis:* There is no statutory or other mandate for funding this type of program (Attachments #31 and #32).

### **United Partners for Human Services**

*FY 2016 Funding:* \$23,750

*FY 2017 Staff Recommendation:* Staff seeks Board Direction on whether to eliminate, phase-out or provide the current level funding.

*Funding background:* The Board began appropriating \$23,750 in funding for United Partners for Human Services (UPHS) in the FY 2007 budget. One time funds were initially requested to cover start-up costs associated with the program, which is a membership organization comprised of human service organizations.

*Services Provided:* According their 2015 annual report, UPHS is a coalition of human service providers and supporting partners working together to improve the delivery of human services in the Big Bend. UPHS has 70 members and meets several times each year to discuss issues facing non-profits and human service providers. The program has three main goals: improving the knowledge and skills in the effective operation of human service organizations and programs for local human service organizations; increasing the capacity of our human service nonprofits by providing information and training on Resource Development, including marketing and Fundraising to expand and diversify their funding sources; facilitating collaborative efforts to improve service delivery.

Alternatively, non-profits have the benefit of the Institute for Non-Profit Innovation and Excellence (INIE) housed at the former Mary Brogan, which according to their web site's mission is to, "...enhance the capacity and leadership of the non-profit industry through advocacy, education and engagement." The INIE conducts regularly training and education programs for its membership. Annual membership fees for nonprofit organizations are on a sliding scale based on the members gross operating budget ranging from \$150 (budget less than \$100,000) to a maximum of \$850 (budget greater than \$10,000,000).

Like Whole Child Leon, UPHS is not a direct service provider and is not eligible for CHSP funding. The County does provide funding through the CHSP process to agencies that receive services from UPHS. Subsequent to discussions at the Board December 2015 retreat, staff

approached the County CHSP partners, the City and United Way, to see if there was interest in creating a new CHSP funding category for non-direct human service providers. After community input, the Board and its CHSP partners declined to create this new funding category.

*Contract Funding Analysis:* There is no statutory or other mandate for funding this type of program (Attachments #33-35).

### **TMH Trauma Center**

*FY 2016 Funding:* \$200,000

*FY 2017 Staff Recommendation:* Staff seeks Board Direction on whether to eliminate, phase-out or provide the current level funding.

*Funding Background:* In 2006, the Board approved funding to assist in the development and operation of costs of a Tallahassee Memorial (TMH) Trauma Center. The \$300,000 appropriation was to be used for start-up costs and trauma care expenses outlined in the line item application. As part of Board budget reductions in FY 2011, the funding level was reduced to \$200,000. These funds are used to partially defray the annual operating costs of this regional trauma center so that it may better serve the citizens of Leon County. From FY 2011, with the Board's permission, TMH used these funds to apply for Low Income Pool funds from the Agency for Health Care Administration. These funds were used to leverage health care funding for the hospital, while still providing the \$200,000 for the Trauma Center. In FY 2016 the Low Income Pool funding requirements were changed and a match from the local government is no longer required.

In FY 2010 the City reduced its funding for the Trauma Center to \$200,000. The funding from the City has continued to decline. In FY 2012 the funding dropped to \$75,000, in FY 2015 it was reduced to \$50,000, and in FY 2016 a further reduction to \$25,000.

*Services Provided:* Initial Services provided were the provision of Trauma Care to residents of Leon County. With the advent of the use of the funds for LIP matching dollars, while trauma care service were still provided, the direct correlation between the funding and the trauma center became less clear. In addition, even though the County is half way through the FY 2016 fiscal year, TMH has not provided the County an updated scope of services for the Trauma Center subsequent to the change in LIP funding.

*Contract Funding Analysis:* There is no statutory or other mandate for funding this type of program (Attachment #36).

### **Sharing Tree**

*FY 2016 Funding:* \$20,000

*FY 2017 Staff Recommendation:* Staff seeks Board Direction on whether to eliminate, phase-out or provide the current level funding.

*Funding Background:* The Sharing Tree initiative began receiving funding in FY 2012. The Sharing Tree is a reusable resource center that collects and redistributes reusable materials to the community while simultaneously providing education and inspiration in creative reuse contributing to a healthier, more sustainable and creative community. In the original FY request

for funding, the stated goal for the program was to be a self-sustaining organization. From 2012 to 2015 Leon County, Leon County Schools and Goodwill Industries jointly contributed in partnership. During this time both Leon County and Leon County Schools each provided \$20,000 annually, while Goodwill Industries contributed approximately the same amount in the form of salary and benefits for the Executive Director. However last year Goodwill discontinued funding for the program 2012, but continues to provide donated reuse material received through its collection centers.

*Services Provided:* The Sharing Tree collects and redistributes reusable materials to the community while simultaneously educating the community on waste diversion and creative reuse.

*Contract Funding Analysis:* With an overall community goal of waste diversion through re-use and recycling, there were benefits to the County's Solid Waste and recycling programs in having the Sharing Tree as a community partner. However, since Leon County is actively promoting waste diversion, re-use, and recycling through the Office of Sustainability these initial partnership benefits have declined and the educational component is duplicative. (Attachments #37 and #38).

*Note: Options and recommendations listed on following page.*



**Options:**

1. Provide continued contract funding for the following agencies at the previous year funding level in FY 2017:
  - Tallahassee Senior Citizens Foundation: \$179,000
  - Legal Services of North Florida: \$125,000
  - Tallahassee Trust for Historic Preservation: \$63,175
  - Oasis Center: \$20,000
  - Sustainable Tallahassee: \$8,800
2. Provide increased contract funding for Disc Village in the amount of \$37,000 for a total FY 2017 funding level of \$222,759. Develop a long term contract that includes provisions for cost controls.
3. Discontinue funding (\$21,375) with Keep Tallahassee-Leon County Beautiful (KTLCB) and direct the funding to the Office of Sustainability. Sustainability staff has identified specific efforts to more effectively engage community partners in addressing both volunteer beautification efforts and illegal dumping impacting the National Forest.
4. Staff seeks Board Direction on whether to eliminate, phase-out or provide the current level of funding:
  - St. Francis Wildlife Preservation (FY 2016 funding level, \$71,250)
  - Whole Child Leon (FY 2016 funding level, \$38,000)
  - Domestic Violence Coordinating Council (FY 2016 funding level, \$25,000)
  - United Partners for Human Services (FY 2016 funding level, \$23,750)
  - TMH Trauma Center (FY 2016 \$200,000)
  - The Sharing Tree (FY2016 \$20,000)
5. Approve Policy No. 93-44, Fiscal Planning is modified to reflect:
  - Annually, as part of the annual budget process, staff will prepare a budget discussion item providing a mid-year performance report for all outside agency contracts and include funding recommendations for the following fiscal year (Attachment #1).

**Staff Recommendations:**

Options #1, #2, #3, #4, (Board Direction), and #5

Attachments:

1. Revised Fiscal Planning Policy 93-44
2. Tallahassee Senior Citizens Foundation Contract
3. Tallahassee Senior Citizens Foundation Annual Report
4. Legal Services of North Florida Agreements
5. Legal Services of North Florida Annual Report
6. Tallahassee Trust for Historic Preservation Contract
7. Tallahassee Trust for Historic Preservation Contract Extension
8. Tallahassee Trust for Historic Preservation Annual Report
9. Oasis Center Contract
10. Oasis Center Annual Report
11. Sustainable Tallahassee Contract
12. Sustainable Tallahassee First Quarter Report
13. Sustainable Tallahassee Second Quarter Report
14. Sustainable Tallahassee Third Quarter Report
15. Sustainable Tallahassee Fourth Quarter Report
16. DISC Village Contract
17. DISC Village Contract Extension
18. DISC Village Semi-Annual Report
19. DISC Village Request for Additional Funding
20. Keep Tallahassee-Leon County Beautiful Contract
21. Keep Tallahassee-Leon County Beautiful Contract Extension
22. Keep Tallahassee-Leon County Beautiful Annual Report
23. St. Francis Wildlife Association Contract
24. St. Francis Wildlife Association Annual Report
25. St. Francis Wildlife Association First Quarter Report
26. St. Francis Wildlife Association Second Quarter Report
27. St. Francis Wildlife Association Third Quarter Report
28. St. Francis Wildlife Association Fourth Quarter Report
29. Whole Child Leon Contract
30. Whole Child Leon Annual Report
31. Domestic Violence Coordinating Council Contract
32. Domestic Violence Coordinating Council Annual Report
33. UPHS Contract
34. UPHS Contract Extension
35. UPHS Annual Report
36. Tallahassee Memorial Health Agreement
37. Sharing Tree Contract
38. Sharing Tree Contract Extension

## **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

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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.

**Fiscal Planning**  
**Policy No. 93-44**

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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.
10. Annually, as part of the annual budget process, staff will prepare a budget discussion item providing a mid-year performance report for all outside agency contracts and include funding recommendations for the following fiscal year.

*Revised 3/11/2014*

LEON COUNTY  
CONTRACT ROUTING FORM☒ Original (3 originals)  
☐ Renewal  
☐ Amendment( # )County Contract No. 22985Division Contact: Tiffany Y. HarrisPhone # 606-1922Department/Division: Office of Human Services & Community Partnerships/CHSPContractor: Tallahassee Senior Center Foundation, Inc.Address 1400 N. Monroe StreetCity, State, Zip Tallahassee, Florida 32303

Phone \_\_\_\_\_

Contract Period: From 10/01/2012 To 09/30/2013Renewal Periods: Number \_\_\_\_\_ Term 1 yearContract Total \$ Amount: 144,000 or check if ☐ Unit Price Agreement

## Contract Type:

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

## Procurement Method:

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

## Insurance Certificates:

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

## Forms Required:

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

\*Bid/RFP # \_\_\_\_\_

## Awarded by:

☐ Purchasing Director  
☐ County Administrator  
☒ Board of County Commissioners  
Agenda Date 9-19-12 Item # 21Comments: Senior Outreach Program

the original executed grant agreement will be filed with the Clerk of the Court.

## Routing:

## Required

## Initials

## Date

☒aw5/17/13Originating Division Candice Wilson, Director☐

Group Director

☐

Purchasing

☒aw5/21/13

County Attorney's Office

☒aw5/23/13

Deputy or Assistant County Administrator

☒aw6/3/13

County Administrator

☐

Chairman, BCC

☒aw6/4/13

Clerk's Office (Finance)

Return completed documents to: Please return 2 original copies to Tiffany Harris HSCP/CHSP

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

AGREEMENT

This Agreement is made and entered into this 1 day of October, 2012, by and between Leon County, Florida, a Charter County and a political subdivision of the State of Florida (herein referred to as County) and Tallahassee Senior Citizens Foundation, (herein referred to as Grantee).

WHEREAS, Leon County, by and through its Board of County Commissioners, at its final public hearing on the fiscal year 2012/13 on the 18th day of September, 2012, approved a disbursement of \$144,000 out of the County's General Funds for the following reason(s):

Continuation of funding for the of services offered by the agency and staffing of senior centers in the rural, unincorporated communities of Leon County through the Senior Outreach Program; and

WHEREAS, the Grantee has on file with the Board of County Commissioners of Leon County a "Funding Request Application", in which the Grantee set out and identified the activities which it would undertake as a community service and identified the person or persons responsible for overseeing and assuring that those services would be delivered; and

WHEREAS, the Grantee is either a government, civic, or not-for-profit organization; and

WHEREAS, the funding herein is not to be construed by the Grantee as a continuing obligation on the part of the County; and

WHEREAS, the parties are desirous of reducing their intention to writing;

NOW, THEREFORE, in consideration of the premises and mutual covenants contained herein, the parties to this Agreement do agree as follows:

1. The County hereby expresses its intent to disburse from its General Funds \$144,000 for the use and benefit of the Grantee to fund expenses for the following reason(s):

Continuation of funding for the services offered by the agency and staffing of senior centers in the rural, unincorporated communities of Leon County through the Senior Outreach Program.

Only those expenses outlined in the "Funding Request Application" will be funded by the County. Any other expenses associated with the delivery of services in Leon County shall be borne by the grantee. Notwithstanding, the intention of the County to make this disbursement, the County specifically reserves the right to reduce, increase, or totally withdraw its financial commitment to the Grantee at any time and for any reason.

2. The disbursement of funds by the County to the Grantee shall be disbursed in a lump sum upon receipt of an invoice from the grantee. This agreement will require the grantee to submit an annual performance report, expenditure report, and audit report, unless exempted under Section (3), no later than November 30, 2013.

3. "If the grantee expends less than \$500,000 in a year from all funding, the grantee is exempt from County audit requirements for that year. However, the agency will still be responsible for producing unaudited financial statements. If the grantee expends \$500,000 or more in a fiscal year from the County, State, Federal, and all other funding, an independent public accountant shall be employed to conduct a financial and compliance audit of its records. In addition to the above, the grantee shall provide the County Office of Management and Budget (OMB), for their review, a copy of any audit received. All audits shall be submitted to the County OMB within thirty days of receipt of issued report. The County reserves the right to conduct financial and program monitoring and to perform an audit of the Agency's records. An audit by the County shall encompass an examination of all financial transactions, all accounts and reports, as well as an evaluation of compliance with the terms and conditions of this AGREEMENT."

4. Nothing herein contained is intended or should be construed as creating or establishing the relationship of agency, partners, or employment between the parties hereto, or as constituting either party as the agent or representative of the other for any purpose. Grantee is not authorized to bind the County to any contracts or other obligations and shall not expressly represent to any party that Grantee and County are partners or that Grantee is the agent or representative of the County.
5. The Grantee will comply with all applicable laws, ordinances, and regulations governing their operations.
6. In the event the County makes the disbursement, the Grantee shall maintain and keep any and all records necessary to substantiate the expenditure of funds consistent with the activities as set out in its "Funding Request Application."
7. The Grantee shall produce to the County upon request any and all records that the County may direct to determine that the monies distributed to it by the County are being spent in accordance with the "Funding Request Application."
8. The Grantee shall conduct its funded activities in such a manner as to provide for non-discrimination and full equality of opportunity regardless of race, color, religion, national origin, sex, age, handicap, marital status, political affiliation, or beliefs. Therefore, the Grantee agrees to comply with Title VII of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, the Florida Human Rights Act, and the American Disabilities Act of 1990.
9. The Grantee 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 Grantee, its delegates, agents or employees, or due to any act or occurrence of omission or commission of the Grantee, including but not limited to costs and a reasonable attorney's fee. The County may at its option, defend itself or allow the Grantee to provide the defense.



10. All notices required under this section shall be in writing and may be delivered by certified mail with return receipt requested, by facsimile with proof of receipt, by electronic mail with proof of receipt or in person with proof of delivery.

Notice required or permitted under this Contract shall be directed as follows:

For Tallahassee Senior Citizens Foundation:

Shelia Salyer, Executive Director  
Tallahassee Senior Citizens Foundation  
1400 North Monroe Street  
Tallahassee, FL 32303  
[shelia.salyer@talgov.com](mailto:shelia.salyer@talgov.com)  
(850) 891-4000

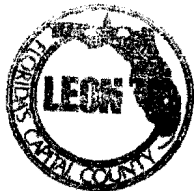
For Leon County:

Leigh Davis, Director  
Leon County Parks and Recreation  
2280 Miccosukee Road  
Tallahassee, FL 32308  
[davisle@leoncountyfl.gov](mailto:davisle@leoncountyfl.gov)  
(850) 606-1542

In the event that different contact persons are designated by either party after execution of this Contract, notice of the name and address of the new contact will be sent to the other Party and be attached to the originals of this Contract.

10. This Agreement shall be governed by, construed, and enforced in accordance with the laws of the State of Florida.

IN WITNESS WHEREOF, the parties hereto have set their hands this 14<sup>th</sup> day of DECEMBER, 2012.



LEON COUNTY, FLORIDA

BY: [Signature]  
Vincent S. Long  
County Administrator

ATTEST:

Bob Inzer, Clerk of the Court  
Leon County, Florida

By: [Signature]  
John Stott, Deputy Clerk

Approved as to Form:  
Leon County Attorney's Office

By: [Signature]  
Herbert W. A. Thiele, Esq.  
County Attorney

TALLAHASSEE SENIOR CITIZENS FOUNDATION

By: [Signature]  
Shelia Salyer

As Its: Executive Director

Attest: [Signature]  
Susan P. Davis

As Its: Program Coordinator

# Leon County Senior Outreach 2013-2014 Annual Report

**Sheila Salyer, Executive Director  
Tallahassee Senior Citizens Foundation**

**Susan P. Davis, LCSO Program Coordinator**

**Martha Coppins, Assistant Program Coordinator**

**Karen Boebinger, GaP Coordinator**

## **Summary of Program Services**

- Satellite Senior Center Services
- Access to Community Resources and Information
- Lunch and Learn Events
- Health Screenings/Education
- Fitness and Art Classes
- Lifelong Learning Opportunities
- Grandparents as Parents (GaP) Program
- Individual Information and Referral Assistance
- Community Outreach Events
- Capital City Senior Games
- Positive Aging Community for a Lifetime Project
- Leon County Senior Gazette

## **Lunch and Learn Activities and Accomplishments**

- 2014 marked the 11<sup>th</sup> anniversary of the Leon County Senior Outreach program, including the implementation of monthly Lunch and Learn events (formerly called Senior Days).
- Lunch and Learn events continued to be offered monthly in six geographic areas: **Bradfordville, Chaires-Capitola, Fort Braden, Jacksonville, Miccosukee and Woodville.**
- Over **100** social service providers, community organizations, private businesses, and individual community members provided services and information.
- Participants from Bradfordville, Lake Jackson and Chaires were taken on a field trip to the Leon County Waste Management Facility.
- Representatives from twelve Leon County programs brought resources and information to Lunch and Learn participants throughout the year.
- The Leon County Health Department, FAMU School of Nursing, various health care businesses and volunteer nurses conducted ongoing blood pressure checks and diabetes screenings at each Lunch and Learn location.
- A variety of screenings were offered throughout the year, including hearing, balance, oral cancer, memory, pulse oximetry, cholesterol and weight.
- The Leon County Health Department administered flu shots at all Lunch and Learn locations but Bradfordville.
- The Florida Farmers Market Nutrition Program was implemented in conjunction with Tallahassee Senior Services. This program provided low-income seniors with coupons that could be used to purchase up to \$40 worth of locally grown produce.

- SHINE (Serving the Health Insurance Needs of Elders) volunteers from the Department of Elder Affairs assisted participants in choosing a Medicare health and/or prescription drug plan. These specially trained volunteers provided needed counseling to individual seniors who were confused by the complexities of navigating the health insurance system.
- End-of-life documents (living will, health-care surrogate, etc.) were made available to all participants.
- Volunteer attorneys from Legal Services of North Florida attended Lunch and Learn events to assist seniors with their End-of-Life documents, as well as other legal concerns.
- The American Red Cross and Leon County Emergency Management provided disaster preparedness information.
- Canned goods were collected at every Lunch and Learn event for the food pantry at Elder Care Services.
- FTRI (Florida Telecommunications Relay) distributed specially-adapted phones for the hard of hearing.
- Tobacco Free Florida, a program of the Big Bend Area Health Education Center provided complimentary tobacco cessation resources to interested participants including gum, patches and support groups/counseling.

### **Grandparents as Parents (GaP)**

- The Grandparents as Parents program (GaP) serves grandparents raising grandchildren and other relative caregivers. The LCSO program hosts a monthly luncheon/support group at the Leon County Library that brings social support, education and resource information to seniors thrust unexpectedly into the parenting role again. Many of these seniors are under-equipped in terms of finances and health to take on such duties. A core group of approximately 50 grandparents come to these luncheons with new participants starting monthly.
- According to 2010 census data, there are over 2,000 grandparent-headed households in Leon County. It is estimated that there are many more who have less formal arrangements, but still act as primary caregivers to their grandchildren.
- The GaP program was awarded a \$10,000 grant from the Tallahassee COPE (Childhood Obesity Prevention Education) Coalition, funded by the Florida Blue Foundation, which is budgeted for April 2013 through March 2014. GaP also received a \$6000 six-month extension of the COPE grant through October 2014.
- The COPE grant allows the GaP program to provide nutrition and healthy lifestyle education at our monthly meetings in cooperation with the Leon County Extension Service. It also allowed us to increase outreach efforts with evening GaP programming at those local elementary schools with high numbers of grandparent families and at the Boys & Girls Club. Three stand-alone evening outreach GaP meetings were held.
- Outreach efforts for the GaP program included setting up exhibit tables at 9 local health or community fairs and 2 back-to-school nights or PTO meetings at local elementary schools.
- With the extension of the COPE grant, GaP held a Wellness Workshop for 15 participants. The workshop focused on nutrition and stress reduction techniques such as drumming, massage, meditation, and art therapy.
- A staff attorney from Legal Services of North Florida or Florida Legal Services attends monthly luncheons to provide complimentary legal assistance and is available at all times on a referral basis.
- A nurse from the Leon County Health Department or from other community health care agencies (such as NHC and HomeInstead Senior Care) provides blood pressure and blood glucose screenings, as well as comprehensive health education.

- A representative from the Department of Children & Families attends each meeting and is available to counsel participants on custody and benefits issues.
- A member of the Leon County Literacy Council brings complimentary books for the grandchildren to support meetings.
- Three grand-family social events were held in the past year. Family picnics were held in November 2013 at Myers Park and April 2014 at Palmer Munroe Community Center, and a field trip to Cascades Park was held in June 2014. Complimentary games, entertainment, lunch, drinks and child care were provided for all grandparents, relative caregivers and children at the picnics. A total of 44 grandparents and 61 grandchildren attended the picnics. A complimentary picnic lunch, drinks and give-aways as well as play time in the fountains was provided to all grandparents, relative caregivers, and children on the field trip. A total of 25 grandparents and 31 grandchildren attended the field trip to Cascades Park.
- The grandparents were treated to a holiday luncheon in December at a local restaurant where gifts for the family were distributed to the grandparents.
- A GaP Advisory Council met quarterly. Members include representatives of community partner organizations and program participants.
- Eighty-nine unduplicated participants attended GaP monthly meetings.
- 146 unduplicated grandparents/relative caregivers are enrolled in the GaP program and receive monthly invitations to events as well as information and referral services.
- GaP served 401 units of service. One unit equals one person attending an activity.
- Fifty-three exhibitors/speakers brought services and information to participants at the GaP luncheons.
- The GaP coordinator gave 7 outreach presentations for community groups such as Leon County Schools, COPE coalition, Elder Care Services Foster Grandparent program and the Bond Community Awareness day.
- The GaP coordinator attends monthly Whole Child Leon and COPE Coalition meetings.
- The GaP program (in addition to the art, dance, and exercise programs at the Tallahassee Senior Center) was recognized by the Department of Elder Affairs as an exemplary inter-generational program.
- Vouchers from the Florida Farmers Market Nutrition Program were provided to program participants.
- GaP partnered with Catholic Charities, Pacifica Senior Living Woodmont, Department of Elder Affairs, and local churches to provide program participants food, clothing and gifts during the holidays.

## **More Senior Outreach Activities**

### **On-going Activities and Classes at County Community Centers:**

#### **Bradfordville**

- Three Senior Fitness classes 2X per week
- Two Art classes 1X per week
- Bridge 1X per week
- Two month-long LifeLong Learning series 1X per week

#### **Chaires**

- Senior Fitness classes 3X per week
- Seated Fitness classes 2X per week

#### **Fort Braden**

- Senior Fitness classes 3X per week
- Zumba classes 2X per week (Oct – July)
- Art class 1X per week

### **Lake Jackson**

- Two Art classes 1X per week
- Canasta, Cards and Games 1X per week (Jan – Sept)
- Mindful Movement Fitness class 1X per week (July – Sept)
- Creative Writing class 1X per week in Sept

### **Miccosukee**

- Para-transit trip to WalMart 1X per month
- Computer Instruction 3X per week (June through Sept) including a monthly field trip to the Eastside Branch Library.
- Senior Fitness 1X per week

### **Woodville**

- Senior Fitness classes 2X per week

**14,431 units of service were provided at Lunch and Learn events and other on-going activities. One unit equals one person attending an activity.**

- Bradfordville: 4,533 units of service
- Chaires-Capitola: 3,566 units of service
- Fort Braden: 2,343 units of service
- Miccosukee: 729 units of service
- Woodville: 1,870 units of service

**1,123 individuals attended Lunch and Learn events and/or on-going LCSO activities in the Leon County Community Centers.**

**Transportation Program:** In partnership with Star Metro, a monthly para-transit service is provided from the Miccosukee Community Center to the Thomasville Road Super Wal-Mart and to the Eastside Branch Library. LCSO volunteers assist in registration and accompany riders on these trips.

**Volunteer Services:** 61 volunteers contributed 962 hours to the Leon County Senior Outreach program.

**LCSO Advisory Council:** The LCSO Advisory Council meets bi-monthly to offer program suggestions and to advocate for Leon County seniors and address the needs and issues they may have.

**Community Outreach:** Ice Cream Socials were hosted in Woodville (May 17), Lake Jackson (May 17) and Fort Braden (June 14). These were community-wide events for all ages that featured entertainment, refreshments and a variety of County exhibitors representing various County programs.

### **Community for a Lifetime Collaborative Efforts**

The Tallahassee-Leon County Positive Aging Community for a Lifetime project is committed to creating a community that values and benefits all residents, and offers individuals the opportunity to remain in their chosen community for a lifetime. The Tallahassee Senior Center has served as the focal point for senior programs in the Tallahassee area since 1978. In 2001, both the City of Tallahassee Commissioners and the Leon County Board of Commissioners resolved to support the Department of Elder Affairs Communities for a Lifetime initiative to make our community senior-friendly, thus a better place to live for all ages.

**Caregiver Services:** Senior Services and Foundation works with the Alzheimer's Project to ensure respite and support services for caregivers of loved ones with dementia-type illnesses.

**Choose Tallahassee:** Senior Services staff serves on this community-wide initiative to raise awareness of Tallahassee as a retirement relocation destination. Graduates of our TALL senior leadership program are serving as hosts to prospective residents.

**L3X LifeLong Learning Extravaganza:** In partnership with the Tallahassee Senior Center, Tallahassee Community College and Westminster Oaks Retirement Community, LCSO helped coordinate the 5th annual weeklong event. Over 425 people participated in over 50 different learning opportunities held at various locations throughout the community.

**Capital City Senior Games:** LCSO staff serves on the Senior Games committee that brings competitive senior athletes to Tallahassee and serves as a qualifying event for the State Senior Games. This is a nationally recognized program held annually that attracts adults age 50 and older from across the state and the north Florida region. The LCSO Coordinator served on the planning committee and was responsible for volunteer recruitment for this four day event.

**T.A.L.L.:** Tallahassee LifeLong Leaders (TALL), is a program facilitated by the Tallahassee Senior Center in partnership with the Leadership Tallahassee.

**Nationally Accredited Senior Center:** The Tallahassee Senior Center is accredited by the National Institute of Senior Center. Serving 24% of the senior population in Tallahassee/Leon County, the accreditation further highlights the 141 different opportunities each month offered at the Senior Center and its satellite sites.

## **Public Awareness and Community Outreach**

- Published LCSO programs in bi-monthly *Active Living* magazine, printed by the Tallahassee Democrat.
- Published, mailed and e-mailed the *Leon County Senior Gazette* on alternate months from *Active Living* magazine. Information is provided on a variety of senior related topics, with emphasis on Leon County and community services, along with the LCSO program calendar.
- Program descriptions, a calendar of activities, and the *Senior Gazette* are available on the Leon County web site.
- Informational fliers on LCSO programs and activities are distributed at Lunch and Learn events and posted at each location.
- PSA's are sent to local television stations for inclusion in their Community Bulletins.
- Monthly fliers are mailed to Grandparents as Parents (GaP) program participants reminding them of GaP luncheons/activities.
- Program information is published in the Beg Bend 211 Directory.

## **Community Support**

### **Additional Funding Sources:**

- Seniors served through the Leon County Senior Outreach program have been very generous in their monetary contributions back to the program. Donations from attending participants are made at every Lunch and Learn /Senior Outreach activity.
- The GaP program was awarded a \$10,000 grant from the Tallahassee COPE (Childhood Obesity Prevention Education) Coalition, funded by the Florida Blue Foundation, which is budgeted for April 2013 through March 2014. GaP also received a \$6000 six-month extension of the COPE grant through October 2014.
- The Department of Elder Affairs provided a Communities for a Lifetime grant of \$4,700 that was used to purchase seven laptop computers and a storage/charging station for program participants in the Miccosukee community.

### **City of Tallahassee Support:**

- Provides office space in the Tallahassee Senior Center, the focal point in the Tallahassee-Leon County community for seniors and their caregivers.



- Provides Internet access to City computer services.
- Provides use of phone services.
- Senior Outreach Coordinator represents the LCSO program at Tallahassee Senior Center Advisory Council meetings.
- County liaison serves on Tallahassee Senior Center Foundation Board of Directors.
- City of Tallahassee Senior Services staff and TSC Foundation staff, including the LC Senior Outreach Coordinator, work cooperatively to ensure coordination of projects and maximization of senior services.

**Tallahassee Senior Citizens Foundation Support:**

- Provides experienced administration and supervision of the Leon County funded position and oversight of the Tallahassee-Leon County Senior Outreach program.
- Provides public relations resources to assist Coordinator in promoting and advertising County Lunch and Learn events and other Positive Aging Community project activities.
- Provides assistance from the TSC Art Coordinator to provide instructors/classes for the LC Senior Outreach program.
- Provides fiscal support for grant administration.

## **LCSO Exhibitors, Speakers and Entertainers**

Attachment #3  
Page 8 of 10

**October 1, 2012 – September 30, 2013**

211 Big Bend	Florida Legal Services
AARP	Florida Public Service Commission
Ability 1st	Florida State Archives
Aging with Dignity	Florida Telecommunications Relay, Inc.
African Caribbean Dancers/Drummers	Fort Braden Elementary School Student Gov't
Alzheimer's Association	FSU Facility for Arts Research
Alzheimer's Project	FSU College of Medicine
American Red Cross	Graceful Solutions for Aging
Angel Band	Harbor Chase Assisted Living
Anna Johnson, Local Celebrity	HealthSouth Rehabilitation Hospital
Area Agency on Aging	Heritage Oaks/Allegro
Audiology Associates	Heuler Law Firm
Bath Fitters	Home Instead Senior Care
Beltone/McDonnell Hearing Services	Honor Flight Program
Be the Solution, Inc.	Hopewell Nursing
Big Bend Cares	Legal Services of N. Florida
Big Bend Hospice	Leon County Animal Control
Burke Physical Therapy	Leon County Division of Solid Waste
Capital City Senior Games Athletes	Leon County Eastside Branch Library
Capital Health Plan	Leon County Emergency Management
Capital Home Health	Leon County Extension Service
Centre Point	Leon County Health Department
City of Tallahassee, Your Own Utilities	Leon County Literacy Program
Clare Bridge Assisted Living	Leon County Property Appraiser
Collette Vacations	Leon County Sheriff's Office
Comfort Keepers	Leon County Supervisor of Elections
Covenant Hospice	Leon County Tax Collector
Culley MeadowWood	Leon County Veterans Services
Elder Care Services	Leon County Waste Management
Epilepsy Foundation	National Cremation Society
FAMU School of Nursing	National Ovarian Cancer Coalition
Florida Attorney General's Office/Seniors vs. Crime	National Parkinson's Foundation
Florida Department of Business & Professional Regulation	NHC Home Health Care
Florida Department of Consumer Services	Palmer Eye Associates
Florida Department of Elder Affairs/ SHINE	R&R Physical Therapy
Florida Department of Elder Affairs/Communities for a Lifetime	Star Metro
Florida Department of Elder Affairs/Ombudsman Program	St. Francis Wildlife – The Wild Classroom
Florida Division of Blind Services	Tallahassee Memorial Behavioral Health Center
Florida Elder Farmers Market Nutrition Program	Tallahassee Memorial Cancer Center
Florida Fish & Wildlife Conservation Commission	Tallahassee Memorial Home Health Care Services

## **Grandparents as Parents (GaP) Speakers and Exhibitors October 1, 2012 – September 30, 2013**

211 Big Bend  
Agency for Health Care Administration  
Area Agency on Aging  
Bathfitters  
Big Bend Cares  
Big Bend Hospice  
Capital City Youth Services  
Capital Health Plan  
Children's Home Society  
City of Tallahassee Parks & Recreation  
EarthFare  
Florida Department of Children and Families  
Florida Dept. of Agriculture and Consumer Services  
FSU National High Magnetic Field Lab  
Legal Services of North Florida  
Leon County 4H Club  
Leon County Emergency Medical Services  
Leon County Extension Service  
Leon County Health Department  
Leon County Public Library  
Literacy Volunteers of Leon County  
Molar Express  
National Ovarian Cancer Coalition  
Oasis Center for Girls  
Resource Coordinator, Tallahassee Senior Center  
Secure Florida Team (Computer Crime Center – FL Dept of Law Enforcement)  
Talquin Electric  
Whole Child Leon  
Woodland Hall

## **Expenditure Report**

1. Total cost of program: \$220,063
2. Leon County funds: \$179,000

<b>Revenue Source</b>	<b>2013/14</b>	
Leon County (not CHSP):	\$179,000	
City of Tallahassee (not CHSP):	\$16,931	In-Kind
United Way (not CHSP):		
Community Human Services Partnership (CHSP):		
State:		
Federal:		
Grants:	\$5,000	
Contributions/Special Events:	\$18,532	
Dues/Membership:		
Program Service Fees:		
Other Income (please itemize): Employee Health Insurance Contribution	\$600	
<b><u>Total Revenue</u></b>	<b>\$220,063</b>	

<b>Expense</b>	<b>2013/14</b>		
Compensation and benefits	\$124,298	*In-Kind	6,894
Professional Fees	\$1,800		
Occupancy/Utilities/Network	\$12,357	In-Kind	10,037
Supplies/postage/printing	\$9,614		
Equipment Rental, Main., purchase			
Meeting costs/travel/transportation	\$1,715		
Staff/Board development/Recruitment	\$1,850		
Awards/Grants/Direct aid ( <i>Additional Activity Instructors</i> )	\$68,428		
Bad Debts/uncollectibles			
Bonding/liability/directors insurance			
Other expense (please itemize)			
<b><u>Total Expenditures</u></b>	<b>\$220,063</b>		
<b><u>*CITY OF TALLAHASSEE IN-KIND SUPPORT</u></b>			
Administration & CFAL Initiative (10%)	\$6,894		
Office space, Internet access & tech support, copy machine, and phone service	\$10,037		
<b>Total In-Kind Support</b>	<b>\$16,931</b>		

## GRANT FUNDING AGREEMENT

This Agreement is made and entered into this 1<sup>st</sup> day of October, 2015, by and between Leon County, Florida, a Charter County and political subdivision of the State of Florida, (hereinafter referred to as "County") and Legal Services of North Florida, Inc., (hereinafter referred to as "Grantee").

### RECITALS

**WHEREAS**, the Grantee has presented the County a proposal, identifying the community service activities, as well as those persons responsible for overseeing and assuring delivery of those services, to implement with the grant funding provided for herein; and

**WHEREAS**, the County, by and through its Board of Commissioners, at its final public hearing on the fiscal year 2016 budget approved a disbursement of funds to the Grantee for the purposes of providing those identified community service activities; and

**WHEREAS**, the Grantee is either a governmental, civic, or not-for-profit organization; and

**WHEREAS**, the grant funding herein provided is not construed by Grantee to be a continuing obligation of the County; and

**WHEREAS**, the Parties desire to reduce their intentions to writing.

**NOW, THEREFORE**, in consideration of the premises and mutual covenants contained herein, the sufficiency of which is acknowledged hereby, the Parties do agree as follows:

#### **I. Services to be Provided**

- A. Grantee shall provide those activities and services ("Services") identified in the Funding Request Application submitted February 23, 2015 in which the Grantee set out and identified the activities and Services which it would undertake as a community service and identified the person or persons responsible for overseeing and assuring that those Services would be delivered, a copy of which is attached hereto as Exhibit A and incorporated herein as if fully set forth below.
- B. Grantee shall be responsible for all expenses associated with the delivery of Services required by this Agreement.

- C. Grantee shall comply with all applicable laws, ordinances, and regulations governing its operation and in the provision of Services herein required.

## **II. Budget and Grant Funds Distribution**

- A. County Agrees to provide \$191,500.00 for those Services provided by Grantee under this Agreement, which shall include but are not limited to, activities associated with the function of Legal Aid Services of North Florida, including full professional legal services provided solely to the indigent residents of Leon County. Those professional services shall include, but not be limited to: civil legal representation in the areas of family, consumer, employment, health, education, housing, real property, public benefits and probate law.
- B. The County will advance the Grantee 50% of its grant funding which has been allocated under this Agreement by the 15th day of October, 2015 and the remaining 50% of its funding which has been allocated under this Agreement by the 15th day of April, 2016, contingent upon receipt of the mid-year report as set forth in Exhibit B.
- C. Future distributions to the Grantee will be contingent upon compliance with this Agreement and the status of previously disbursed funds to the Grantee.
- D. Upon termination of this Agreement, the Grantee shall remit all unexpended funds to the County within ten (10) business days following the effective date of such termination.
- E. Funding for Services shall end September 30, 2016. The Grantee shall return any unexpended funds to the County by October 10, 2016.
- F. County specifically reserves the right to reduce, increase, or totally withdraw its financial commitment as set forth herein to the Grantee at any time and for any reason.

## **III. Personnel and Subcontracting**

- A. The Grantee represents that it has and will maintain adequate staffing to carry out the Services to be provided under this Agreement. Such employees shall not be employees of Leon County or have any contractual relationship with the County.
- B. All Services required hereunder will be performed by the Grantee and all personnel engaged in the performance of work or Services shall be fully qualified and properly authorized under appropriate state and local laws to perform such Services.
- C. None of the work or Services to be performed under this Agreement shall be subcontracted without prior written approval from the County.

**IV. Reporting and Notices**

- A. Upon execution of the Agreement the Grantee will provide in writing the Grantee staff member who will be responsible for the submission of all Grantee reports to the County for the administration of this Agreement.
- B. All reports, if required hereunder, shall be submitted electronically to Ryan Aamodt at Aamodtr@leoncountyfl.gov. All other related correspondence may be submitted to:

Mr. Ryan Aamodt, Management & Budget Analyst  
Office of Management and Budget  
Department of Financial Stewardship  
Address: 301 South Monroe Street, Suite 202  
Tallahassee, FL 32301

- C. All notices required hereunder shall be in writing sent by United States certified mail, postage prepaid, return receipt requested, overnight courier or by hand delivery. All notices required under this Agreement shall be given to the Parties at the addresses below or at such other place as the Parties may designate in writing.

Notice to Grantee: Ms. Kristine E. Knab Executive Director  
Legal Services of North Florida, Inc.  
2119 Delta Blvd.  
Tallahassee, FL 32303

Notice to COUNTY: Mr. Ryan Aamodt, Management & Budget Analyst  
Office of Management and Budget  
Department of Financial Stewardship  
Address: 301 South Monroe Street, Suite 202  
Tallahassee, FL 32301

- D. Grantee shall provide both a mid-year and annual report to the County of all Services provided in the approved Non-Departmental Funding Performance Report form, attached hereto as Exhibit B and incorporated herein as if fully set forth below.
- E. The Grantee shall develop a spreadsheet, approved by the County, that summarizes the mid-year and annual report and provide a copy of same upon delivery of the mid-year and annual reports to the County.

**V. Termination**

- A. This Agreement may be terminated by either Party without cause upon no less than 30 calendar days' notice in writing to the other Party, unless a sooner time is mutually agreed upon in writing by the Parties. Said notice shall be delivered in accordance with Section IV. C. herein.

- B. In the event that funds for payment pursuant to this Agreement become unavailable or inadequate, the County may terminate this Agreement upon not less than 24 hours' notice in writing to the Grantee. Said notice shall be sent in accordance with Section IV.C. hereof. The County shall be the final authority as to the availability and/or adequacy of funds. In the event of termination of this Agreement, the Grantee will be compensated only for any work performed under this Agreement which has been satisfactorily completed.
- C. This Agreement may be terminated as a result of the Grantee non-performance and/or breach of this Agreement upon not less than 24 hours written notice to the Grantee. Failure to object to a breach of any provisions of this Agreement shall not be deemed to be a waiver of any other or subsequent breach and shall not be construed to be a modification of the terms and conditions of this Agreement. The provisions herein do not limit the County's right to any other available remedies at law or in equity. Failure to have performed any contractual obligations in the Agreement in a manner satisfactory to the County shall be deemed sufficient cause for termination.

**VI. Audits and Records**

- A. Grantee acknowledges and agrees that the County reserves the right to conduct, either or both, a financial audit and management audit. An audit by the County may encompass an examination of all financial transactions, all accounts, and all reports, as well as an evaluation of compliance with the Terms and Conditions of this Agreement.
- B. Within fifteen (15) days of the end of the Agreement Term, the Grantee shall submit a report of expenditures to the County for the entire contract period, documenting the details of each expenditure made and Service provided hereunder.
- C. The County may inspect all reports and conduct audits to ensure both program and fiscal compliance and shall provide written notice of any findings and proposed corrective action, if any, to the Grantee .
- D. Grantee shall provide the Leon County Office of Financial Stewardship, for their review, a copy of any audit Grantee has performed of itself.
- E. Grantee agrees to maintain and keep any and all records necessary to substantiate the expenditure of funds consistent with Services set out in this Agreement.
- F. Grantee shall produce all records requested by the County for its determination that monies distributed by the County are being spent in accordance with this Agreement.
- G. The Grantee shall use an accounting system that meets generally accepted accounting principles. The Grantee shall maintain such property, personnel, financial and other books, records, documents and other evidence sufficient to



reflect accurately the amount, receipt, and disposition by the Grantee of all funds received. The Grantee shall preserve and make its records available until the expiration of three (3) years from the date of Termination or Expiration of the Term of this Agreement, and for such longer period, if any, as is required by applicable statute or lawful requirement.

**VII. Use of County Funds**

- A. Funds received by the Grantee pursuant to this Agreement shall only be used for those purposes outlined in the Agreement.
- B. Funds shall be deemed misused when the Grantee does not fully utilize funds in accordance with this Agreement. The Grantee agrees to repay to the County all misused funds.

**VIII. Term**

The Effective date of this Agreement shall commence on October 1, 2015, or on the date on which the Agreement is signed by the last Party, and shall terminate on September 30, 2016, unless extended by the Parties.

**IX. General Provisions**

- A. Governing Law and Venue. This Agreement shall be governed by and construed in accordance with the laws of the State of Florida. Any action to enforce any of the provisions of this Agreement must be maintained in Tallahassee, Leon County, Florida.
- B. Waiver. Failure to insist upon strict compliance with any term, covenant or condition of this Agreement shall not be deemed a waiver of it. No waiver or relinquishment of a right or power under this Agreement shall be deemed a waiver of that right or power at any other time.
- C. Modification. This Agreement shall not be extended, changed or modified, except in writing duly executed by the Parties hereto.
- D. Binding Effect. This Agreement shall be binding upon the successors and, subject to below, assigns of the Parties hereto.
- E. Assignment. Because of the unique nature of the relationship between the Parties and the terms of this Agreement, neither Party hereto shall have the right to assign this Agreement or any of its rights or responsibilities hereunder to any third Party without the express written consent of the other Party to this Agreement, which consent shall not unreasonably be withheld.
- F. Entire Agreement. This Agreement constitutes the entire agreement between the Parties with respect to the matters contained herein, and all prior agreements or arrangements between them with respect to such matters are superseded by this Agreement.

- G. Headings. Headings in this Agreement are for convenience only and shall not be used to interpret or construe its provisions.
- H. Ambiguity. This Agreement has been negotiated by the Parties with the advice of counsel and, in the event of an ambiguity herein, such ambiguity shall not be construed against any Party as the author hereof.
- I. Public Bodies. It is expressly understood between the Parties that the County is a political subdivision of the State of Florida. Nothing contained herein shall be construed as a waiver or relinquishment by the County to claim such exemptions, privileges or immunities as may be provided to that Party by law.
- J. Force Majeure. A Party shall be excused from performance of an obligation under this Agreement to the extent, and only to the extent, that such performance is affected by a "Force Majeure Event" which term shall mean any cause beyond the reasonable control of the Party affected, except where such Party could have reasonably foreseen and reasonably avoided the occurrence, which materially and adversely affects the performance by such Party of its obligation under this Agreement. Such events shall include, but not be limited to, an act of God, disturbance, hostility, war, or revolution; strike or lockout; epidemic; accident; fire; storm, flood, or other unusually severe weather or act of nature; or any requirements of law.
- K. Cost(s) and Attorney Fees. In the event of litigation between the Parties to construe or enforce the terms of this Agreement or otherwise arising out of this Agreement, the prevailing Party in such litigation shall be entitled to recover from the other Party its reasonable costs and attorney's fees incurred in maintaining or defending subject litigation. The term litigation shall include appellate proceedings.
- L. Severability. It is intended that each Section of this Agreement shall be viewed as separate and divisible, and in the event that any Section, or part thereof, shall be held to be invalid, the remaining Sections and parts shall continue to be in full force and effect.
- M. Revision. In any case where, in fulfilling the requirements of this Agreement or of any guarantee, embraced or required hereby, it is deemed necessary for the Grantee to deviate from the requirements of this Agreement, the Grantee shall obtain the prior written consent of the County.
- N. Publicity. Without limitation, the Grantee and its employees, agents, and representatives shall not, without prior written approval of the County, in each instance, use in advertisement, publicity or other promotional endeavor any County mark, the name of the County, or any County officer or employee, nor represent directly or indirectly, that any products or Services provided by the Grantee have been approved or endorsed by Leon County or refer to the existence of this Agreement in press releases, advertising or materials distributed by the Grantee to its respective customers.

- O. Public Entity Crime. Pursuant to section 287.133, Florida Statutes, the following restrictions are placed on the ability of persons convicted of a public entity crime to transact business with Leon County: when a person or affiliate has been placed on the convicted vendor list following a conviction for public entity crime, he/she may not submit a bid on a contract to provide any goods or Services to a public entity, may not submit a bid on a contract with a public entity for the construction or the repair of a public building or public work, may not submit bids on leases of real property to a public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in section 287.017, Florida Statutes, for Category two, for a period of 36 months from the date of being placed on the convicted vendor list.
- P. Civil Rights Requirements. The Grantee shall not discriminate against any employee in the performance of this Agreement or against any applicant for employment because of age, race, religion, color, disability, national origin, or sex. The Grantee further agrees that all subcontractors or others with whom it arranges to provide Services or benefits to participants or employees in conjunction with any of its programs and activities are not discriminated against because of age, race, religion, color, disability, national origin, or sex. The Grantee shall conduct its funded activities in such a manner as to provide for non-discrimination and full equality of opportunity regardless of race, color, religion, national origin, sex, age, handicap, marital status, political affiliation, or beliefs. Therefore, the Grantee agrees to comply with Title VII of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, the Florida Human Rights Act, and the American Disabilities Act of 1990.
- Q. Survival. Any provision of this Agreement which contemplates performance or observance subsequent to any termination or expiration of this Agreement, will survive expiration or termination of this Agreement.
- R. Counterparts. This Agreement may be executed in one or more counterparts, each of which will be deemed an original but all of which taken together will constitute one and the same instrument.
- S. Indemnity. The Grantee agrees to indemnify, defend and hold harmless the County, its officials, officers, employees and agents, from and against any and all claims, damages, liabilities, losses, costs, or suits, of any nature whatsoever arising out of, because of, or due to any acts or omissions of the Grantee, its delegates, employees and agents, arising out of or under this Agreement, including a reasonable attorney's fees. The County may, at its sole option, defend itself or require the Grantee to provide the defense. The Grantee acknowledges that ten dollars (\$10.00) of the amount paid to the Grantee is sufficient consideration of the Grantee's indemnification of the County.
- T. Agency. Nothing herein contained is intended or should be construed as creating or establishing the relationship of agency, partners, or employment

between the Parties hereto, or as constituting either Party as the agent or representative of the other for any purpose. Grantee is not authorized to bind the County to any contracts or other obligations and shall not expressly represent to any Party that the Grantee and County are partners or that Grantee is the agent or representative of the County.

U. Public Records. The Grantee shall:

1. Keep and maintain public records that ordinarily and necessarily would be required by the public agency in order to perform the service.
2. Provide the public with access to public records on the same terms and conditions that the public agency would provide the records and at a cost that does not exceed the cost provided in this chapter or as otherwise provided by law.
3. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law.
4. Meet all requirements for retaining public records and transfer, at no cost, to the public agency all public records in possession of the contractor upon termination of the contract and destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. All records stored electronically must be provided to the public agency in a format that is compatible with the information technology systems of the public agency.

V. Sovereign Immunity

Nothing herein shall be construed as a waiver of any rights and privileges afforded the County under section 768.28, Florida Statutes.

WHERETO, the Parties have set their hands and seals effective the date whereon the last

Party executes this Agreement.

LEON COUNTY, FLORIDA

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

DATE: 11-16-15

LEGAL SERVICES OF NORTH FLORIDA,  
INC.

By: K. E. K. L.  
As Its: Executive Director  
Date: 11/6/2015

Attest: Shirley L. L.  
As Its: Recording Secretary to the Board



ATTEST:  
Bob Inzer  
Clerk & Comptroller  
Leon County, Florida



By: \_\_\_\_\_

APPROVED AS TO FORM:  
Leon County Attorney's Office

By: \_\_\_\_\_

Herbert W. A. Thiele  
County Attorney



County Attorney's Office  
Suite 202, 301 S. Monroe Street  
Tallahassee, FL 32301  
(850) 606-2500 (Telephone)  
(850) 606-2501 (Telefax)

# Leon County

## Board of County Commissioners

301 South Monroe Street, Tallahassee, Florida 32301  
(850) 606-5302 www.leoncountycl.gov

October 6, 2015

Commissioners

BILL PROCTOR  
District 1

JANE G. SAULS  
District 2

JOHN DAILEY  
District 3

BRYAN DESLOGE  
District 4

KRISTIN DOZIER  
District 5

MARY ANN LINDLEY  
At-Large

NICK MADDOX  
At-Large

VINCENT S. LONG  
County Administrator

HERBERT W.A. THIELE  
County Attorney

Kristine E. Knab, Executive Director  
Legal Services of North Florida, Inc.  
2119 Delta Boulevard  
Tallahassee, Florida 32303

Re: Agreement between Leon County and Legal Services of North Florida  
to provide Legal Aid Services in Leon County

10/13/15 10:38:23

Received by  
Leon County Attorney's Office

Dear Ms. Knab:

Pursuant to Section XVIII of the Agreement dated November 21, 2006, this is to advise you that during the Board of County Commissioner's budget deliberations it approved funding a renewal of the Agreement for a period of one year. All the terms and conditions of the Agreement shall remain the same except for the term of the Agreement, section XIX.A., which shall change to October 1, 2015 through September 30, 2016. Further, the County will require monthly invoices. (See also Section XVII.)

We would appreciate your signing and returning this document should you wish to renew the subject Agreement on such terms as stated above so that we may continue our long standing relationship with Legal Services of North Florida uninterrupted.

We appreciate your assistance in the renewal of this Agreement. If you should have any questions concerning the above, please contact our office at your earliest convenience.

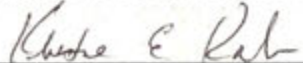
Sincerely,

COUNTY ATTORNEY'S OFFICE  
LEON COUNTY, FLORIDA

Patrick T. Kinni, Esq.  
Deputy County Attorney

cc: Scott Ross, Director, Office of Financial Stewardship

On behalf of Legal Services of North Florida, I hereby agree to the terms and conditions contained above.

  
\_\_\_\_\_  
Kristine Knab, Executive Director

10/8/2015  
\_\_\_\_\_  
Date

# BOARD OF COUNTY COMMISSIONERS

## INTER-OFFICE MEMORANDUM

TO: Dionte Gavin, Supervisor  
Finance Administration Division, Clerk's Office

FROM: Patrick T. Kinni, Deputy County Attorney

DATE: October 14, 2015

SUBJECT: Agreement between Leon County and Legal Services of North Florida

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Attached hereto is a copy of the above-referenced Agreement for inclusion in the County's contract database as contract number **2287N**. A copy of the Agreement is being sent to Scott Ross, Director, Office of Financial Stewardship for the administration of same.

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

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

PTK/et

Attachment

cc: Scott Ross, Director, Office of Financial Stewardship

CLERK & COMPTROLLER  
BOB INZER  
FINANCE DIVISION

OCT 15 PM 1:57

RECEIVED

## **Agreement to Provide Legal Aid Services in Leon County**

This Agreement is entered into by and between Leon County, a political subdivision of the State of Florida, hereinafter referred to as "County" and Legal Services of North Florida, Inc., hereinafter referred to as the "Service Provider".

### **RECITALS**

WHEREAS, Article V provides for the Judicial Branch of the State government; and

WHEREAS, on November 2, 1998, the Florida Electorate approved Revision 7 to Article V of the Constitution; and

WHEREAS, Revision 7 was designed to allocate a State Courts System funding mechanism, to be shared among the State, Counties, and users of the Courts; and

WHEREAS, during the 2004 Legislative session, the Legislature adopted Senate Bill 2962, which implements Revision 7 to Article V of the Florida Constitution; and

WHEREAS, Section 88 of Senate Bill 2962, creates Section 939.185, Florida Statutes, which permits the Board of County Commissioners to impose an additional court cost by Ordinance in an amount not to exceed \$65; and

WHEREAS, on June 8, 2004, Leon County adopted Ordinance 04-15, imposing the additional \$65 court cost pursuant to Section 939.185, Florida Statutes; and

WHEREAS, funds received from the additional court cost shall be allocated so that 25% of such funds shall be utilized by the County to fund legal aid programs in Leon County consistent with Section 29.008(3), Florida Statutes; and

WHEREAS, Leon County has determined that Legal Services of North Florida, Inc. will satisfy the needs of the County in providing such services to the Community.

NOW, THEREFORE, the County and the Service Provider, hereinafter the "Parties", agree as follows:

**I. The Service Provider agrees:**

**A. Contract Documents:** To provide services in accordance with the terms and conditions specified in this Agreement, including all attachments and exhibits if any, which constitute the Contract Documents.

**B. Requirements of Section 287.058, Florida Statutes:** To allow public access to all documents, papers, letters, or other public records as defined in Section 119.011(1), Florida Statutes, made or received by the Service Provider in



conjunction with this Agreement, except those public records which are made confidential by law. It is expressly understood that the Service Providers failure to comply with this provision shall constitute an immediate breach of contract for which the County may unilaterally terminate this Agreement.

**C. Governing Law:**

This Agreement is executed and entered into in the State of Florida, and shall be construed, performed and enforced in all respects in accordance with Florida Law including Florida provisions for conflict of laws.

**II. Venue:**

Venue for all actions arising out of this Agreement or as a result thereof shall lie in Leon County, Florida.

**III. Severability:**

If any of the provisions of this Agreement should be declared illegal, void, or unenforceable, the other provisions shall not be affected thereby but shall remain in full force and effect.

**IV. Audits, Inspections, Investigations, Records and Retention: The Service Provider Agrees:**

- A. To establish and maintain books, records and documents (including electronic storage media) sufficient to reflect all income and expenditures of funds provided by the County under this Agreement.
- B. To retain all client records, financial records, supporting documents, statistical records, and any other documents (including electronic storage media) pertinent to this Agreement for a period of six years after completion of the Agreement. If an audit has been initiated, and audit findings have not been resolved at the end of the six years, the records shall be retained until resolution of the audit findings or any litigation which may be based on the terms of this Agreement, at no additional cost to the County. Records shall be retained for longer periods when the retention period required by law exceeds the time frames required by this Agreement.
- C. Upon demand, at no additional cost to the County, Service Provider shall facilitate the duplication and transfer of any records or documents during the required

retention period, to ensure that these records shall be subject at all reasonable times to inspection, review, copying, or audit by Federal, State, or other personnel duly authorized by the County.

- D. Subject to Section IX, at all reasonable times, for as long as records are maintained, persons duly authorized by the County may inspect the Service Providers documents and records related to this Agreement, regardless of the form in which they are kept.
- E. To provide a financial compliance audit to the County and to ensure that all related party transactions are disclosed to the auditor.
- F. To comply and cooperate immediately with any inspections, reviews, investigations, or audits, when deemed necessary by the County.
- G. To include the aforementioned audit, inspections, investigations and record keeping requirements in all subcontract and assignments, if any, specifically authorized herein.

**V. Monitoring by the County:**

Subject to Section IX, the Service Provider agrees to permit persons duly authorized by the County to inspect and copy any records, papers, documents, facilities, goods and services of the Service Provider which are relevant to this Agreement, and to interview any clients, or employees, to ensure the County of the satisfactory performance of the terms and conditions of this Agreement. For such review, the County will deliver to the Service Provider a written report of its findings and request for development of a corrective action plan where appropriate, by the Service Provider. The Service Provider hereby agrees to timely correct any deficiencies identified in the corrective action plan.

**VI. Indemnification:**

- A. The Service Provider shall indemnify, defend, save and hold the County, its officials, officers, agents, and employees, harmless from and against any and all claims, liability, losses, and/or causes of action or actions which may arise from any negligent act or omission, or willful misconduct of the Service Provider, its officers, officials, agents, and employees, whether intentional or unintentional. This provision shall survive any termination or expiration of this Agreement.

- B. The County agrees to pay the Service Provider the sum of \$10 and other good and valuable consideration, as specified consideration for this indemnification provision, the sufficiency of which is hereby accepted and acknowledged by both parties. Furthermore, the Service Provider acknowledges that the Contract price includes said consideration.

**VII. Insurance:**

- A. Throughout the term of this Agreement, the Service Provider shall maintain such insurance in good standing as will protect the Service Provider from claims or damages based upon bodily injury of clients receiving services pursuant to this Agreement, by acquiring personal injury liability coverage in the amount of: \$100,000 per person/\$300,000 per occurrence.
- B. Throughout the term of this Agreement the Service Provider shall maintain professional liability insurance coverage in an amount acceptable to the County.
- C. The Service Provider shall, when requested by the County, provide proof of all insurance coverage.

**VIII. Licensure:**

The Service Provider shall be responsible for obtaining and maintaining their City and/or County Occupational Licenses and any license or professional fees required to be paid pursuant to the laws of the State of Florida, Leon County, or the City of Tallahassee. The Service Provider shall, employ and permit services to be rendered pursuant to this Agreement, throughout the term of this Agreement; only by those attorneys in good standing with the Florida Bar. Any Bar complaint filed against any attorney employed by the Service Provider, providing services under this Agreement who is the subject of a disciplinary action shall be reported to the County immediately.

**IX. Confidentiality of Client Information:**

The Service Provider shall not use or disclose any information concerning a recipient of services under this Agreement for any purpose prohibited by State or Federal Law, or the Rules Regulating the Florida Bar (except with the written consent of the person legally authorized to give that consent or when authorized by law).

**X. Assignments and Subcontracts:**

- A. The Service Provider shall neither assign responsibility for this Agreement to another party nor subcontract for any of the work contemplated under this Agreement without prior written approval of the County, which approval shall not be unreasonably withheld. Any sublicense, assignment or transfer otherwise occurring without prior written approval of the County shall be null and void.
- B. Any subcontract shall be evidenced by written document. The Service Provider further agrees that the County shall not be liable to the subcontractor in any way or for any reason. The Service Provider, at its own expense, shall defend and hold harmless the County, its officers, officials, employees and agents, against any such claims brought.

**XI. Civil Rights Requirements:**

The Service Provider shall not discriminate against any employee in the performance of this Agreement or against any applicant for employment because of age, race, religion, color, disability, national origin, or sex. The Service Provider further agrees that all subcontractors or others with whom it arranges to provide services or benefits to participants or employees in conjunction with any of its programs and activities are not discriminated against because of age, race, religion, color, disability, national origin, or sex.

**XII. Independent Capacity of Service Provider:**

- A. The Service Provider shall act in the capacity of an independent contractor and not as an officer, employee, or agent of Leon County. Neither the Service Provider nor its agents, employees, subcontractors or assignees shall represent or hold themselves out to others that it is the authority defined as Leon County, Florida, or employees or agents of the County.
- B. The Service Provider agrees to take such actions as may be necessary to ensure that each subcontractor of Service Provider will be deemed to be an independent contractor and will not be considered or permitted to be an agent, servant, joint venture or partner of Leon County.
- C. The County will not furnish services of support (e.g., office space, office supplies, telephone service, secretarial or clerical support) to the Service Provider, or its

subcontractor or assignee, unless specifically agreed to by Leon County in this Agreement.

- D.** All deductions for social security, withholding taxes, income taxes, contributions to unemployment compensation funds and all necessary insurance for the Service Provider, its officers, employees, agents, subcontractors, or assignees shall be the sole responsibility of the Service Provider.

**XIII. Publicity:**

Without limitation, the Service Provider and its employees, agents, and representatives shall not, without prior written approval of the County, in each instance, use in advertisement, publicity or other promotional endeavor any County mark, the name of the County, or any County officer or employee, nor represent directly or indirectly, that any products or services provided by the Service Provider have been approved or endorsed by Leon County or refer to the existence of this Agreement in press releases, advertising or materials distributed by the Service Providers to its respective customers.

**XIV. Use of Funds for Lobbying Prohibited:**

The Service Provider agrees not to utilize directly or indirectly, contract funds for the purpose of lobbying the Leon County Board of County Commissioners, the Legislature, the Judicial Branch, or a State Agency.

**XV. Public Entity Crime:**

Pursuant to Section 287.133, Florida Statutes, the following restrictions are placed on the ability of persons convicted of a public entity crime to transact business with Leon County: when a person or affiliate has been placed on the convicted vendor list following a conviction for public entity crime, he/she may not submit a bid on a contract to provide any goods or services to a public entity, may not submit a bid on a contract with a public entity for the construction or the repair of a public building or public work, may not submit bids on leases of real property to a public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, Florida

Statutes, for Category two, for a period of 36 months from the date of being placed on the convicted vendor list.

**XVI. Services to be Provided:**

The Service Provider hereby agrees to provide the following services under this Agreement;

- A. Full professional legal services, provided solely to indigent residents of Leon County. Those professional services shall include, but not be limited to: civil legal representation in the areas of family, consumer, employment, health, education, housing, real property, public benefits and probate law.
- B. In performing any work hereunder, the Service Provider shall provide competent representation to clients. Competent representation requires the legal knowledge, skill, and preparedness reasonably necessary for that representation. The Service Providers business relationships outside of this Agreement shall not interfere with the performance of the Services specified in this Agreement. The Service Provider shall perform as lead counsel in providing the Services under this Agreement. Associate counsel may participate but only where lead counsel is ill or has a genuine conflict of interest as defined under the laws of the State of Florida. Only associate counsel disclosed to and approved by the County may be utilized. The Service Provider may use staff, secretarial, and paralegal assistants in the performance of representation to the client.

**XVII. The County agrees:**

To pay the Service Provider \$66,000 annually for the satisfactory performance of the Services to be Provided as identified in Section XVI above. Payments shall be made monthly upon an appropriate invoice, approved in advance by the County.

**XVIII. Funds Contingency:**

This Agreement is specifically contingent upon the appropriation of funds by the Board of County Commissioners of Leon County, for the purposes herein stated.

**XIX. The Service Provider and the County mutually agree:**

- A. **Effective and ending dates:** This Agreement shall begin on October 1, 2006, and shall end at midnight, local time in Tallahassee, Florida, on September 30,

2007. This Agreement may be extended for additional one year terms upon the prior written mutual consent of the Parties.

- B. Termination:** This Agreement may be terminated by either party without cause upon no less than 30 calendar days notice in writing to the other party, unless a sooner time is mutually agreed upon in writing by the Parties. Said notice shall be delivered by United States Postal Service or any expedited delivery service that provides verification of delivery, or by hand delivery to the County Administrator or representative of the Service Provider.
- C.** In the event that funds for payment pursuant to this Agreement become unavailable or inadequate, the County may terminate this Agreement upon not less than 24 hours notice in writing to the Service Provider. Said notice shall be sent by United States Postal Service or any expedited delivery service that provides verification of delivery. The County shall be the final authority as to the availability and/or adequacy of funds. In the event of termination of this Agreement, the provider will be compensated only for any work performed under this Agreement which has been satisfactorily completed.
- D.** This Agreement may be terminated as a result of the Service Providers non-performance and/or breach of this Agreement upon not less than 24 hours written notice to the Service Provider. Failure to object to a breach of any provisions of this Agreement shall not be deemed to be a waiver of any other or subsequent breach and shall not be construed to be a modification of the terms and conditions of this Agreement. The provisions herein do not limit the County's right to any other available remedies at law or in equity.
- E.** Failure to have performed any contractual obligations in the Agreement in a manner satisfactory to the County shall be deemed sufficient cause for termination.

**XX. Revisions:**

In any case where, in fulfilling the requirements of this Agreement or of any guarantee, embraced or required hereby, it is deemed necessary for the Service Provider to deviate from the requirements of this Agreement, the Service Provider shall obtain the prior written consent of the County.

**XXI. All Terms and Conditions Included:**

This Agreement and its attachments, if any, and any exhibits referenced in said attachments, together with any documents incorporated by reference, contain all the terms and conditions agreed upon by the parties. There are no provisions, terms, conditions or obligations other than those contained herein, and this Agreement shall supersede all previous communications, representations, or Agreements, either verbal or written between the parties.

**REMAINDER OF PAGE LEFT  
INTENTIONALLY BLANK**



By signing this ten page Agreement, the Parties agree that they have read and agree to the entire Agreement, as described in Paragraph IA. above.

IN WITNESS THEREOF, the parties hereto have caused this ten page Agreement to be executed this \_\_\_\_ day of November, 2006, by their undersigned officials as duly authorized.

Legal Services of North Florida, Inc.

Kristine E. Knab  
Kristine E. Knab, Esq.  
Executive Director

STATE OF FLORIDA  
COUNTY OF LEON

The foregoing instrument was acknowledged before me this 21<sup>st</sup> day of November 2006,  
by Kristine E. Knab who is personally known to me or who has produced  
\_\_\_\_ as identification, and who did take an oath.

SEAL



NOTARY PUBLIC

Constance L. Davis  
Typed or printed name Constance L. Davis  
My Commission expires July 14, 2008

LEON COUNTY, FLORIDA

BY: Bill Proctor  
~~Bill Proctor~~, Chairman  
Board of County Commissioners

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

BY: [Signature]

Approved as to Form:  
Leon County Attorney's Office

BY: [Signature]  
Herbert W.A. Thiele, Esq.  
County Attorney





www.lsnf.org

# Legal Services

of NORTH FLORIDA

HOPE. JUSTICE. FOR ALL.

Attachment #5

Page 1 of 2



November 19, 2015

Office of Management and Budget  
Leon County Courthouse  
301 S. Monroe Street  
Tallahassee, FL 32301

Please find enclosed Legal Services of North Florida, Inc.'s Report of Performance and Expenses for Leon County. If you have any questions, please do not hesitate to contact me at [ashley@lsnf.org](mailto:ashley@lsnf.org) or 701-3312.

Sincerely,

Ashley Nevels  
Chief Financial Officer

Received

NOV 23 2015

Leon County OMB

#### HOME OFFICE

2119 DELTA BOULEVARD  
TALLAHASSEE, FL 32303-4220  
850-385-9007 • FAX 850-385-7603  
ADMINISTRATIVE FAX 850-205-6540  
DEVELOPMENT FAX 850-385-9684

#### BRANCH OFFICES

121 NORTH JACKSON STREET  
QUINCY, FL 32351-2316  
850-875-9881 • FAX 850-875-2008

211 EAST 11<sup>TH</sup> STREET  
PANAMA CITY, FL 32401-2938  
850-769-3581 • FAX 850-785-2041

133 STAFF DRIVE, SUITE B  
FT. WALTON BEACH, FL 32548-5050  
850-862-3279 • FAX 850-862-6327

1741 NORTH PALAFOX STREET  
PENSACOLA, FL 32501-2138  
850-432-8222 • FAX 850-432-2329

**Legal Services of North Florida, Inc.**  
**Report of LSNF Performance and Expenses in Leon County**  
**October 1, 2014 through September 30, 2015**

**Performance**

LSNF program-wide cases handled: 6,002  
LSNF cases handled in Leon County: 2,337  
Leon County % of total cases closed: 38.94%

**Expenses**

Line Item	10/01/14 - 9/30/15 Leon County Expenses	10/01/14 - 9/30/15 Program-wide Expenses
<b>PERSONNEL</b>		
Salaries--Attorneys	250,205	1,431,423
Paralegals	50,956	302,310
Admin/Support Staff	136,148	757,993
Salaries Subtotal	437,309	2,491,726
Fringe Benefits	131,578	749,714
<b>TOTAL PERSONNEL</b>	<b>568,887</b>	<b>3,241,440</b>
<b>NON-PERSONNEL</b>		
Space	26,340	150,082
Equipment Maintenance	16,502	94,024
Office Supplies/Advertising/Printing/Postage & Other	19,531	111,288
Telephone	9,069	51,673
Travel--Program	5,158	29,387
Training	4,188	23,861
Library	4,012	22,859
Insurance	14,953	85,203
Membership Dues and Fees	3,792	21,605
Audit	3,422	19,500
Litigation	4,975	28,348
Contract Services	9,844	56,087
Others	12,786	72,850
<b>TOTAL NON-PERSONNEL</b>	<b>134,572</b>	<b>766,767</b>
<b>EXPENSES GRAND TOTAL</b>	<b>703,459</b>	<b>4,008,207</b>

LEON COUNTY  
CONTRACT ROUTING FORM

Original  
☒ Renewal  
Amendment( # )

LOGGED OUT

A13-0917

County Contract No. 2350KDivision Contact: Damion WarrenPhone # 606-5115Department/Division: Office of Management and BudgetContractor: Tallahassee Trust for Historic PreservationAddress 423 East Virginia StreetCity, State, Zip Tallahassee, FL 32301Phone 488-7334Contract Period: From October 1, 2013 To September 30, 2014

Renewal Periods: Number \_\_\_\_\_ Term \_\_\_\_\_

Contract Total \$ Amount: \$63,175.00 or check if ☐ Unit Price Agreement

## Contract Type:

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

## Procurement Method:

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

## Insurance Certificates:

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

## Forms Required:

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

## \*Bid/RFP # \_\_\_\_\_

## Awarded by:

☐ Purchasing Director  
☐ County Administrator  
☒ Board of County Commissioners  
Agenda Date 9/24/2013 Item # \_\_\_\_\_

RECEIVED  
13 OCT 24 AM 10:50  
CLERK CIRCUIT COURT  
BOB INZER  
FINANCE DIVISION

Comments: \_\_\_\_\_

## Routing:

Required

Initials

Date

_____	_____	_____	Originating Division _____
_____	_____	_____	Group Director _____
_____	_____	_____	Purchasing _____
X	<u>AW</u>	<u>9/22/13</u>	County Attorney's Office _____
_____	_____	_____	Deputy or Assistant County Administrator _____
_____	_____	_____	County Administrator _____
X	<u>AW</u>	_____	Chairman, BCC _____
X	_____	_____	Clerk's Office (Finance) _____

Return completed documents to: Damion Warren, OMB

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

RECEIVED  
13 OCT 22 AM 11:38  
CLERK CIRCUIT COURT  
BOB INZER  
FINANCE DIVISION

## GRANT FUNDING AGREEMENT

This Agreement is made and entered into this 1st day of October, 2013, by and between Leon County, Florida, a Charter County and political subdivision of the State of Florida, (hereinafter referred to as "County") and Tallahassee Trust for Historic Preservation, Inc., (hereinafter referred to as "Grantee").

### RECITALS

**WHEREAS**, the Grantee has presented the County a proposal, identifying the community service activities, as well as those persons responsible for overseeing and assuring delivery of those services, to implement with the grant funding provided for herein; and

**WHEREAS**, the County, by and through its Board of Commissioners, at its final public hearing on the fiscal year 2014 budget approved a disbursement of funds to the Grantee for the purposes of providing those identified community service activities; and

**WHEREAS**, the Grantee is either a governmental, civic, or not-for-profit organization; and

**WHEREAS**, the grant funding herein provided is not construed by Grantee to be a continuing obligation of the County; and

**WHEREAS**, the Parties desire to reduce their intentions to writing.

**NOW, THEREFORE**, in consideration of the premises and mutual covenants contained herein, the sufficiency of which is acknowledged hereby, the Parties do agree as follows:

#### **I. Services to be Provided**

- A. Grantee shall provide those activities and services ("Services") identified in the Funding Request Application submitted April 9, 2013, in which the Grantee set out and identified the activities and Services which it would undertake as a community service and identified the person or persons responsible for overseeing and assuring that those Services would be delivered, a copy of which is attached hereto as Exhibit A and incorporated herein as if fully set forth below.



- B. Grantee shall be responsible for all expenses associated with the delivery of Services required by this Agreement.
- C. Grantee shall comply with all applicable laws, ordinances, and regulations governing its operation and in the provision of Services herein required.

## **II. Budget and Grant Funds Distribution**

- A. County Agrees to provide \$63,175.00 for those Services provided by Grantee under this Agreement, which shall include but are not limited to, comprehensive historic preservation services to Leon County, including the staffing of the Architectural Review Board.
- B. The County will advance the Grantee 50% of its grant funding which has been allocated under this Agreement by the 15<sup>th</sup> day of October, 2013 and the remaining 50% of its funding which has been allocated under this Agreement by the 15th day of April, 2014, contingent upon receipt of the mid-year report as set forth in Exhibit B.
- C. Future distributions to the Grantee will be contingent upon compliance with this Agreement and the status of previously disbursed funds to the Grantee.
- D. Upon termination of this Agreement, the Grantee shall remit all unexpended funds to the County within ten (10) business days following the effective date of such termination.
- E. Funding for Services shall end September 30, 2014. The Grantee shall return any unexpended funds to the County by October 10, 2014.
- F. County specifically reserves the right to reduce, increase, or totally withdraw its financial commitment as set forth herein to the Grantee at any time and for any reason.

## **III. Personnel and Subcontracting**

- A. The Grantee represents that it has and will maintain adequate staffing to carry out the Services to be provided under this Agreement. Such employees shall not be employees of Leon County or have any contractual relationship with the County.
- B. All Services required hereunder will be performed by the Grantee and all personnel engaged in the performance of work or Services shall be fully qualified and properly authorized under appropriate state and local laws to perform such Services.
- C. None of the work or Services to be performed under this Agreement shall be subcontracted without prior written approval from the County.

#### IV. Reporting and Notices

- A. Upon execution of the Agreement the Grantee will provide in writing the Grantee staff member who will be responsible for the submission of all Grantee reports to the County for the administration of this Agreement.
- B. All reports, if required hereunder, shall be submitted electronically to Damion Warren at warren Da@leoncountyfl.gov. All other related correspondence may be submitted to:

Damion Warren  
Management and Budget Technician  
Address: 301 S. Monroe St., Suite 202  
Tallahassee, FL 32301

- C. All notices required hereunder shall be in writing sent by United States certified mail, postage prepaid, return receipt requested, overnight courier or by hand delivery. All notices required under this Agreement shall be given to the Parties at the addresses below or at such other place as the Parties may designate in writing.

Notice to Grantee:

Michael Ding  
Tallahassee Trust for Historic Preservation, Inc.  
Address: 423 E Virginia St.  
Tallahassee FL 32301

Notice to the COUNTY:

Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- D. Grantee shall provide both a mid-year and annual report to the County of all Services provided in the approved Non-Departmental Funding Performance Report form, attached hereto as Exhibit B and incorporated herein as if fully set forth below.
- E. The Grantee shall develop a spreadsheet, approved by the County, that summarizes the mid-year and annual report and provide a copy of same upon delivery of the mid-year and annual reports to the County.

#### V. Termination

- A. This Agreement may be terminated by either Party without cause upon no less than 30 calendar days' notice in writing to the other Party, unless a sooner time is mutually agreed upon in writing by the Parties. Said notice shall be delivered in accordance with Section IV. C. herein.
- B. In the event that funds for payment pursuant to this Agreement become unavailable or inadequate, the County may terminate this Agreement upon not less than 24 hours'

notice in writing to the Grantee. Said notice shall be sent in accordance with Section IV.C. hereof. The County shall be the final authority as to the availability and/or adequacy of funds. In the event of termination of this Agreement, the Grantee will be compensated only for any work performed under this Agreement which has been satisfactorily completed.

- C. This Agreement may be terminated as a result of the Grantee non-performance and/or breach of this Agreement upon not less than 24 hours written notice to the Grantee. Failure to object to a breach of any provisions of this Agreement shall not be deemed to be a waiver of any other or subsequent breach and shall not be construed to be a modification of the terms and conditions of this Agreement. The provisions herein do not limit the County's right to any other available remedies at law or in equity. Failure to have performed any contractual obligations in the Agreement in a manner satisfactory to the County shall be deemed sufficient cause for termination.

## **VI. Audits and Records**

- A. Grantee acknowledges and agrees that the County reserves the right to conduct, either or both, a financial audit and management audit. An audit by the County may encompass an examination of all financial transactions, all accounts, and all reports, as well as an evaluation of compliance with the Terms and Conditions of this Agreement.
- B. Within fifteen (15) days of the end of the Agreement Term, the Grantee shall submit a report of expenditures to the County for the entire contract period, documenting the details of each expenditure made and Service provided hereunder.
- C. The County may inspect all reports and conduct audits to ensure both program and fiscal compliance and shall provide written notice of any findings and proposed corrective action, if any, to the Grantee .
- D. Grantee shall provide the Leon County Office of Financial Stewardship, for their review, a copy of any audit Grantee has performed of itself.
- E. Grantee agrees to maintain and keep any and all records necessary to substantiate the expenditure of funds consistent with Services set out in this Agreement.
- F. Grantee shall produce all records requested by the County for its determination that monies distributed by the County are being spent in accordance with this Agreement.
- G. The Grantee shall use an accounting system that meets generally accepted accounting principles. The Grantee shall maintain such property, personnel, financial and other books, records, documents and other evidence sufficient to reflect accurately the amount, receipt, and disposition by the Grantee of all funds received. The Grantee shall preserve and make its records available until the expiration of three (3) years from the date of Termination or Expiration of the Term of this Agreement, and for such longer period, if any, as is required by applicable statute or lawful requirement.



**VII. Use of County Funds**

- A. Funds received by the Grantee pursuant to this Agreement shall only be used for those purposes outlined in the Agreement.
- B. Funds shall be deemed misused when the Grantee does not fully utilize funds in accordance with this Agreement. The Grantee agrees to repay to the County all misused funds.

**VIII. Term**

The Effective date of this Agreement shall commence on October 1, 2013, or on the date on which the Agreement is signed by the last Party, and shall terminate on September 30, 2014, unless extended by the Parties.

**IX. General Provisions**

- A. Governing Law and Venue. This Agreement shall be governed by and construed in accordance with the laws of the State of Florida. Any action to enforce any of the provisions of this Agreement must be maintained in Tallahassee, Leon County, Florida.
- B. Waiver. Failure to insist upon strict compliance with any term, covenant or condition of this Agreement shall not be deemed a waiver of it. No waiver or relinquishment of a right or power under this Agreement shall be deemed a waiver of that right or power at any other time.
- C. Modification. This Agreement shall not be extended, changed or modified, except in writing duly executed by the Parties hereto.
- D. Binding Effect. This Agreement shall be binding upon the successors and, subject to below, assigns of the Parties hereto.
- E. Assignment. Because of the unique nature of the relationship between the Parties and the terms of this Agreement, neither Party hereto shall have the right to assign this Agreement or any of its rights or responsibilities hereunder to any third Party without the express written consent of the other Party to this Agreement, which consent shall not unreasonably be withheld.
- F. Entire Agreement. This Agreement constitutes the entire agreement between the Parties with respect to the matters contained herein, and all prior agreements or arrangements between them with respect to such matters are superseded by this Agreement.
- G. Headings. Headings in this Agreement are for convenience only and shall not be used to interpret or construe its provisions.

- H. Ambiguity. This Agreement has been negotiated by the Parties with the advice of counsel and, in the event of an ambiguity herein, such ambiguity shall not be construed against any Party as the author hereof.
- I. Public Bodies. It is expressly understood between the Parties that the County is a political subdivision of the State of Florida. Nothing contained herein shall be construed as a waiver or relinquishment by the County to claim such exemptions, privileges or immunities as may be provided to that Party by law.
- J. Force Majeure. A Party shall be excused from performance of an obligation under this Agreement to the extent, and only to the extent, that such performance is affected by a "Force Majeure Event" which term shall mean any cause beyond the reasonable control of the Party affected, except where such Party could have reasonably foreseen and reasonably avoided the occurrence, which materially and adversely affects the performance by such Party of its obligation under this Agreement. Such events shall include, but not be limited to, an act of God, disturbance, hostility, war, or revolution; strike or lockout; epidemic; accident; fire; storm, flood, or other unusually severe weather or act of nature; or any requirements of law.
- K. Cost(s) and Attorney Fees. In the event of litigation between the Parties to construe or enforce the terms of this Agreement or otherwise arising out of this Agreement, the prevailing Party in such litigation shall be entitled to recover from the other Party its reasonable costs and attorney's fees incurred in maintaining or defending subject litigation. The term litigation shall include appellate proceedings.
- L. Severability. It is intended that each Section of this Agreement shall be viewed as separate and divisible, and in the event that any Section, or part thereof, shall be held to be invalid, the remaining Sections and parts shall continue to be in full force and effect.
- M. Revision. In any case where, in fulfilling the requirements of this Agreement or of any guarantee, embraced or required hereby, it is deemed necessary for the Grantee to deviate from the requirements of this Agreement, the Grantee shall obtain the prior written consent of the County.
- N. Publicity. Without limitation, the Grantee and its employees, agents, and representatives shall not, without prior written approval of the County, in each instance, use in advertisement, publicity or other promotional endeavor any County mark, the name of the County, or any County officer or employee, nor represent directly or indirectly, that any products or Services provided by the Grantee have been approved or endorsed by Leon County or refer to the existence of this Agreement in press releases, advertising or materials distributed by the Grantee to its respective customers.
- O. Public Entity Crime. Pursuant to section 287.133, Florida Statutes, the following restrictions are placed on the ability of persons convicted of a public entity crime to transact business with Leon County: when a person or affiliate has been placed on the convicted vendor list following a conviction for public entity crime, he/she may



not submit a bid on a contract to provide any goods or Services to a public entity, may not submit a bid on a contract with a public entity for the construction or the repair of a public building or public work, may not submit bids on leases of real property to a public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in section 287.017, Florida Statutes, for Category two, for a period of 36 months from the date of being placed on the convicted vendor list.

- P. Civil Rights Requirements. The Grantee shall not discriminate against any employee in the performance of this Agreement or against any applicant for employment because of age, race, religion, color, disability, national origin, or sex. The Grantee further agrees that all subcontractors or others with whom it arranges to provide Services or benefits to participants or employees in conjunction with any of its programs and activities are not discriminated against because of age, race, religion, color, disability, national origin, or sex. The Grantee shall conduct its funded activities in such a manner as to provide for non-discrimination and full equality of opportunity regardless of race, color, religion, national origin, sex, age, handicap, marital status, political affiliation, or beliefs. Therefore, the Grantee agrees to comply with Title VII of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, the Florida Human Rights Act, and the American Disabilities Act of 1990.
- Q. Survival. Any provision of this Agreement which contemplates performance or observance subsequent to any termination or expiration of this Agreement, will survive expiration or termination of this Agreement.
- R. Counterparts. This Agreement may be executed in one or more counterparts, each of which will be deemed an original but all of which taken together will constitute one and the same instrument.
- S. Indemnity. The Contractor agrees to indemnify, defend and hold harmless the County, its officials, officers, employees and agents, from and against any and all claims, damages, liabilities, losses, costs, or suits, of any nature whatsoever arising out of, because of, or due to any acts or omissions of the Contractor, its delegates, employees and agents, arising out of or under this Agreement, including a reasonable attorney's fees. The County may, at its sole option, defend itself or require the Contractor to provide the defense. The Contractor acknowledges that ten dollars (\$10.00) of the amount paid to the Contractor is sufficient consideration of the Contractor's indemnification of the County.
- T. Agency. Nothing herein contained is intended or should be construed as creating or establishing the relationship of agency, partners, or employment between the Parties hereto, or as constituting either Party as the agent or representative of the other for any purpose. Grantee is not authorized to bind the County to any contracts or other obligations and shall not expressly represent to any Party that the Grantee and County are partners or that Grantee is the agent or representative of the County.

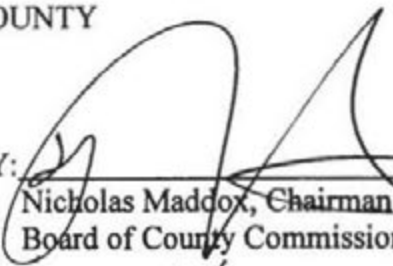
U. Sovereign Immunity

Nothing herein shall be construed as a waiver of any rights and privileges afforded the County under section 768.28, Florida Statutes.

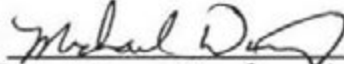

WHERETO, the Parties have set their hands and seals effective the date whereon the last Party executes this Agreement.

COUNTY

GRANTEE

BY:   
Nicholas Maddox, Chairman  
Board of County Commissioners  
DATE: 10/13/13

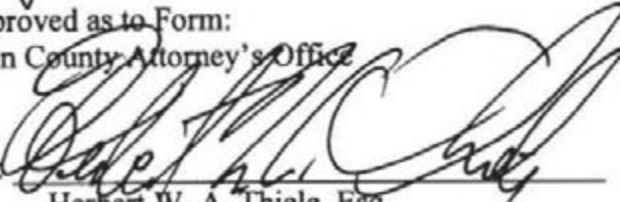


By:   
As Its: Executive Director  
Date: 10/14/2013  
Attest:   
As Its: Program Coordinator

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

BY:   
John Stott, Deputy Clerk

Approved as to Form:  
Leon County Attorney's Office

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



**A. Organizational Information**

Legal Name of Agency: Tallahassee Trust for Historic Preservation, Inc.

Agency Representative: Michael Wing

Physical Address: 423 E. Virginia Street, Tallahassee, FL 32301

Mailing Address: Same as Physical Address

Telephone: (850) 488-7334

Fax: (850) 488-7333

E-mail Address: taltrust@comcast.net

Agency Employer ID Number (FEIN): 592921039

Does the Agency have a 501(c) (3) status? Yes: X No:

Date of Agency Incorporation: September 27, 1988 (original) May, 15, 1997 (Amended)  
*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.**





**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):

Funding is being sought for the Tallahassee Trust for Historic Preservation (TTHP) to continue to staff and maintain the records of the Tallahassee-Leon County Architectural Review Board, meet the requirements of the federal Certified Local Government program, and to provide comprehensive historic preservation services to the local government and the citizens of Leon County. Services include education, planning, and technical assistance as it pertains to preserving the community's historic properties.

Services provided by the Tallahassee Trust for Historic Preservation to Leon County Government are:

- Assist the County in fulfilling the Goals, Objectives and Policies of the Historic Preservation Element of the Tallahassee-Leon County Comprehensive Plan.
- Assist the County in fulfilling the requirements of the Federal Certified Local Government (CLG) Program including preparation and submission of the required Annual CLG Reports to the Historic Preservation Section of the Florida Department of State, Bureau of Historical Resources, ensuring appropriate enforcement of state and local legislation for designation and protection of historic properties, providing staff, technical support, and record keeping for the historic preservation review commission (Tallahassee-Leon County Architectural Review Board), maintaining a system for survey and inventory of historic properties, and reviewing the appropriateness of nominations to the National Register of Historic Places.
- Assist the County in accordance with Leon County Historic Preservation Ordinance as amended. This assistance includes administering and staffing the Tallahassee-Leon County Architectural Review Board (ARB), processing its correspondence, preparing the required legal notifications, maintaining the meeting minutes and archives of properties listed in the Tallahassee-Leon County Register of Historic Places, providing the technical information required for the Architectural Review Board to reach an informed decision, coordinating with other governmental agencies involved in the regulatory process, and providing technical support.
- Provide the County government with information about identified historic properties in the area of any proposed project and assess the effect the proposed project will have on the historic resources.
- Prepare historic preservation grant-in-aid applications.
- Promote historic preservation and provide the citizens of Leon County with historic preservation information and education through the following:

Maintaining a resource library of general historic preservation information, surveys, and individual property files.

Maintaining a web site with general historic preservation information, City/County Historic preservation information, links to other historic preservation information, historic sites,

and Architectural Review Board forms.

Assisting individuals and groups with information on the National and Local Registers of Historic Places, what makes a property eligible for placement on these Registers, the nomination process for placing properties on these Registers, and how to apply the Secretary of the Interior's Standards for the Treatment of Historic Properties to local historic properties.

Providing information on financial incentives available to assist private citizens with historic rehabilitation projects.

Providing educational and informational presentations on historic preservation, and the role it plays in a community's quality of life and economic development, to various community organizations, educational facilities, and the citizens of Leon County.

Training future historic preservationists by providing historic preservation presentations to students enrolled in Florida State University's Public History program and Florida A&M University's Architectural program and providing internship positions for students enrolled in these programs who have an interest in pursuing a historic preservation related career.

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?

The funding is being requested to continue to provide historic preservation services to the local Government and the citizens of Leon County.

If the funding request is not approved the Tallahassee Trust for Historic Preservation would have to significantly reduce the level of services provided to the citizens of Leon County. It would require a significant staff reduction which would result in a reduction of informational services provided to the community and a reduction in the maintenance of the research library. It would also mean the Trust would no longer be in a position to assist the County in meeting its Certified Local Government requirements, local historic preservation goals, and land development code regulations.

3. Projected program impact/outcome results: What is the projected impact on the target population?

The projected impact/outcome is the continued preservation of Leon County's historic resources, as the preservation of a community's historic buildings, structures, objects, and sites has been found to be in the best interest of the community economic viability, and livability. This is evidenced in the National Historic Preservation Act and in numerous local zoning codes throughout the United States. The Tallahassee Trust for Historic Preservation is the local agency dedicated to promoting, preserving, and protecting the historic resources of Leon County.



4. List the targeted population projected to be served or benefit from this program.

Leon County residents are the target population.

5. Provide the methods that are being used effectively to attain this program's targeted population.

The methods used are the enforcement of existing national, state, and local historic preservation regulations and the dissemination of historic preservation information through public outreach and education.

6. Outline the phases and time frames in which this program or event will be accomplished if funded.

Meeting the provisions of the Leon County Historic Preservation Ordinance and providing Historic Preservation Services to the local government and the community is ongoing and continuous. The Architectural Review Board meets monthly on the first Wednesday of the month and professional staff from the Tallahassee Trust for Historic Preservation carry out the responsibilities and duties of the Board on a full time basis. The resource library is open to the public weekdays from 9:00 am to 4:00 pm, and staff are available to answer questions or provide preservation information. Historic preservation presentations are available and can be scheduled for almost any time, either at the office of the Tallahassee Trust or at venues throughout the County. In addition, the Trust holds quarterly lectures on current historic preservation topics, which are free and open to the public, at various local historic venues. Historic preservation activities and events are also announced monthly in an electronic newsletter, biannually in a published newsletter, and as they are scheduled in the Trust's list serve.

The time frame for the current funding request is the 2013-2014 Fiscal Year.

7. List the program's short-term, intermediate, and long-term goals.

The long-term goal is the preservation of Leon County's historic resources. This is accomplished by the ongoing goal of educating the community about the value of preserving the buildings, structures, objects, sites, and districts that represent our community's past, and the enforcement of the regulations in place to protect these irreplaceable resources.

Short term goals are to be able to employ staff that have the knowledge, education, and experience in historic preservation to provide this education to the community; provide the local government with information so that irreplaceable historic resources are included in land use planning; and to staff the Tallahassee-Leon County Architectural Review Board with experienced historic preservation professionals who can provide assessment, evaluation, and recommendations to the board to enable the board members to make an informed decision.



8. What other agencies in Leon County (governmental, non-profit, and private) provide services similar to those which would be provided by this funding?

The Tallahassee Trust for Historic Preservation is not aware of any other organization or agency in Leon County with the Tallahassee Trust for Historic Preservation's historic preservation background, experience, knowledge, and resources. The Tallahassee Trust for Historic Preservation is the successor of the Historic Tallahassee Preservation Board and the repository of area surveys, national register nominations, individual site files, and general historic preservation information.

9. List any Agency partnerships and collaboration related to this program.

Agency	Partnership/Collaboration
Leon County	Architectural Review Board
City of Tallahassee	Architectural Review Board
Florida Department of State, Bureau of Historical Resources, Historic Preservation Division	Certified Local Government Program
United States Department of the Interior National Park Service	Certified Local Government Program

### **C. Funding Information**

10. Agency's current total budget: 2012/13 \$165,751 (current) 2013/14 \$155,333 (proposed)

11. Total cost of program: \$165,751

Use your response to Question 11 to answer Questions 12-13

12. Please list the 2012/13 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	49,117	73,676	122,793
Professional Fees	456	683	1,139
Occupancy/Utilities/Network	9,697	14,545	24,242
Supplies/Postage	686	1,030	1,716
Equipment Rental, Maintenance, Purchase	1,452	2,179	3,631
Meeting Costs/Travel/Transportation	522	782	1,304
Staff/Board Development/Recruitment			
Awards/Grants/Direct Aid		8,000	8,000
Bad Debts/Uncollectible			

Bonding/Liability/Directors Insurance	301	452	753
Other Expenses (please itemize)			2,173
Accounting/Bookkeeping	869	1,304	
<b>Total</b>	<b>63,100</b>	<b>102,651</b>	<b>165,751</b>

13. Please list the following Revenue Sources for the current year and the upcoming year below:

<b>Revenue Sources</b>	<b>2012/13 (Current)</b>	<b>2013/14 (Proposed)</b>
Leon County (not CHSP)	<u>63,175</u>	<u>63,175</u>
City of Tallahassee (not CHSP)	<u>80,000</u>	<u>80,000</u>
United Way (not CHSP)		
State		
Federal		
Grants	<u>8,000</u>	
Contributions/Special Events	<u>1,000</u>	
Dues/Memberships	<u>3,500</u>	<u>3,500</u>
Program Service Fees	<u>1,220</u>	
Utilized Reserves		
Other Income (please itemize)		
Rent	<u>6,000</u>	<u>6,000</u>
Merchandise	<u>2,900</u>	<u>2,000</u>
<b>Total</b>	<b><u>165,795</u></b>	<b><u>154,675</u></b>

14. Please list the following expenses for the current year and the upcoming year below:

<b>Expenses</b>	<b>2012/13 (Current)</b>	<b>2013/14 (Proposed)</b>
Compensation and Benefits	122,793	<u>121,000</u>
Professional Fees	1,139	<u>1,000</u>
Occupancy/Utilities/Network	24,242	<u>24,000</u>
Supplies/Postage	1,716	<u>1,800</u>
Equipment Rental, Maintenance, Purchase	3,631	<u>1,600</u>
Meeting Costs/Travel/Transportation	1,304	<u>3,000</u>
Staff/Board Development/Recruitment		
Awards/Grants/Direct Aid	8,000	
Bad Debts/Uncollectible		
Bonding/Liability/Directors Insurance	753	<u>760</u>
Other Expenses (please itemize)	2,173	<u>2,175</u>
Accounting/Bookkeeping		
<b>Total</b>	<b>165,751</b>	<b><u>155,335</u></b>

15. Describe actions to secure additional funding. Please be specific.

Membership Dues  
Merchandise Sales  
Copying fees  
Grant Application(s)



16. Will this program or event recur every year?

No: \_\_\_\_\_ Yes:   X  

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: \$63,175

18. Has Leon County ever contributed funds to this program in the past 5 years?

No: \_\_\_\_\_ Yes:   X   (Since 1997)

If "yes," list date(s), recipient or agency, program title and amount of funding:

Date	Recipient or Agency	Program Title	Funding Amount
<u>FY 2008-2009</u>	<u>Tallahassee Trust for Historic Preservation</u>	<u>Historic Preservation Services/ Architectural Review Board</u>	<u>\$63,175</u>
<u>FY 2009-2010</u>	<u>Tallahassee Trust for Historic Preservation</u>	<u>Historic Preservation Services/ Architectural Review Board</u>	<u>\$63,175</u>
<u>FY 2010-2011</u>	<u>Tallahassee Trust for Historic Preservation</u>	<u>Historic Preservation Services/ Architectural Review Board</u>	<u>\$63,175</u>
<u>FY 2011-2012</u>	<u>Tallahassee Trust for Historic Preservation</u>	<u>Historic Preservation Services/ Architectural Review Board</u>	<u>\$63,175</u>
<u>FY 2012-2013</u>	<u>Tallahassee Trust for Historic Preservation</u>	<u>Historic Preservation Services/ Architectural Review Board</u>	<u>\$63,175</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: Michael Wing

Signature: 

Date Signed: April 9, 2013

**ATTACHMENTS**

Articles of Incorporation

FY 2011-1012 Form 990 Tax Return

FY 2012-1013 Mid Year Financial Report

## ARTICLE V - BOARD OF DIRECTORS

The affairs of the corporation shall be managed by a Board of Directors which shall be the nine (9) members of the former Historic Tallahassee Preservation Board as constituted by Section 268.112, Florida Statutes, and up to twelve (12) additional members, appointed by the Board of Directors. The names and residences of the persons who are to serve as initial directors until the first election thereof shall be as follows:

<u>Name</u>	<u>Address</u>	<u>Term Expires</u>
Mr. Richard A. Moore	805 North Gadsden Street Tallahassee, Florida 32301	May 15, 1998
Mr. Segundo Fernandez	702 Lothian Drive Tallahassee, Florida 32312	May 15, 2000
Ms. Emily Kemp	2132 Glenridge Drive Tallahassee, Florida 32308	May 15, 1998
Ms. Jan Dunlap	3765 Bobbin Mill Road Tallahassee, Florida 32312	May 15, 2001
Mr. James N. Eaton	2553 Lonnbladh Road Tallahassee, Florida 32308	May 15, 1999
Ms. Dorothy Inman-Crews	2121 Trescott Drive Tallahassee, Florida 32312	May 15, 1999
Ms. Sara Hay Lamb	Route 19, Box 1020 Tallahassee, Florida 32308	May 15, 1998
Ms. Mary Call Proctor	3710 Bobbin Mill Road Tallahassee, Florida 32312	May 15, 1999
Ms. Susan S. Thomas	1428 Manor House Drive Tallahassee, Florida 32312	May 15, 2000

The terms of these initial directors shall expire as designated above. The initial Directors shall be authorized to fill the additional positions. A quorum shall be a simple majority of filled positions.

Thereafter, the Directors shall be elected from the membership, as provided in the by-laws, at the annual meeting of the corporation, for a term of four years. The by-laws shall provide for staggered terms.

The Trust may seat as ex-officio members, one individual appointed by each of the following entities:

- 1) The Florida Secretary of State
- 2) Leon County Board of County Commissioners
- 3) Tallahassee City Commissioners

Ex-officio members shall serve for renewable one year terms.

## ARTICLE VI

This corporation is organized on a non-stock basis.

## ARTICLE VII - DISSOLUTION

Upon the dissolution of the corporation, the Board of Directors shall, after paying or making provisions for the payment of all the liabilities of the corporation, dispose of all of the assets of the corporation exclusively for the purposes of the corporation in such manner, or to such organization or organizations organized and operated exclusively for charitable, educational, or literary purposes as shall at the time qualify as an exempt organization or organizations under section 501(c) (3) of the Internal Revenue Code of the 1954 (or the corresponding provision of any future United States Internal Revenue Law), as the Board of Directors shall determine. Any of such assets not so disposed of shall be disposed of by the Circuit Court of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine which are organized and operated exclusively for such purposes.

## ARTICLE VIII - ORIGINAL SUBSCRIBERS

The names and residences of the original subscribers to these Articles of Incorporation are:

<u>Name</u>	<u>Address</u>
Mr. Samuel E. Hand, Jr.	506 East Williams Street Tallahassee, Florida 32303
Mrs. Janet Snyder Mathews	4014 Red Rock Lane Sarasota, Florida 34231
Mrs. Elizabeth Sutton Messer	3529 Raymond Diehl Road Tallahassee, Florida 32308
Dr. Leedell W. Neyland	2522 Blamey Drive Tallahassee, Florida 32308
Mr. Robert C. Parker	1432 Country Club Drive Tallahassee, Florida 32301

## ARTICLE IX - REGISTERED AGENT

The registered address for this corporation shall be 329 North Meridian Street, Tallahassee, Florida 32301 and the registered agent shall be the manager of the Tallahassee Trust for Historic Preservation, Inc.



Form **990-EZ****Short Form**  
**Return of Organization Exempt From Income Tax**Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code  
(except black lung benefit trust or private foundation)

- ▶ Sponsoring organizations of donor advised funds, organizations that operate one or more hospital facilities, and certain controlling organizations as defined in section 512(b)(13) must file Form 990 (see instructions). All other organizations with gross receipts less than \$200,000 and total assets less than \$500,000 at the end of the year may use this form.
- ▶ The organization may have to use a copy of this return to satisfy state reporting requirements.

**2011****Open to Public Inspection**Department of the Treasury  
Internal Revenue Service**A** For the 2011 calendar year, or tax year beginning **10/01/11**, and ending **09/30/12****B** Check if applicable:

- ☐ Address change
- ☐ Name change
- ☐ Initial return
- ☐ Terminated
- ☐ Amended return
- ☐ Application pending

**C** Name of organization**Tallahassee Trust for Historic Preservation, Inc.**

Number and street (or P.O. box, if mail is not delivered to street address)

**423 East Virginia Street**

Room/suite

City or town, state or country, and ZIP + 4

**Tallahassee FL 32301****D** Employer identification number**59-2921039****E** Telephone number**850-488-7334****F** Group Exemption

Number ▶

**G** Accounting Method: ☐ Cash ☒ Accrual Other (specify) ▶**I** Website: ▶ **www.taltrust.org****H** Check ☒ If the organization is not required to attach Schedule B (Form 990, 990-EZ, or 990-PF).**J** Tax-exempt status (check only one) — ☒ 501(c)(3) ☐ 501(c)( ) (insert no.) ☐ 4947(a)(1) or ☐ 527**K** Check ☐ If the organization is not a section 509(a)(3) supporting organization or a section 527 organization and its gross receipts are normally not more than \$50,000. A Form 990-EZ or Form 990 return is not required though Form 990-N (e-postcard) may be required (see instructions). But if the organization chooses to file a return, be sure to file a complete return.**L** Add lines 5b, 6c, and 7b, to line 9 to determine gross receipts. If gross receipts are \$200,000 or more, or if total assets (Part II, line 25, column (B) below) are \$500,000 or more, file Form 990 instead of Form 990-EZ.▶ \$ **153,303****Part I Revenue, Expenses, and Changes in Net Assets or Fund Balances** (see the instructions for Part I.)Check if the organization used Schedule O to respond to any question in this Part I ☒

<b>Revenue</b>	<b>1</b>	Contributions, gifts, grants, and similar amounts received	<b>105</b>	
	<b>2</b>	Program service revenue including government fees and contracts	<b>143,175</b>	
	<b>3</b>	Membership dues and assessments	<b>3,645</b>	
	<b>4</b>	Investment income	<b>6,000</b>	
	<b>5a</b>	Gross amount from sale of assets other than inventory		
	<b>5b</b>	Less: cost or other basis and sales expenses		
	<b>5c</b>	Gain or (loss) from sale of assets other than inventory (Subtract line 5b from line 5a)		
	<b>6</b>	Gaming and fundraising events		
	<b>a</b>	Gross income from gaming (attach Schedule G if greater than \$15,000)	<b>6a</b>	
	<b>b</b>	Gross income from fundraising events (not including \$ of contributions from fundraising events reported on line 1) (attach Schedule G if the sum of such gross income and contributions exceeds \$15,000)	<b>6b</b>	
<b>c</b>	Less: direct expenses from gaming and fundraising events	<b>6c</b>		
<b>d</b>	Net income or (loss) from gaming and fundraising events (add lines 6a and 6b and subtract line 6c)	<b>6d</b>		
<b>7a</b>	Gross sales of inventory, less returns and allowances	<b>7a</b>	<b>367</b>	
<b>b</b>	Less: cost of goods sold	<b>7b</b>	<b>498</b>	
<b>c</b>	Gross profit or (loss) from sales of inventory (Subtract line 7b from line 7a)	<b>7c</b>	<b>-131</b>	
<b>8</b>	Other revenue (describe in Schedule O)	<b>8</b>	<b>11</b>	
<b>9</b>	<b>Total revenue.</b> Add lines 1, 2, 3, 4, 5c, 6d, 7c, and 8	<b>9</b>	<b>152,805</b>	
<b>Expenses</b>	<b>10</b>	Grants and similar amounts paid (list in Schedule O)	<b>10</b>	
	<b>11</b>	Benefits paid to or for members	<b>11</b>	
	<b>12</b>	Salaries, other compensation, and employee benefits	<b>12</b>	<b>90,514</b>
	<b>13</b>	Professional fees and other payments to independent contractors	<b>13</b>	<b>2,141</b>
	<b>14</b>	Occupancy, rent, utilities, and maintenance	<b>14</b>	<b>3,840</b>
	<b>15</b>	Printing, publications, postage, and shipping	<b>15</b>	
	<b>16</b>	Other expenses (describe in Schedule O)	<b>16</b>	<b>22,980</b>
	<b>17</b>	<b>Total expenses.</b> Add lines 10 through 16	<b>17</b>	<b>119,475</b>
<b>Net Assets</b>	<b>18</b>	Excess or (deficit) for the year (Subtract line 17 from line 9)	<b>18</b>	<b>33,330</b>
	<b>19</b>	Net assets or fund balances at beginning of year (from line 27, column (A)) (must agree with end-of-year figure reported on prior year's return)	<b>19</b>	<b>143,335</b>
	<b>20</b>	Other changes in net assets or fund balances (explain in Schedule O)	<b>20</b>	
	<b>21</b>	<b>Net assets or fund balances at end of year.</b> Combine lines 18 through 20	<b>21</b>	<b>176,665</b>

For Paperwork Reduction Act Notice, see the separate instructions.

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**Taxpayer's Copy**

Posted on April 19, 2016

Form 990-EZ (2011)



Check if the organization used Schedule O to respond to any question in this Part II

Check if the organization used Schedule O to respond to any question in this Part III

**Expenses**  
(Required for section 501(c)(3) and 501(c)(4) organizations and section 4947(a)(1) trusts; optional for others.)

Check if the organization used Schedule O to respond to any question in this Part IV

Form 990-EZ (2011)



Form 990-EZ (2011) Tallahassee Trust for Historic 59-221039

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46 Did the organization engage, directly or indirectly, in political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I

	Yes	No
46		X

**Part VI Section 501(c)(3) organizations and section 4947(a)(1) nonexempt charitable trusts only.** All section 501(c)(3) organizations and section 4947(a)(1) nonexempt charitable trusts must answer questions 47-49b and 52, and complete the tables for lines 50 and 51.

Check if the organization used Schedule O to respond to any question in this Part VI ☐

47 Did the organization engage in lobbying activities or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II

	Yes	No
47		X

48 Is the organization a school as described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E

48		X
----	--	---

49a Did the organization make any transfers to an exempt non-charitable related organization?

49a		X
-----	--	---

b If "Yes," was the related organization a section 527 organization?

49b		
-----	--	--

50 Complete this table for the organization's five highest compensated employees (other than officers, directors, trustees and key employees) who each received more than \$100,000 of compensation from the organization. If there is none, enter "None."

(a) Name and address of each employee paid more than \$100,000	(b) Title and average hours per week devoted to position	(c) Reportable compensation (Forms W-2/1099-MISC)	(d) Health benefits, contributions to employee benefit plans, and deferred compensation	(e) Estimated amount of other compensation
None				

f Total number of other employees paid over \$100,000

51 Complete this table for the organization's five highest compensated independent contractors who each received more than \$100,000 of compensation from the organization. If there is none, enter "None."

(a) Name and address of each independent contractor paid more than \$100,000	(b) Type of service	(c) Compensation
None		

d Total number of other independent contractors each receiving over \$100,000

52 Did the organization complete Schedule A? Note: All section 501(c)(3) organizations and 4947(a)(1) nonexempt charitable trusts must attach a completed Schedule A

☒ Yes ☐ No

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer <b>Michael Wing</b>	Date <b>Executive Director</b>			
	Type or print name and title				
Paid Preparer Use Only	Print/Type preparer's name <b>Kate M. Konrad, CPA</b>	Preparer's signature	Date	Check <input type="checkbox"/> if self-employed	PTIN <b>P00041026</b>
	Firm's name	<b>Wadsworth, Humphress, Hollar &amp; Konrad PA</b>		Firm's EIN	<b>59-1451178</b>
	Firm's address	<b>1040 E Park Ave Tallahassee, FL 32301-2677</b>		Phone no.	<b>850-224-3129</b>
	May the IRS discuss this return with the preparer shown above? See instructions <input type="checkbox"/> Yes <input type="checkbox"/> No				

Form 990-EZ (2011)

**Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**  
(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	157,334	154,315	145,835	154,111	146,925	758,520
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3	157,334	154,315	145,835	154,111	146,925	758,520
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 Public support. Subtract line 5 from line 4						758,520

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
7 Amounts from line 4	157,334	154,315	145,835	154,111	146,925	758,520
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	195	682	695	224		1,796
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.)						
11 Total support. Add lines 7 through 10						760,316
12 Gross receipts from related activities, etc. (see instructions)					12	147,198
13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here ▶ <input type="checkbox"/>						

**Section C. Computation of Public Support Percentage**

14 Public support percentage for 2011 (line 6, column (f) divided by line 11, column (f))	14	99.76 %
15 Public support percentage from 2010 Schedule A, Part II, line 14	15	99.75 %
16a 33 1/3% support test—2011. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization ▶ <input checked="" type="checkbox"/>		
b 33 1/3% support test—2010. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>		
17a 10%-facts-and-circumstances test—2011. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>		
b 10%-facts-and-circumstances test—2010. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>		
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ▶ <input type="checkbox"/>		



## Schedule A (Form 990 or 990-EZ) 2011 Tallahassee Trust for Historic

59-2221639

Page 4

**Part IV Supplemental Information.** Complete this part to provide the explanations required by Part II, line 10; Part II, line 17a or 17b; and Part III, line 12. Also complete this part for any additional information. (See instructions).

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466	467	468	469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486	487	488	489	490	491	492	493	494	495	496	497	498	499	500	501	502	503	504	505	506	507	508	509	510	511	512	513	514	515	516	517	518	519	520	521	522	523	524	525	526	527	528	529	530	531	532	533	534	535	536	537	538	539	540	541	542	543	544	545	546	547	548	549	550	551	552	553	554	555	556	557	558	559	560	561	562	563	564	565	566	567	568	569	570	571	572	573	574	575	576	577	578	579	580	581	582	583	584	585	586	587	588	589	590	591	592	593	594	595	596	597	598	599	600	601	602	603	604	605	606	607	608	609	610	611	612	613	614	615	616	617	618	619	620	621	622	623	624	625	626	627	628	629	630	631	632	633	634	635	636	637	638	639	640	641	642	643	644	645	646	647	648	649	650	651	652	653	654	655	656	657	658	659	660	661	662	663	664	665	666	667	668	669	670	671	672	673	674	675	676	677	678	679	680	681	682	683	684	685	686	687	688	689	690	691	692	693	694	695	696	697	698	699	700	701	702	703	704	705	706	707	708	709	710	711	712	713	714	715	716	717	718	719	720	721	722	723	724	725	726	727	728	729	730	731	732	733	734	735	736	737	738	739	740	741	742	743	744	745	746	747	748	749	750	751	752	753	754	755	756	757	758	759	760	761	762	763	764	765	766	767	768	769	770	771	772	773	774	775	776	777	778	779	780	781	782	783	784	785	786	787	788	789	790	791	792	793	794	795	796	797	798	799	800	801	802	803	804	805	806	807	808	809	810	811	812	813	814	815	816	817	818	819	820	821	822	823	824	825	826	827	828	829	830	831	832	833	834	835	836	837	838	839	840	841	842	843	844	845	846	847	848	849	850	851	852	853	854	855	856	857	858	859	860	861	862	863	864	865	866	867	868	869	870	871	872	873	874	875	876	877	878	879	880	881	882	883	884	885	886	887	888	889	890	891	892	893	894	895	896	897	898	899	900	901	902	903	904	905	906	907	908	909	910	911	912	913	914	915	916	917	918	919	920	921	922	923	924	925	926	927	928	929	930	931	932	933	934	935	936	937	938	939	940	941	942	943	944	945	946	947	948	949	950	951	952	953	954	955	956	957	958	959	960	961	962	963	964	965	966	967	968	969	970	971	972	973	974	975	976	977	978	979	980	981	982	983	984	985	986	987	988	989	990	991	992	993	994	995	996	997	998	999	1000	1001	1002	1003	1004	1005	1006	1007	1008	1009	1010	1011	1012	1013	1014	1015	1016	1017	1018	1019	1020	1021	1022	1023	1024	1025	1026	1027	1028	1029	1030	1031	1032	1033	1034	1035	1036	1037	1038	1039	1040	1041	1042	1043	1044	1045	1046	1047	1048	1049	1050	1051	1052	1053	1054	1055	1056	1057	1058	1059	1060	1061	1062	1063	1064	1065	1066	1067	1068	1069	1070	1071	1072	1073	1074	1075	1076	1077	1078	1079	1080	1081	1082	1083	1084	1085	1086	1087	1088	1089	1090	1091	1092	1093	1094	1095	1096	1097	1098	1099	1100	1101	1102	1103	1104	1105	1106	1107	1108	1109	1110	1111	1112	1113	1114	1115	1116	1117	1118	1119	1120	1121	1122	1123	1124	1125	1126	1127	1128	1129	1130	1131	1132	1133	1134	1135	1136	1137	1138	1139	1140	1141	1142	1143	1144	1145	1146	1147	1148	1149	1150	1151	1152	1153	1154	1155	1156	1157	1158	1159	1160	1161	1162	1163	1164	1165	1166	1167	1168	1169	1170	1171	1172	1173	1174	1175	1176	1177	1178	1179	1180	1181	1182	1183	1184	1185	1186	1187	1188	1189	1190	1191	1192	1193	1194	1195	1196	1197	1198	1199	1200	1201	1202	1203	1204	1205	1206	1207	1208	1209	1210	1211	1212	1213	1214	1215	1216	1217	1218	1219	1220	1221	12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**Wadsworth, Humphress, Hollar & Konrad, P.A.**  
**Certified Public Accountants**  
1040 East Park Avenue  
Tallahassee, FL 32301

January 3, 2013

Accountants' Compilation Report

To the Board of Directors  
Tallahassee Trust for Historic Preservation, Inc.  
Tallahassee, Florida

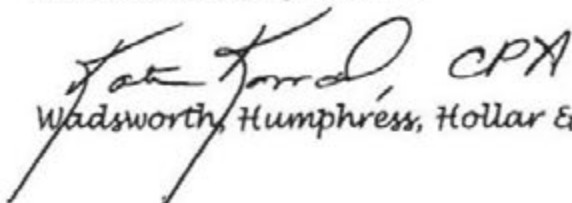
We have compiled the accompanying statement of financial position for the Tallahassee Trust for Historic Preservation, Inc. (a non-profit organization) as of September 30, 2012 and 2011, and the related statement of activities for the year then ended. We have not audited or reviewed the accompanying financial statements and, accordingly, do not express an opinion or provide any assurance about whether the financial statements are in accordance with accounting principles generally accepted in the United States of America.

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the modified cash basis of accounting and for designing, implementing, and maintaining internal control relevant to the preparation and fair presentation of the financial statements.

Our responsibility is to conduct the compilation in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants. The objective of a compilation is to assist management in presenting financial information in the form of financial statements without undertaking to obtain or provide any assurance that there are no material modifications that should be made to the financial statements.

Management has elected to omit substantially all of the disclosures, and the statement of cash flows required by accounting principles generally accepted in the United States of America. If the omitted disclosures and the statement of cash flows were included in the financial statements, they might influence the user's conclusions about the Trust's financial position, changes in net assets, and cash flows. Accordingly, these financial statements are not designed for those who are not informed about such matters.

We are not independent with respect to Tallahassee Trust for Historic Preservation, Inc. as of and for the years ended September 30, 2012 and 2011, because we performed certain bookkeeping services.

  
Wadsworth, Humphress, Hollar & Konrad, P.A.

## Statement of Activity

For the Fiscal Years Ended September 2012 &amp; 2011

	Oct '11 - Sep 12	Oct '10 - Sep 11
<b>Ordinary Income/Expense</b>		
Income		
City Agreement	80,000.00	80,000.00
County Contract	63,175.00	63,175.00
Grants	0.00	4,993.00
Contributions Income	105.00	0.00
Membership Dues	3,645.00	1,992.75
Merchandise Sales, Net of Costs	(131.32)	388.12
Rent Income	6,000.00	6,500.00
Sales Tax Discount	11.25	13.74
Awards Ceremony Income	0.00	3,950.00
Interest Income	0.00	223.87
<b>Total Income</b>	<b>152,804.93</b>	<b>161,236.48</b>
<b>Gross Profit</b>	<b>152,804.93</b>	<b>161,236.48</b>
Expense		
Payroll Expenses	94,221.16	117,680.41
Accounting/Bookkeeping Fees	2,228.95	2,146.06
Communications	1,381.61	1,133.12
Conferences/Conventions/Meet...	1,161.94	1,325.77
Dues & Subscriptions	1,064.96	483.05
Equipment Rental Expense	1,631.63	1,779.96
Insurance	3,740.39	3,731.65
Awards Ceremony Expenses	0.00	5,359.86
Library Acquisition	0.00	28.97
Licenses & Fees	75.00	89.75
Mortgage Payments/Interest	9,828.48	11,702.88
Office Expense	3,007.68	1,666.73
Postage & Mailing Expense	455.45	553.16
Printing Expense	177.30	5,067.09
Property Maintenance	8,116.21	2,822.46
Security Expense	263.40	374.69
Sponsorship Donations	0.00	100.00
Taxes - Other	95.19	0.00
Utilities	1,797.48	3,827.84
<b>Total Expense</b>	<b>129,246.83</b>	<b>159,873.45</b>
<b>Net Ordinary Income</b>	<b>23,558.10</b>	<b>1,363.03</b>
<b>Other Income/Expense</b>		
Other Income		
Equipment Purchase Transfer	6,017.50	0.00
Principal Payments Transfer	7,608.06	8,686.17
<b>Total Other Income</b>	<b>13,625.56</b>	<b>8,686.17</b>
Other Expense		
Depreciation Expense	3,853.94	3,565.06
<b>Total Other Expense</b>	<b>3,853.94</b>	<b>3,565.06</b>
<b>Net Other Income</b>	<b>9,771.62</b>	<b>5,121.11</b>
<b>Net Income</b>	<b>33,329.72</b>	<b>6,484.14</b>



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Cash Basis

**Tallahassee Trust for Historic Preservation, Inc.**  
**Profit & Loss**  
 October 2012 through March 2013

	Oct '12 - Mar 13
<b>Ordinary Income/Expense</b>	
Income	
Book Sales	18.54
602 · City Agreement	40,000.00
603 · County Contract	63,175.00
610 · Membership Dues	
6105 · Corporate	250.00
6104 · Sponsor	300.00
6103 · Family	550.00
6102 · Individual	210.00
Total 610 · Membership Dues	1,310.00
612 · Fundraisers	
61201 · CLG Donation Unfunded Expense	1,219.00
Total 612 · Fundraisers	1,219.00
614 · Merchandise Sales, Net of Costs	
615 · Merchandise Sales	134.00
616 · Merchandise Cost of Sales	-104.10
Total 614 · Merchandise Sales, Net of Costs	29.90
620 · Rent Income	4,000.00
Total Income	109,750.44
Cost of Goods Sold	
5000 · Cost of Goods Sold	0.00
Total COGS	0.00
Gross Profit	109,750.44
Expense	
700 · Payroll Expenses	
701 · Salaries & Wages	38,025.21
702 · FICA Tax Expense	14,509.27
704 · Group Health Insurance	8,545.37
705 · Workers' Compensation Ins.	635.00
Total 700 · Payroll Expenses	61,714.85
708 · Accounting/Bookkeeping Fees	1,791.20
710 · Communications	628.11
711 · Conferences/Conventions/Meeting	7,878.22
712 · Dues & Subscriptions	263.97
715 · Insurance	3,978.45
739 · Library Acquisition	28.97
740 · Licenses & Fees	75.00
745 · Mortgage Payments/Interest	5,350.56
755 · Office Expense	781.92
760 · Postage & Mailing Expense	494.74
763 · Printing Expense	1,908.58
767 · Property Maintenance	3,246.56
770 · Security Expense	131.70
771 · Sponsorship Donations	100.00
772 · Taxes - Other	61.25
775 · Utilities	1,197.62
Total Expense	89,631.70
Net Ordinary Income	20,118.74
Net Income	20,118.74

# NON-DEPARTMENTAL FUNDING AGREEMENT

## Line Item Agency Performance Report Format & Instructions

Agency Name: \_\_\_\_\_

Please provide the following information and please keep the report to a maximum of five pages.  
(Not including attachments)

1. Program Name:
2. Program Objective:
3. Services Provided:
4. Service Delivery Strategy:
5. Target Population:
6. Method used to effectively reach target population:
7. Program Resources:  
(Input: Resource including \$ amount directly related to program. Ex: employees, volunteers, materials, etc.)
8. Program Capacity:
9. Number of Participants: \_\_\_\_\_ Cost per Participant: \$ \_\_\_\_\_  
(Output – Number benefited from services)
10. Program Goals:
  - a. Short-term
  - b. Intermediate
  - c. Long-term
11. Objectives: (Intended impact/outcome results)
  - a. Activities
  - b. Time Frame
  - c. Key Performance Indicators (Quantifiable)
  - d. Outcome Measures  
(Benefits or changes for participants during and after their involvement with the program.)
12. Data Collection Method:
13. Number of Participants that left or were dropped from the program:
14. Provide Participants demographic data:  
(Age, gender, race/ethnicity, marital status, income, /economic status, area of residence and including the participants' condition/status both before and after services are.)
15. If possible, please provide participant program satisfaction data: (Surveys, etc.)
16. List any agency partnerships and collaborations related to this program.

# Exhibit A

## Leon County Board of County Commissioner's Continuation of Funding (FY 2015/2016) Overview and Form

**Eligible Applicants:** Only those organizations that are currently funded (FY 2015/2016) by the Leon County Board of County Commissioner's through a grant may submit a Letter of Intent. This funding is for the continuation of current grant awards through which services are provided by grantees.

**Grant Limits:** Current grantees will be required to submit a budget letter requesting continuation of funding. The County has allocated funds in the proposed FY 2015/2016 budget. With that in mind, grantees should submit a proposed budget for funding of the budgeted award amount.

**Deadline:** Forms for continuation of County funding are due no later than 5 p.m. on (Insert Date). Required documents may be submitted by mail or electronically via e-mail to [Insert Email Address] or fax to [Insert Fax Number].

**Document List:** Letter of Intent – REQUIRED;

**Name of Agency** Tallahassee Trust for Historic Preservation

**Address** 423 East Virginia Street

**City** Tallahassee **State** FL **Zip Code** 32301

**Primary Point of Contact** Melissa Stoller

**Phone Number** 850-488-7334

**E-mail Address** melissataltrust@comcast.net

By submitting this Letter of Intent, Tallahassee Trust for Historic Preservation agrees to continue to provide services through the County funding award. We understand that funding through this Letter of Intent process is contingent upon the County's budget appropriation. Further, we understand that the submission of this Letter of Intent does not guarantee funding by Leon County.

This Letter of Intent must be signed by an agency official who is authorized to enter into contractual agreements.

Melissa Stoller

Signature

29 September 15

Date

Melissa Stoller

Print Name

Executive Director

Title





## **B. Program Information**

1. Succinctly describe the program for which funding is being requested. Please include types of services provided.

Funding is being sought for the Tallahassee Trust for Historic Preservation (TTHP) to continue to staff and maintain records of the Tallahassee-Leon County Architectural Review Board, meet the requirements of the federal Certified Local Government program, and to provide comprehensive historic preservation services to the local government and the citizens of Leon County. Services include education, planning, and technical assistance as it pertains to preserving the community's historic resources. For more detailed information regarding services please see attached.

2. List the targeted population projected to be served or benefit from this program.

Leon County residents are the target population.

3. Projected program impact/outcome results: What is the projected impact on the target population?

The projected impact/outcome is the continued preservation of Leon County's historic resources, the preservation of a community's historic buildings, structures, objects, and sites has been found to be in the best interest of the community's economic viability and livability. This is evidenced in the National Historic Preservation Act and in numerous local zoning codes throughout the United States. The TTHP is the local agency dedicated to promoting, preserving, and protecting the historic resources of Leon County.

4. Provide the methods used to attain this program's target population.

The methods used are in the enforcement of existing national, state, and local historic preservation ordinances and regulations and the dissemination of historic preservation information through public outreach and education programs.

5. List the program's short-term, intermediate, and long-term goals.

The long-term goal is the preservation of Leon County's historic resources. This is accomplished by the ongoing goal of educating the community about the value of preserving the buildings, structures, objects, sites, and districts that represent our community's past, and the enforcement of the regulations in place to protect these irreplaceable resources. For a discussion of short-term and intermediate goals please see attached.

## **B. Program Information-Cont.**

1. Succinctly describe the program for which funding is being requested. Please include types of services provided.

Services provided by the Tallahassee Trust for Historic Preservation to Leon County Government are:

- Assist the County in fulfilling the Goals, Objectives and Policies of the Historic Preservation Element of the Tallahassee-Leon County Comprehensive Plan.
- Assist the County in fulfilling the requirements of the Federal Certified Local Government (CLG) Program including preparation and submission of the required Annual CLG Reports to the Historic Preservation Section of the Florida Department of State, Bureau of Historical Resources, ensuring appropriate enforcement of state and local legislation for designation and protection of historic properties, providing staff, technical support, and record keeping for the historic preservation review commission (Tallahassee-Leon County Architectural Review Board), maintaining a system for survey and inventory of historic properties, and reviewing the appropriateness of nominations to the National Register of Historic Places.
- Assist the County in accordance with Leon County Historic Preservation Ordinance as amended. This assistance includes administering and staffing the Tallahassee-Leon County Architectural Review Board (ARB), processing its correspondence, preparing the required legal notifications, maintaining the meeting minutes and archives of properties listed in the Tallahassee-Leon County Register of Historic Places, providing the technical information required for the Architectural Review Board to reach an informed decision, coordinating with other governmental agencies involved in the regulatory process, and providing technical support.

7. List the program's short-term, intermediate, and long-term goals.

Short term and intermediate goals include:

- Employment of staff that have the knowledge, education, and experience in historic preservation to provide this education to the community; provide the local government with information so that

irreplaceable historic resources are included in land use planning; and to staff the Tallahassee-Leon County Architectural Review Board with experienced historic preservation professionals who can provide assessment, evaluation, and recommendations to the board to enable the board members to make an informed decision.

- Increase social media based public outreach to make historic preservation education and information accessible and entertaining and to promote community use and support for local businesses located within our historic districts
- Increase participation in sustainability initiatives and education by actively seeking to develop partnerships and programming relative to sustainable practices and preservation.
- Continue to recognize excellence in a variety of historic preservation projects through the Tallahassee-Leon County Historic Preservation Awards and recognition through partnerships and social media.
- Increase education outreach efforts by applying for grants to support development of education and outreach materials across media formats and to support an internship program to help preservationists and planners of the future gain first hand experience in the field.

6. What other agencies in Leon County (governmental, non-profit, and private) provide services similar to those which would be provided by this funding?

7. List any Agency partnerships and collaboration related to this program.

Agency	Partnership/Collaboration
Leon County	Architectural Review Board
City of Tallahassee	Architectural Review Board
FL Dept. of State, Bureau of Historical Resources	Certified Local Government Program
US Dept. of Interior/National Park Service	Certified Local Government Program

### C. Funding Information

8. Agency's current total budget: [F/Y 2014/2015] \$143,538 (*current*) [F/Y 2015/2016] \$153,530       
(*proposed*)

9. Total cost of program:     \$143,538 (FY 2014/2015)      
    

10. Please list the [Current F/Y 2014/2015] 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	39,937	59,905	99,842.
Professional Fees	1,032	1,549	2,581.
Occupancy/Utilities/Network	8,812	13,218	22,030.
Supplies/Postage	1,204	1,805	3,009.
Equipment Rental, Maintenance, Purchase	552	828	1,380.
Meeting Costs/Travel/Transportation	2,280	3,419	5,699.
Staff/Board Development/Recruitment	200	300	500.
Awards/Grants/Direct Aid	480	720	1,200.
Bad Debts/Uncollectible	0	0	0
Bonding/Liability/Directors Insurance	1,831	2,746	4,577.
Other Expenses (please itemize) Bookkeeping/accountant/taxes	1,088	1,632	2,720.
<b>Total</b>	<b>57,416</b>	<b>86,122</b>	<b>143,538</b>

### Use your response to Question 11 to answer Questions 12-13

11. Please list the following Revenue Sources for the current year and the upcoming year below:

Revenue Sources	[ F/Y 2014/2015 ] (Current)	[F/Y 2015/2016] (Proposed)
Leon County (not CHSP)	<u>63,175</u>	<u>63,175</u>
City of Tallahassee (not CHSP)	<u>80,000</u>	<u>80,000</u>
United Way (not CHSP)		
CHSP		
State		
Federal		
Grants		
Contributions/Special Events	<u>740</u>	<u>1,500</u>
Dues/Memberships	<u>570</u>	<u>1,500</u>
Program Service Fees		
Utilized Reserves		
Other Income (please itemize) Rent/ merchandise	<u>6,000</u>	<u>6,000/150</u>
<b>Total</b>	<u>150,485</u>	<u>152,325</u>

12. Please list the following expenses for the current year and the upcoming year below:

Expenses	[F/Y 2014/2015 __] (Current )	[F/Y 2015/2016 __] (Proposed)
Compensation and Benefits	<u>99,842</u>	<u>115,000</u>
Professional Fees	<u>2,581</u>	<u>2,500</u>
Occupancy/Utilities/Network	<u>18,855</u>	<u>19,000</u>
Supplies/Postage	<u>3,009</u>	<u>3,000</u>
Equipment Rental, Maintenance, Purchase	<u>1,380</u>	<u>1,380</u>
Meeting Costs/Travel/Transportation	<u>5,199</u>	<u>5,000</u>
Staff/Board Development/Recruitment	<u>500</u>	<u>250</u>
Awards/Grants/Direct Aid	<u>1,200</u>	<u>0</u>
Bad Debts/Uncollectible	<u>0</u>	<u>0</u>
Bonding/Liability/Directors Insurance	<u>4,577</u>	<u>4,600</u>
Other Expenses (please itemize) Bookkeeping/accountant/taxes	<u>2,720</u>	<u>2,800</u>
<b>Total</b>	<u>143,538</u>	<u>153,530</u>

13. Describe actions to secure additional funding. Please be specific.

Increased membership  
New merchandise sales  
Sponsorships  
Grants

14. 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:

Melissa Stalter

Signature:

Melissa Stalter

Date Signed:

29 Sept. 15

09/28/15

Accrual Basis

**Profit & Loss**

October 1, 2014 through June 26, 2015

Oct 1, '14 - Jun 26, 15

<b>Ordinary Income/Expense</b>	
<b>Income</b>	
Myers Park Historic Marker	740.00
Book Sales	0.00
City Agreement	80,000.00
County Contract	63,175.00
Membership Dues	
Corporate	350.00
Sponsor	100.00
Family	50.00
Individual	70.00
Total Membership Dues	570.00
Rent Income	3,000.00
Merchandise Sales, Net of Costs	
Merchandise Sales	14.37
Merchandise Cost of Sales	-7.50
Total Merchandise Sales, Net of Costs	6.87
Total Income	147,491.87
Gross Profit	147,491.87
<b>Expense</b>	
<b>Payroll Expenses</b>	
Group Health Insurance	6,718.77
Payroll Taxes	6,027.96
Processing Fee	594.02
Salaries & Wages	59,735.11
Workers' Compensation Ins.	606.00
Total Payroll Expenses	73,681.86
Accounting & Tax Preparation	2,470.00
Advertising & Promotion	2,160.00
Bank & Credit Card Fees	21.40
Communications	796.84
Conferences/Conventions/Meeting	5,199.05
Dues & Subscriptions	97.46
Equipment Rental Expense	1,035.00
Insurance	
D & O Insurance	744.00
BAPP Business Policy	3,833.04
Total Insurance	4,577.04
Library Acquisition	59.00
Licenses & Fees	136.25
Miscellaneous	106.38
Mortgage Payments/Interest	8,048.07
Office Expense	2,450.17
Postage & Mailing Expense	99.86
Printing Expense	293.81
Property Maintenance	3,657.49
Security Expense	197.55
Sponsorship Donations	1,200.00
Utilities	2,356.14
Voids	0.00
Total Expense	108,643.37
Net Ordinary Income	38,848.50
<b>Other Income/Expense</b>	
<b>Other Income</b>	
Principal Payments Transfer	4,494.64
Total Other Income	4,494.64

**Tallahassee Trust for Historic Preservation, Inc.**  
**Profit & Loss**  
October 1, 2014 through June 26, 2015

	Oct 1, '14 - Jun 26, 15
Other Expense	
Depreciation Expense	1,818.76
Total Other Expense	1,818.76
Net Other Income	2,675.88
Net Income	41,524.38



# BOARD OF COUNTY COMMISSIONERS

## INTER-OFFICE MEMORANDUM

### VIA ELECTRONIC DELIVERY

TO: Eryn Calabro, Director, Housing and Human Services  
Rosemary Evans, Housing and Human Services  
Wanda Hunter, Probation Director  
Don Lanham, County Administration  
Robert Mills, Director of Solid Waste  
Joshua Pascua, County Administration

FROM: Patrick T. Kinni, Deputy County Attorney

DATE: September 4, 2015

SUBJECT: Grant Funding Agreement

Following up on our meeting of September 3, 2015, this memorandum shall serve to outline the grant funding agreement process for fiscal year 2016, and provided there are no substantial changes in matters affecting departmental grant funding, for future fiscal year funding requests.

We have included herein for your use in this process, a new Exhibit A, a Fiscal Year 2016 Letter of Agreement, granting a one (1) year extension of the grant funding contract, and where appropriate, new language implementing Legislative changes to the Public Records law, Chapter 119, Florida Statutes. Also included, is a Letter of Agreement to be utilized in future fiscal years, where appropriate.

When deemed appropriate during the budget process, please transmit Exhibit A to each Agency being funded, for their completion and return. Upon adoption of the budget, please transmit the Letter of Agreement, with Exhibit A attached, for execution and return to your office/division. Please instruct the Agency Director to retain a copy for its records. Upon receipt of the executed original please route same to the Clerk's office, Finance Division, for inclusion in the County's Contract database and retaining a copy for your use.

Naturally, every case is not the same and contract documents will invariably need to be altered to meet changing needs, however, we are confident that the attached form documents will provide a foundation to assist you in this regard.

Should you have any questions regarding the above, please do not hesitate to contact our office.

PTK/et

#### Attachments

cc: Alan Rosenzweig, Deputy County Administrator  
Scott Ross, Director, Office of Management & Budget  
Timothy Barden, Principle Management & Budget Analyst,  
Office of Management & Budget  
Ryan Aamodt, Budget Analyst, Office of Management and Budget

## Agency Performance Report

**Agency Name:** TALLAHASSEE TRUST FOR HISTORIC PRESERVATION

1. **Program Name: Certified Local Government Program/ Tallahassee-Leon County –**  
Communities are designated Certified Local Governments (CLGs) by the National Park Service (NPS). CLG programs are administered jointly by the NPS and the State Historic Preservation Offices (SHPOs). Once certified, CLGs become active partners in the Federal Historic Preservation Program. Each community gains access to benefits of the program, including annual appropriations from the Federal Historic Preservation Fund of which states are required to give at least 10% of their funding to CLGs, and agrees to follow required Federal and State requirements. Historic preservation has proven economic, environmental, and social benefits. Studies show that historic districts maintain higher property values, less population decline, more walkability and greater sense of community.

CLGs must meet minimum goals including establishment of a qualified historic preservation commission, enforcement of appropriate State or local legislation for the designation and protection of historic properties, maintain a system for the survey and inventory of local historic resources, facilitate public participation in local preservation, including participation in the National Register listing process, and follow all additional requirements outlined in the State's CLG procedures.

2. **Program Objectives:** To fulfill all of the requirements of the Certified Local Government program for Tallahassee-Leon County. To provide ongoing preservation services to the residents of Tallahassee and Leon County. To ensure the preservation and conservation of our historic and cultural resources.
3. **Services Provided:** The Tallahassee Trust for Historic Preservation staffs and maintains records of the Tallahassee-Leon County Architectural Review Board, meets all requirements of the Federal Certified Local Government Program including preparation and submission of the required Annual CLG Report to the Historic Preservation Section of the Florida Department of State, Bureau of Historical Resources, ensures appropriate enforcement of state and local legislation for designation and protection of historic properties, provides staff, technical support, and record keeping for the historic preservation review commission, maintains a system for survey and inventory of historic properties, and reviews the appropriateness of nominations to the National Register of Historic Places. Provides comprehensive historic preservation services to the local government and the citizens of Tallahassee-Leon County. Services include education and outreach, planning and technical assistance as it pertains to the preservation of the community's historic resources, assist the City of Tallahassee and Leon County in fulfilling the Goals, Objectives and Policies of the Historic Preservation Element of the Tallahassee-Leon County Comprehensive Plan and in accordance with the Leon County

Historic Preservation Ordinance, staffs the Tallahassee-Leon County Architectural Review Board, processes all correspondence, preparation of the required legal notifications, maintenance of meeting minutes and archives of properties listed in the Tallahassee-Leon County Local Register of Historic places, provides the technical information necessary for the Architectural Review Board to reach informed decisions, and coordinates with other governmental local agencies involved in the regulatory process.

4. **Services Delivery Strategy:** Provide qualified staff who meet the National Park Service Professional Qualification Standards in History, Archaeology, and Architectural History, provide the knowledge, skills and experience necessary to fulfill the requirements of the Federal Certified Local Government Program, enforce and provide guidance regarding existing national, state, and local historic preservation ordinances, regulations and programs, and provide/disseminate historic preservation information through public outreach and education programs.
5. **Target Population:** Residents of Tallahassee-Leon County.
6. **Method(s) used to effectively reach target population:** The Tallahassee Trust for Historic Preservation reaches the target population by providing all of the services required under the Federal Certified Local Government Program (as outlined above), provides education and outreach regarding the importance of historic preservation to the community's economic, environmental, and social wellbeing through educational events, printed materials, social media outreach, internship programs, and partnerships with other local organizations, provides technical services to historic property owners, and guidance regarding preservation ordinances, regulations, and programs.
7. **Program Resources:** Current funding provided for Certified Local Government/preservation services by Leon County \$63,175. Professional staff who meet federal qualification standards in History, Architectural History, and Archaeology. Education and outreach programming provided through educational events, printed materials, web-based materials, and social media. Archives, research library, and recordkeeping (Local Register of Historic Places/Architectural Review Board). Active partnerships with local government and other non-profit organizations.
8. **Program Capacity:** N/A
9. **Number of Participants/Cost per participant:** N/A
10. **Program Goals:** Fulfill all requirements of the Federal Certified Local Government Program, provide preservation and technical services to the residents of Tallahassee-Leon County, partner with local government and community organizations to provide

preservation services and outreach, continue to educate the community about the value of preserving the buildings, structures, objects, sites, and districts that represent our community's past, enforce existing federal, state, local ordinances and regulations to protect our irreplaceable resources, continue to employ qualified staff who have the necessary knowledge, education, skills, and experience to provide best practices in historic preservation, continue to staff the Tallahassee-Leon County Architectural Review Board, increase social media based public outreach in order to make historic preservation education and information accessible and entertaining and to promote community use and support for our local historic resources/districts, increase participation in sustainability initiatives and education by seeking partnerships and developing programming relative to sustainable practices and preservation, continue to recognize excellence in a variety of historic preservation projects through the Tallahassee-Leon County Historic Preservation Awards, increase education and outreach efforts by applying for grants to support development of materials across media formats and to support an internship program to help students interested in preservation to gain experience.

- 11. Objectives (intended impact/outcome results):** Fully meet the requirements of the Federal Certified Local Government Program, serve historic property owners by continuing to staff the Tallahassee-Leon County Architectural Review Board, and to provide comprehensive historic preservation services to the local government and the citizens of Tallahassee-Leon County, including education and outreach, planning and technical assistance as it pertains to preserving the community's historic and cultural resources.

For FY2014/2015 seven quarterly and annual reports were submitted to local, state, and federal agencies regarding TTHP/CLG activities (City of Tallahassee and Leon County quarterly reports, annual report, State of Florida Annual Certified Local Government report, and Federal Annual Certified Local Government report). Staff provided certificate of appropriateness application reviews and provided research and support to the Tallahassee-Leon County Architectural Review Board. For FY 2014/2015 fifty Certificates of Appropriateness were issued. Staff also responded to 177 research requests regarding historic properties in Tallahassee-Leon County. Two properties were reviewed for placement on the National Register of Historic Places and one property was reviewed for placement on the Tallahassee-Leon County Local Register of Historic Places, with more properties yet to be reviewed.

The TTHP provided Certificates of Appropriateness for property owners applying to the Historic Property Grant and Loan program (HPGL) and served on the HPGL committee. As the CLG staff provided comment on Section 106 reviews and Local Natural Features Inventory Reviews. The TTHP also hosted several education and outreach events

including “Looking Back/Looking Forward: Preservation in Tally” held in the All Saints District, “Plantations and Canopy Roads: Traditional Landscapes of North Florida” held at the Tallahassee Museum, and “Tallahassee Moderne” held at Cascades Park. The TTHP also co-hosted the annual “Rotunda Rendezvous” with the Florida Historic Capitol Museum for Historic Preservation month. TTHP staff also served on the planning committee and on a panel session at the Florida African American Heritage Preservation Network conference held in Tallahassee. The TTHP has also sought to increase outreach and awareness through increased use of social media and the development of a new website.

**12. Data collection method:** N/A

**13. Number of Participants that left or were dropped from the program:** N/A

**14. Provide Participants demographic data:** N/A

**15. Provide participant program satisfaction data:** N/A

**16. List any agency partnerships and collaborations related to this program:** The TTHP has partnered/collaborated with the City of Tallahassee Planning Department, Economic and Community Development, and Blueprint2000 on the local level and the Florida Department of State, Division of Historical Resources on the State level. The TTHP also has active partnerships with the John G. Riley House and the Florida Trust for Historic Preservation, as well as other local organizations.

**LEON COUNTY  
CONTRACT ROUTING FORM**

☐ Original  
☒ Renewal  
☐ Amendment( # )

County Contract No. 3569 C

Division Contact: Shington Lamy Phone # 606-5329

Department/Division: County Administration

Contractor: Oasis Center for Women and Girls

Address 317 E. Call St.

City, State, Zip Tallahassee, FL 32301 Phone (850) 222-2747

Contract Period: From 10/1/15 To 9/30/16

Renewal Periods: Number _____ Term _____		<p>RECEIVED 15 OCT 20 AM 11:53 FINANCE DIVISION BOB INZER CLERK &amp; COMPTROLLER</p> <p>RECEIVED 15 OCT 22 AM 7:53 FINANCE DIVISION BOB INZER CLERK &amp; COMPTROLLER</p>
Contract Total \$ Amount: <u>\$20,000</u> or check if <input type="checkbox"/> Unit Price Agreement		
<b>Contract Type:</b> <input type="checkbox"/> Conservation Easement <input type="checkbox"/> Construction <input type="checkbox"/> Continuing Supply <input type="checkbox"/> Deed <input type="checkbox"/> Interlocal Agreement <input type="checkbox"/> Grant <input type="checkbox"/> Lease <input type="checkbox"/> Other Services <input checked="" type="checkbox"/> Performance Agreement <input checked="" type="checkbox"/> Professional Services <input type="checkbox"/> Purchase <input type="checkbox"/> Other (Explain below)	<b>Procurement Method:</b> <input type="checkbox"/> Bid* <input type="checkbox"/> RFP* <input type="checkbox"/> Sole Source <input type="checkbox"/> Gov't Entity <input type="checkbox"/> Other (Explain Below)  <b>Insurance Certificates:</b> <input type="checkbox"/> General Liability <input type="checkbox"/> Professional Liability <input type="checkbox"/> Workers' Compensation <input type="checkbox"/> Errors & Omissions <input type="checkbox"/> Automobile Coverage	
<b>Forms Required:</b> <input type="checkbox"/> Public Entity Crimes Statement <input type="checkbox"/> Performance Bond <input type="checkbox"/> Materials & Payment Bond <input type="checkbox"/> Warranty Bond <input type="checkbox"/> Certification Regarding Debarment  <b>*Bid/RFP #</b> _____  <b>Awarded by:</b> <input type="checkbox"/> Purchasing Director <input type="checkbox"/> County Administrator <input checked="" type="checkbox"/> Board of County Commissioners Agenda Date <u>10/13/15</u> Item # <u>1</u>		
Comments: <u>Please return all 4 agreements in order to secure signatures from the City</u>		

**Routing:**

Required	Initials	Date	
<input checked="" type="checkbox"/>	<u>[Signature]</u>	<u>10/16/15</u>	Originating Division <u>County Administration</u>
<input type="checkbox"/>			Group Director
<input checked="" type="checkbox"/>	<u>[Signature]</u>	<u>10/16/15</u>	Purchasing
<input checked="" type="checkbox"/>	<u>[Signature]</u>	<u>10/19/15</u>	County Attorney's Office
<input checked="" type="checkbox"/>	<u>[Signature]</u>	<u>10/26/15</u>	Deputy or Assistant County Administrator
<input checked="" type="checkbox"/>	<u>[Signature]</u>		County Administrator
<input checked="" type="checkbox"/>	<u>[Signature]</u>		Chairman, BCC
<input checked="" type="checkbox"/>	<u>[Signature]</u>		Clerk's Office (Finance)

Return completed documents to: Shington Lamy - 606-5329

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



## **AGREEMENT FOR STAFFING OF THE TALLAHASSEE-LEON COUNTY COMMISSION ON STATUS OF WOMEN AND GIRLS**

THIS AGREEMENT is entered into this 15 day of October 2015, by and between **LEON COUNTY, FLORIDA**, a charter county and a political subdivision of the State of Florida (hereinafter referred to as the County), the **CITY OF TALLAHASSEE**, a Florida municipal corporation (hereinafter referred to as the "City"), and **THE OASIS CENTER FOR WOMEN & GIRLS, INC.**, a Florida nonprofit corporation (hereinafter referred to as the "Agency").

**WHEREAS**, the County established the Leon County Commission on the Status of Women & Girls on April 12, 2011 with the adoption of Enabling Resolution R11-14 setting forth the purpose and goals of the Commission, and

**WHEREAS**, on December 13, 2012, the County and the Agency entered into an Agreement for Staffing of the Leon County Commission on Status of Women and Girls for the County fiscal year 2012/2013 (the "Original 12/13 Agreement"); and

**WHEREAS**, the County and City established the Tallahassee-Leon County Commission on the Status of Women and Girls (the "Commission") with the adoption of a Joint Enabling Resolution, identified by the County as R13-11 and by the City as 13-R-20 (readopted and amended in 15-R-28) (the "Joint Enabling Resolution"), setting forth the purpose and goals of the Commission and effectively dissolving the Leon County Commission on the Status of Women and Girls; and

**WHEREAS**, the County and the City jointly engaged the Agency through a new Agreement for Staffing to continue to provide administrative support to the Commission through the end of the fiscal year 2012/2013; and

**WHEREAS**, the County and City wish to jointly ratify and acknowledge their desire to continue the engagement of the Agency to provide administrative support to the Commission and have each appropriated \$20,000 for staff of the Commission for fiscal year 2015/2016 for a total of \$40,000.

**NOW, THEREFORE**, in consideration of the following mutual covenants and other valuable considerations, the receipt and sufficiency of which are hereby acknowledged, the parties hereby agree as follows:

### **Article 1. GENERAL CONDITIONS**

1.1. **Scope of Services; Compensation:** In exchange for the County's payment to the Agency in the amount of TWENTY THOUSAND and 00/100 DOLLARS (\$20,000.00) and the City's payment to the Agency in the amount of TWENTY THOUSAND and 00/100 DOLLARS (\$20,000.00) in accordance with Section 1.3.2 below, the Agency shall do, perform and carry out, in a satisfactory and proper manner, as determined by the County and City, administrative support to the Commission which shall include but not be limited to:

1.1.1. Staffing and Scheduling.

1.1.2. Coordination.

1.1.3. Liaison/Communication with the County and City.

1.1.4. Prepare all necessary documents when needed.

1.1.5. Perform all necessary functions and requirements of the Chapter 286 (Sunshine Law), Chapter 112, Part III (Code of Ethics), Chapter 257 (Public Records Retention) and Chapter 119 (Public Records Law) of the Florida Statutes pertaining to the operation of the Commission.

1.1.6. Commission activities, community outreach and promotion of issues affecting women and girls which may include printing, website development and maintenance, holding community forums, and other related expenses.

1.1.7. Conduct research and development at the direction of the Commission, with the expectation that approximately one-half, or TEN THOUSAND and 00/100 DOLLARS (\$10,000.00) of the funding provided by the County for the Agency's administrative support to the Commission will be allocated to such research and development.

1.2. **Collaboration:** During the Term of this Agreement, the Agency shall carry out the goals, objectives, and tasks of the Commission as outlined in the Joint Enabling Resolution establishing the Tallahassee-Leon County Commission on the Status of Women and Girls, a copy of which is attached hereto as Exhibit "A" and by reference is made a part hereof.

1.3. **Time of Performance and Payment:** The time within which this Agreement shall be performed and the method of payment for compensation shall be as follows:

1.3.1. Time of Performance. The County, the City, and the Agency hereby ratify and acknowledge the Agency's receipt of a written notice to proceed with the commencement of the Scope of Services effective October 1, 2015. All work and services required by this Agreement shall be performed between **October 1, 2015, and September 30, 2016**, unless the Commission is earlier dissolved by the County and the City or unless otherwise mutually agreed to in writing by the County, the City, and the Agency.

1.3.2. Payment. The County and City shall, no later than 30 days after executing this Agreement, pay as compensation to the Agency the amount of TWENTY THOUSAND and 00/100 DOLLARS (\$20,000.00), respectively for services to be provided for fiscal year 2015/2016.



1.3.2.1. In the event the Commission is dissolved, or the Agency's work and services are otherwise fully performed, prior to the end of a fiscal year for which the Agency has received an advance payment for compensation, the Agency shall reimburse the County and City in an amount pro-rated for the portion of the fiscal year during which the Agency's services will no longer be provided.

1.4. **Personnel and Subcontracting:**

1.4.1. The Agency represents that it has, or will secure at its own expense, all personnel required in performing the Scope of Services as described in Section 1.1 above. Such personnel shall not be employees of or have any contractual relationship with the County and City.

1.4.2. All work and services required hereunder will be performed by the Agency, or under its supervision, and all personnel engaged in the performance of work or services shall be fully qualified and properly authorized or licensed under applicable federal, state, and local law, statutes, and ordinances to perform such work or services.

1.4.3. None of the work or services to be performed under this Agreement shall be subcontracted without prior written approval of the County and City.

1.5. **Amendments:** The parties may, from time to time, amend this Agreement. Such amendments must be mutually agreed upon in writing by the County, the City and the Agency and set forth in a written document executed by duly authorized representatives of the parties to this Agreement.

1.6. **Termination of Contract for Cause:** If the Agency fails to fulfill, in a timely and proper manner, any of its obligations under this Agreement, or if the Agency violates any of the covenants, agreements, provisions, or stipulations of this Agreement, the County and/or City shall have the right to terminate this Agreement by giving written notice of such termination to the Agency, specifying the reasons for the termination and the effective date thereof, at least five (5) days prior to the effective date of such termination. Notwithstanding such termination, the Agency shall be and remain liable to the County and/or City for all damages sustained by, and costs or expenses incurred by the County and/or City by virtue of any breach of the Agreement by the Agency.

1.7. **Termination of Contract for Convenience of County:** The County may terminate this Agreement in whole or in part at any time by giving written notice to the Agency of such termination, specifying the effective date thereof, at least fifteen (15) days before the effective date of such termination.

1.8. **Termination of Contract for Convenience of City:** The City may terminate this Agreement in whole or in part at any time by giving written notice to the Agency of such termination, specifying the effective date thereof, at least fifteen (15) days before the effective date of such termination.

1.9. **Assignment and Binding Effect:** The Agency shall not assign, transfer, or otherwise convey any interest in this Agreement without the prior written consent of the County and City.

1.10. **Indemnification of the County:** The Agency shall indemnify, save and hold the County, its officials, officers and employees harmless from any and all actions, obligations, claims, damages, expenses, costs of any kind, debts, negligence, and liabilities arising from, or in any way related to, acts or omissions of the Agency, its employees, volunteers, subcontractors, employees of subcontractors, or clientele, in the performance of, or failure to perform under, this Agreement. Should the County, as a result of the performance or lack thereof by or on behalf of the Agency, be required to reimburse any sums to any organization, or reimburse funds to any Federal, state or local governmental entity, contribute funds to the performance of this project, or expend County funds to complete or correct such performance, the Agency, upon demand by the County, shall refund and reimburse the County for all sums so reimbursed or expended by the County.

1.11. **Indemnification of the City:** The Agency shall indemnify, save and hold the City, its officials, officers and employees harmless from any and all actions, obligations, claims, damages, expenses, costs of any kind, debts, negligence, and liabilities arising from, or in any way related to, acts or omissions of the Agency, its employees, volunteers, subcontractors, employees of subcontractors, or clientele, in the performance of, or failure to perform under, this Agreement. Should the City, as a result of the performance or lack thereof by or on behalf of the Agency, be required to reimburse any sums to any organization, or reimburse funds to any Federal, state or local governmental entity, contribute funds to the performance of this project, or expend City funds to complete or correct such performance, the Agency, upon demand by the City, shall refund and reimburse the City for all sums so reimbursed or expended by the City.

1.12. **Attorney Fees:** Nothing in this Agreement shall be construed to deny either party the right to seek any remedies that may be available to that party, at law or in equity, including but not limited to awards of court costs and attorney fees, in order to enforce the terms of this Agreement or to recover damages as a result of a breach of this Agreement; provided, however, that nothing in this paragraph shall be construed to be a waiver of the County and/or City's sovereign immunity.

## **Article 2. ASSURANCES**

2.1. **Equal Employment Opportunity:** The Agency shall comply with the prohibition against employment discrimination in Chapter 9, Leon County Code of Laws (the "Human Rights Code") by not engaging in the unlawful employment practices set forth in Article II therein on the basis of age, race, color, religion, national origin, ancestry, disability, marital status, familial status, sex, gender, gender identity or expression, or sexual orientation. Such unlawful employment practices include, but are not limited to, (i) failing or refusing to hire, discharge, promote, or otherwise discriminate against an individual with respect to compensation or the terms, conditions, or privileges of employment, or (ii) limiting, segregating, or classifying an employee in a way which



would deprive or tend to deprive an individual of employment opportunities or otherwise adversely affect the status of an employee. In addition, the Agency shall abide by any other employment discrimination prohibitions as provided by any other applicable laws. The Agency shall post in conspicuous places, available to employees and applicants for employment, any employment discrimination notices as provided by the County and/or the City setting forth the provisions of a nondiscrimination clause. The Agency shall incorporate this provision in all subcontracts for services provided under this Agreement.

2.2. **Nondiscrimination Under Title VI of Civil Rights Act of 1964:** The Agency covenants and promises that it will fully comply with Title VI of the Civil Rights Acts of 1964 (P.D. 88-352) and in accordance with Section 109 of the Housing and Community Development Act of 1974, as amended, and with all requirements imposed by or pursuant to that Act. In accordance with this, no person in the United States shall, on the basis of race, color, disability, age, religion, national origin, or sex, be excluded from participation in, denied the benefits of, or subjected to discrimination under any program or activity for which the recipient received financial assistance from the County and City.

2.3. **Interest of Members of the County and Others:** No officer, member or employee of the County and no members of its governing body, and no other public official of the governing body of the locality in which the project is situated and being carried out who exercise any functions or responsibility in the review and approval of the undertaking or carrying out of this project, shall participate in any decision relating to this Agreement which affects his personal interest or have any personal or pecuniary interest, direct or indirect, in this Agreement or the proceeds thereof.

2.4. **Interest of Members of the City and Others:** No officer, member or employee of the City and no members of its governing body, and no other public official of the governing body of the locality in which the project is situated and being carried out who exercise any functions or responsibility in the review and approval of the undertaking or carrying out of this project, shall participate in any decision relating to this Agreement which affects his personal interest or have any personal or pecuniary interest, direct or indirect, in this Agreement or the proceeds thereof.

2.5. **Interest of the Agency:** The Agency on behalf of itself and its officers and officials, covenants that none of them presently have any interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of work and services required to be performed under this Agreement. The Agency, on behalf of itself and its officers and officials, further covenants that in the performance of this Agreement, no person having such interest shall be employed.

2.6. **Records:** The Agency shall maintain books, records, documents, and accounting procedures and practices sufficient to reflect properly the amount received and disposition by the Agency of all compensation received for its work and services. The Agency's records shall be subject at all reasonable times to inspection, copy and audit by the County, City, or its authorized representatives. The Agency shall preserve and make its records available to the County, City and its authorized representatives until

the expiration of three (3) years from the date of final settlement, and for such longer period, if any, as is required by applicable law, statute, ordinance, rule, or regulation.

**2.7. Public Records Related to Contractual Services:** The Agency shall:

2.7.1. Keep and maintain those records that ordinarily and necessarily would be required by the County and/or the City in order to perform the Services under this Agreement, hereinafter "Public Records".

2.7.2. Provide the public with access to public records on the same terms and conditions that the County or City would provide the records and at a cost to the public as set forth in Chapter 119, Florida Statutes, or as otherwise provided by law.

2.7.3. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law.

2.7.4. Meet all requirements for retaining public records and transfer, at no cost, to the County and the City all public records in possession of the Grantee upon termination of this Agreement and destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. All records stored electronically must be provided to the County and the City in a format that is compatible with the information technology systems of the County and the City.

**2.8. Constitutional Prohibition:** The Agency shall not use Grant Funds for the acquisition, construction, reconstruction, rehabilitation, or operation of structures used for religious purposes.

IN WITNESS THEREOF, the County, the City and the Agency have executed this Agreement as of the date first above written.

**THE OASIS CENTER FOR WOMEN & GIRLS, INC.:**

  
\_\_\_\_\_  
Witness as to Agency

By:  \_\_\_\_\_

PAMELA GRAHAM, PRESIDENT  
(Type or print name and title of signatory)

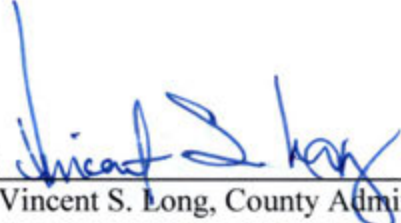
  
\_\_\_\_\_  
Witness as to Agency



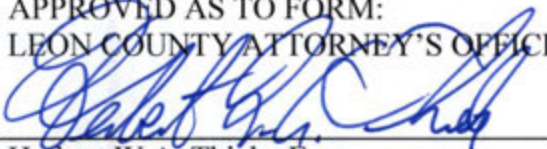
**LEON COUNTY, FLORIDA**

ATTEST:  
BOB INZER,  
CLERK OF THE COURT  
LEON COUNTY, FLORIDA

By: 

By:   
Vincent S. Long, County Administrator

APPROVED AS TO FORM:  
LEON COUNTY ATTORNEY'S OFFICE

  
Herbert W.A. Thiele, Esq.  
County Attorney

**CITY OF TALLAHASSEE**

ATTESTED BY:

By: \_\_\_\_\_  
James O. Cooke, IV  
City Treasurer-Clerk

By: \_\_\_\_\_  
Anita R. Favors-Thompson  
City Manager

APPROVED AS TO FORM:

\_\_\_\_\_  
Lewis E. Shelley  
City Attorney

**LEON COUNTY, FLORIDA**

ATTEST:  
BOB INZER,  
CLERK OF THE COURT  
LEON COUNTY, FLORIDA



By: [Signature]

By: [Signature]  
Vincent S. Long, County Administrator

APPROVED AS TO FORM:  
LEON COUNTY ATTORNEY'S OFFICE

[Signature]

Herbert W.A. Thiele, Esq.  
County Attorney



**CITY OF TALLAHASSEE**

ATTESTED BY:

By: [Signature]  
James O. Cooke, IV  
City Treasurer-Clerk

By: [Signature]  
Anita R. Favors-Thompson  
City Manager

APPROVED AS TO FORM:

[Signature]  
Lewis E. Shelley  
City Attorney

# 2014- 2015 ANNUAL REPORT



## Tallahassee/Leon County Commission on the Status of Women and Girls



**Published: October 2015**  
**[www.TallahasseeLeonCSWG.com](http://www.TallahasseeLeonCSWG.com)**

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## Acknowledgements

This report has been made possible due to the diligent work and contributions of many individuals, including each Commissioner serving the Tallahassee/Leon County Commission on the Status of Women and Girls (CSWG), volunteers, and the staff and interns at The Oasis Center for Women & Girls, Inc. (Oasis).

### 2014-2015 Commissioners

Commissioner	Committee Service	Begin Term	End Term	Appointed By
Dr. Ada Puryear Burnette	Sexual Assault Policy Group	5/1/14*	9/30/16	County Commissioner Bill Proctor
Paige Carter-Smith	Community Engagement Committee	5/1/13	9/30/15	City Commissioner Scott Maddox
Gail Dixon	Organizational and Bylaws Committee; Sexual Assault Policy Group	5/1/13*	9/30/15	CSWG
Mildred Hall	Sexual Assault Policy Group	5/1/13	9/30/14	City Commissioner Nancy Miller
R. Jai Gillum	Community Engagement Committee	5/1/13	9/30/15	CSWG
Dr. Roxanne Hughes	Organizational and Bylaws Committee; Chair, Research & Development Committee	5/1/14	9/30/16	County Commissioner Kristin Dozier
Dr. Huberta Jackson-Lowman	Community Engagement Committee	5/1/14*	9/30/16	CSWG
Dr. Elizabeth Jakubowski	Chair, Funding and Budget Committee (ad hoc); Research & Development Committee	5/1/14	9/30/16	CSWG

\* Has Served Multiple Terms, + Filled Vacancy





Commissioner	Committee Service	Begin Term	End Term	Appointed By
C. Sha’Ron James	Community Engagement Committee	6/10/14+	9/30/15	County Commissioner Nick Maddox
Jane Johnson	Research & Development Committee	5/1/14	9/30/16	County Commissioner John Dailey
Stephanie Land	Sexual Assault Policy Group	5/1/13*	9/30/15	County Commissioner Jane Sauls
Jessica Lowe-Minor	Chair, CSWG; Organizational and Bylaws Committee; Chair, Sexual Assault Policy Group	5/1/14*	9/30/16	Mayor John Marks
Marion McGee	Vice Chair, CSWG; Organizational and Bylaws Committee	6/19/13+	9/30/15	City Commission at Large
Ruth Nickens	Community Engagement Committee	5/1/14	9/30/16	CSWG
Sharon Ofuani	Community Engagement Committee	11/12/14+	9/30/15	City Commissioner Nancy Miller
Dr. Jeanne O’Kon	Community Engagement Committee; Chair, Organizational and Bylaws Committee	5/1/13*	9/30/15	County Commissioner Bryan Desloge
Kelly Otte		5/1/13*	5/12/14	County Commissioner Nick Maddox
Dr. Cheryl Rainey	Research & Development Committee	5/13/15+	9/30/15	City Commissioner Gil Ziffer

\* Has Served Multiple Terms, + Filled Vacancy



Commissioner	Committee Service	Begin Term	End Term	Appointed By
Dr. Cecile Reynaud	Sexual Assault Policy Group	5/1/13	9/30/15	CSWG
Sara Saxner	Chair, Community Engagement Committee; Organizational and Bylaws Committee; Sexual Assault Policy Group	5/1/14	9/30/16	City Commission at Large
Gail Stansberry Ziffer	Community Engagement Committee	5/1/13	4/10/15	City Commissioner Gil Ziffer
Jaye Ann Terry	Leon County Alliance for Girls; Organizational and Bylaws Committee	5/1/14	9/30/16	City Commissioner Andrew Gillum
Veronica Vasquez	Research & Development Committee	5/1/13	9/30/15	County Commissioner Mary Ann Lindley
Marcia Warfel	Community Engagement Committee	5/1/14	9/30/16	CSWG

\* Has Served Multiple Terms, + Filled Vacancy

**We extend our gratitude to Michelle Bono and Shington Lamy for their hard work in collaboration as liaisons from the City and County, respectively, to the CSWG.**



## Special thanks to City and County staff members who have helped to ensure the success of the 2014-2015 CSWG

<u>County Staff</u>	<u>City Staff</u>
Jon Brown	Tonya Barrett
Mathieu Cavell	Danny Capps
Christine Coble	Lizzy Kelly
Dan Rigo	Cassandra Jackson
Amanda Rodriguez	Brian Waterman
Olivia Smith	

## The Oasis Center for Women & Girls CSWG Staff and Interns

Kathryn Bachman, Intern
Emily Clemons, Intern
Haley Cutler, Executive Director
Samantha Granski, Temporary Staff Liaison to the CSWG
Jasmine Haynes, Intern
Heather Hernandez, Administrative Assistant
Brittany Johnson, Intern
Lisa Langenderfer-Magruder, Staff Liaison to the CSWG
Kristin Shelton, Intern

## Other Individuals Who Contributed to the 2014-2015 CSWG's Work<sup>1</sup>

Jasmine Armstrong	Katrina Alexander
Courtney Atkins	Loranne Ausley
Meg Baldwin	F. Randy Blass
Barbara Boone	Dr. Qasimah Boston
Stefanie Bowden	Keith Bowers
Verna Brock	Dr. Joedrecka Brown Speights
Marie Bryant	Kendra Bryant
Mike Campbell	Georgia Cappleman
Tim Center	Dr. Shanna Daniels
Nyla Davis	Paula DeBoles-Johnson
Chief Michael DeLeo	Sue Dick
Kristin Dozier	Cassandra Dratt
Justin Dyke	Dr. Susan Fiorito
Patrick Fowler	Dr. Shawnta Friday-Stroud
Deputy Chief Darrell Furuseth	Kevin Gilpin
Lashawn Gordon	Wendy Grey

<sup>1</sup> Individuals who contributed to the Sexual Assault Policy Group and the Leon County Alliance for Girls are acknowledged in [Chapter 3](#) and [Chapter 4](#), respectively.

Tammy Hamlet	Cynthia Hanifin
Captain Steve Harrelson	Robin Hassler Thompson
Betsy Henderson	Janie Henker
Yolanda Miranda Hill	Suzanne Hodgkins
Pat Holliday	Dorothy Inman-Johnson
Darryl Jones	Gina Kinchlow
Samantha Lane	Lucas Lindsay
Larry Lynch	Bruce Manciangli
Roxanne Manning	Chris Markl
Lieutenant James McQuaig	Kimberly Moore
Anita Morell	Christina Nieves
Mark O'Bryant	Torrio Osborne
Dr. Joe O'Shea	Kelsie Patton
Captain Kim Petersen	Ellen Piekalkiewicz
Susan Pourciau	Kim Rivers
Katrina Rolle	Cheryl Rowland
Jamie Royal	RoseAnn Scheck
Ashley Schermerhorn	Kelly Sciba
Shacafrica Simmons	Pat Smith
Undersheriff Rob Swearingen	Michelle Tipton
Kyle Touchstone	LaTanya White
Sheriff Mike Wood	Sarah Young

## Letter from the Chair

*Courage is like a muscle. We strengthen it with use.*

— Ruth Gordon

Serving on the Tallahassee/Leon County Commission on the Status of Women and Girls (CSWG) has exposed me to some of the tremendous acts of courage displayed by women and girls in this community on a near-daily basis. Despite pervasive inequality, discrimination, harassment, assault and abuse, women and girls in Leon County continue to dream big – imagining better futures for themselves and for the generations still to come.

From the courage required of a single mother who knows that the burden of ensuring her family's well-being falls on her and her alone, to that of a woman experiencing street harassment while walking to and from work. Consider the courage required of a widow whose economic security was tied to her now-deceased spouse, or of a young girl being told for the first time that she can't do something simply because "she's a girl." Although not always acknowledged, women and girls in our community have met injustice with courage, daring to defy expectations, overcome obstacles and dismantle barriers in order to achieve their goals.

With so many courageous acts to inspire us, how can we, as a community, not strengthen our own courage muscle by evaluating the status of women and girls in Tallahassee/Leon County and demanding change? Although there is little doubt that women today enjoy increased opportunities over years past, it is also clear that we have a long way to go to reach full parity with men in many areas. As a new mother, I feel particularly compelled by the CSWG's mission and want to do everything possible to ensure that my daughter grows up in a world where she is safe, free from discrimination and fully able to pursue her dreams.

Moving forward, let's strengthen our collective courage by envisioning that future world. By working together as a community, we can help it become real.

Sincerely,



Jessica Lowe-Minor, Chair



# About the Tallahassee/Leon County Commission on the Status of Women and Girls



Page 146 of 1194



Posted on April 19, 2016



## About the Tallahassee/Leon County Commission on the Status of Women and Girls

In April of 2011, The Leon County Board of County Commissioners established the Leon County Commission on the Status of Women and Girls as a citizens' advisory committee. In March of 2013, the City of Tallahassee (hereafter, the City) joined Leon County (hereafter, the County) and created the new Tallahassee/Leon County Commission on the Status of Women and Girls (CSWG). By establishing and supporting this Commission, the City and County have taken a strong stand in support of women and girls in our community.

The primary purposes of the CSWG are to promote awareness of issues pertaining to women and girls in Tallahassee and Leon County and to serve in an advisory role, providing input to the City and County Commissions as needed.

The joint City/County enabling resolution<sup>2</sup> creating the CSWG acknowledges that progress has been made, but notes that "there is still work to be done before women and girls achieve economic, education and employment parity." The resolution also acknowledges "we must understand the current challenges that face our female citizens in order to best equip girls with the knowledge, skills, and equal access to reach for the promise of tomorrow."

The CSWG consists of 21 members. All CSWG commissioners serve on a volunteer basis. Citizens must apply to be considered for appointment. Applications are accepted on a rolling basis and are available for download on the [CSWG's website](#),<sup>3</sup> [City's website](#),<sup>4</sup> and [County's website](#).<sup>5</sup>

The CSWG has produced three reports since its inception: *Report on the Status of Women and Girls in Leon County – 2012*, *A Call to Action: Improving the Status of Women & Girls in Tallahassee/Leon County 2013-2014*, and *Report on Sexual Violence Response in Tallahassee/Leon County*. The full reports and executive summaries are available for download on the [CSWG website](#).<sup>6</sup>

The City and County contract with Oasis to staff the CSWG. According to the Oasis staff, supporting the work of the CSWG fits strongly with its mission of "improving the lives of women and girls through celebration and support." Oasis played a large part in encouraging the community of Tallahassee and Leon County to establish the CSWG. As support to the CSWG, Oasis schedules and notices meetings, maintains records on behalf of the CSWG, attends meetings of the CSWG and its

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<sup>2</sup> Board of County Commissioners, Leon County, Florida. (2013, March 12). *Adopting of an enabling resolution establishing the Tallahassee-Leon County Commission on the Status of Women and Girls*. Retrieved from <http://cms.leoncountyfl.gov/coadmin/agenda/attach/130312/A0301.pdf>

<sup>3</sup> <http://tallahasseeleoncswg.com/join-the-commission/>

<sup>4</sup> <http://talgov.com/treasurer/tlccswg.aspx>

<sup>5</sup> <http://cms.leoncountyfl.gov/committees/detail.asp?id=123>

<sup>6</sup> <http://tallahasseeleoncswg.com/research-publications/>



committees, and has served as the managing editorial team for the report that follows. Oasis looks forward with excitement to continuing to serve the CSWG and the community.



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Posted on April 19, 2016

# Executive Summary



## Executive Summary

During 2014-2015, the Tallahassee/Leon County Commission on the Status of Women and Girls (CSWG) maintained an incredibly full agenda of research, data collection and community-based events designed to raise awareness about major issues impacting women and girls in the Tallahassee/Leon County area.

The primary work of the CSWG this year focused on research, community awareness and creating policy recommendations about two topics:

- Building bridges to economic security for women and girls locally
- Our community's response to sexual violence against women and girls

## Significant Accomplishments

Among the major initiatives undertaken by the CSWG this year include:

- Four public hearings throughout the community on economic security for women and girls
- One listening session with female inmates at the Leon County Jail
- One Poverty Simulation hosted in partnership with the United Way of the Big Bend
- One stakeholder meeting focused on increasing entrepreneurship opportunities for low income women
- One "Lunch and Learn" panel discussion highlighting bridges to economic security for women and girls
- One forum on transportation access hosted in collaboration with United Partners for Human Services
- The creation and dissemination of a StarMetro accessibility survey
- The publication of a major report on our community's response to sexual violence
- One news conference highlighting local institutions' responses to sexual violence and featuring key stakeholders and advocates
- Painting and decorating a Tallahassee Police Department interview room specifically for victims of sexual assault

In addition to the above, the CSWG created a Speakers Bureau to provide valuable information about women and girls to community groups and worked with the Leon County Alliance for Girls to support their efforts. The Commission also took steps to formalize policies and procedures, adopt a new attendance policy, and create a Nominating Committee for internal appointments.

## Recommendations for Action

### Recommendations for Action related to Building Economic Security for Women and Girls

In collaboration with community stakeholders in the private, public, and non-profit sectors when appropriate, the City of Tallahassee and Leon County should:

- Increase focus on employment opportunities for women, including entrepreneurship and resources for women seeking job skill development
- Enlarge public transportation service options to meet the needs of women and other low-income individuals to a greater degree



- Add funding through the Community Human Service Partnership to expand services for women, children, and other individuals who are economically insecure

#### Recommendations for Action related to our Community's Response to Sexual Violence

- Keeping victim needs and confidentiality in mind, the community should examine the feasibility of, and implement if possible, a shared data system to track locally occurring incidents of sexual violence.
- Local law enforcement agencies should increase their capacities to conduct in-depth investigations of sexual violence reports by increasing the number of investigators on staff with specific training in both 1) responding to the unique needs of sexual violence victims, and 2) conducting thorough and consistent investigations.
- The local community should work to implement a community-wide awareness program focusing on bystander intervention.

The [full report](#),<sup>7</sup> *Report on Sexual Violence Response in Tallahassee/Leon County*, as well as its [executive summary](#),<sup>8</sup> are available online.

#### Report Structure

The report that follows details the work of the CSWG during 2014-2015 organized by committee. The committees and community groups include: Research and Development Committee, Community Engagement Committee, Sexual Assault Policy Group, Leon County Alliance for Girls, Organization and Bylaws Committee.

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<sup>7</sup> Tallahassee/Leon County Commission on the Status of Women and Girls [CSWG]. (2015). *Report on sexual violence response in Tallahassee/Leon County*. Retrieved August 5, 2015 from [http://tallahasseeleoncswg.com/wp-content/uploads/2013/10/SAPG\\_Final-Draft-for-Distribution.pdf](http://tallahasseeleoncswg.com/wp-content/uploads/2013/10/SAPG_Final-Draft-for-Distribution.pdf)

<sup>8</sup> Tallahassee/Leon County Commission on the Status of Women and Girls [CSWG]. (2015). *Report on sexual violence response in Tallahassee/Leon County: Executive summary*. Retrieved August 5, 2015 from [http://tallahasseeleoncswg.com/wp-content/uploads/2013/10/SAPG\\_Executive-Summary-for-Distribution.pdf](http://tallahasseeleoncswg.com/wp-content/uploads/2013/10/SAPG_Executive-Summary-for-Distribution.pdf).

# Introduction



## Introduction

### 2014-2015 Topic of Focus: Building Bridges to Economic Security

For the 2014-2015 CSWG year, Commissioners decided to focus their work on “building bridges to economic security for women and girls.” At their annual retreat in May 2014, Commissioners voted to focus their efforts on one major issue for the 2014-2015 year. Ensuing discussion focused on various potential topics, with the Commissioners ultimately voting to proceed with “building bridges to economic self-sufficiency.” In June 2014, the CSWG hosted an economic self-sufficiency workshop for its Commissioners, inviting speakers Dorothy Inman-Johnson, Former Tallahassee Mayor, and Susan Pourciau, Executive Director of the Big Bend Homeless Coalition,<sup>9</sup> to share their expertise on the financial concerns of women and girls locally. Much of the conversation focused on how the intersections of race, income, gender, sexual orientation, and other demographics influence the economic self-sufficiency and security of women and girls. Commissioners also heard from Cassandra Dratt, a local entrepreneur, about the barriers she faces as she tries to expand her small business. Based on the content of this workshop, Commissioners agreed at their July 11, 2015 full Commission meeting to amend their focal topic to “building bridges to economic security for women and girls.”

### CSWG Organization and Operations

Per the CSWG’s Bylaws, the Chair is responsible for creating ad hoc committees within the year in which she presides. In addition to the standing Organizational and Bylaws Committee, the CSWG Chair, Jessica Lowe-Minor, formed two Committees to orient and focus its work on economic issues facing women and girls locally: the Community Engagement Committee and the Research & Development Committee.

Additionally, in response to the pressing need to address the topic of sexual violence in the community, the CSWG established the Sexual Assault Policy Group (SAPG) as a committee whose work throughout the year was in addition to the CSWG’s work on economic security.

Commissioners solicited participation from interested community members, and local sexual violence experts in particular. Together, the SAPG commissioners and contributors released the *Report on Sexual Violence Response in Tallahassee/Leon County* in June 2015. The executive summary and full report are available [online](#).<sup>10</sup> A copy of the executive summary can be found as [Appendix F](#).

In previous commission years, the CSWG helped to catalyze the formation of the Leon County Alliance for Girls, a coalition of girls’ services providers whose mission is “fostering strong inter-agency collaboration with the ultimate goal of providing quality, diverse, gender-specific programs for girls.” This year, the CSWG continued to partner with this group, providing some administrative support as the Leon County Alliance for Girls continues to build capacity for sustainability long-term.

<sup>9</sup> At the time of publication, Ms. Pourciau is no longer the Executive Director of the Big Bend Homeless Coalition.

<sup>10</sup> <http://tallahasseeleoncswg.com/research-publications/>

## Recommendations for Action

The CSWG has made three recommendations for action for our community to focus improving economic security for women and girls. The CSWG arrived at these recommendations by holding public hearings regarding financial concerns experienced by women and girls in Fall 2014 and collecting feedback from attendees. The Organizational and Bylaws Committee compared the feedback from the hearings to the recommendations made by the CSWG in their 2013-2014 report, *A Call to Action: Improving the Status of Women and Girls in Tallahassee/Leon County*.<sup>11</sup> Through this analysis of blending previous CSWG research with data from public hearings, the Organizational and Bylaws Committee put forth three recommendations for action which formed the CSWG's work plan for the year. The three recommendations for action to build economic security for women and girls, and the related community awareness and advocacy that the CSWG has accomplished, are as follows:

### Increase focus on employment opportunities for women, including entrepreneurship and resources for women seeking job skill development

- Commissioners met with individual local stakeholders regarding entrepreneurship opportunities for women experiencing low-incomes. Then a group of stakeholders and Commissioners came together on Friday, August 28<sup>th</sup>, to discuss strengthening the entrepreneurial infrastructure locally to be inclusive and supportive of women with low-incomes who are potential entrepreneurs. Further details are included in [Chapter 2](#).
- The CSWG hosted a “Lunch and Learn” on “Building Bridges to Economic Success: Education, Employment, Entrepreneurship” on September 17, 2015. Panelists Sue Dick, Kimberly Moore, Shacafra Simmons, and Robin Hassler Thompson facilitated a community conversation regarding ways our community can support women and girls in Tallahassee and Leon County achieving economic security, discussed further in [Chapter 2](#).

### Enlarge public transportation service options to meet the needs of women and other low-income individuals to a greater degree

- The CSWG partnered with StarMetro by facilitating a survey of StarMetro riders and non-riders, in order to better understand women's needs and concerns related to public transportation and to inform StarMetro's service options planning, discussed further in [Chapter 1](#).
- The CSWG also disseminated a survey on economic security for women and girls in Leon County and Tallahassee. The analysis of this data is included in [Chapter 1](#).
- The CSWG published a “My View” article in the *Tallahassee Democrat* to raise awareness about public transportation as an important issue for low-income women and girls and to encourage participation in the StarMetro survey.
- The CSWG co-hosted an advocacy forum with the United Partners for Human Services on public transportation access. This forum was held on August 20, 2015, and included presentations from the CSWG, StarMetro and others along with a facilitated conversation primarily including staff representatives from local non-profit human service organizations.

<sup>11</sup> <http://tallahasseeleoncswg.com/research-publications/>

**Add funding through the Community Human Service Partnership to expand services for women, children, and other individuals who are economically insecure**

- The CSWG advocated for an increase in CSHP funding through a collaboration with United Partners for Human Services.
- The Research & Development Committee spearheaded creating two CHSP fact sheets for the community and the City and County to be better informed about CHSP and the impact on local human services.
- The CSWG created a white paper on the increased services more CHSP funding would make possible and published a “My View” article in the *Tallahassee Democrat* on the topic.

# Chapter 1: Research & Development Committee



## Chapter 1: Research & Development Committee

### Commissioners Serving on the Research & Development Committee

Dr. Roxanne Hughes, Chair	Dr. Elizabeth Jakubowski
Jane Johnson	Dr. Cheryl Rainey
Veronica Vasquez	

### Introduction

For the 2014-2015 CSWG year, Commissioners agreed to form a Research & Development subcommittee (R&D). Commissioners based this decision on the CSWG's awareness of the importance of researching issues affecting women and girls in Leon County and Tallahassee. Since its creation, the CSWG has worked with community experts to provide thorough research on issues affecting women and girls. R&D meets monthly and its members have quantitative and qualitative research expertise, as well as a wide range of experiences within the community.

### Economic Security Survey

In July 2014, the CSWG decided to focus on the theme of "building bridges to economic security" for the 2014-2015 year. As part of this goal, R&D members, as well as the entire CSWG, met with various stakeholders in the community to listen to their concerns and presentations. As part of this series of community conversations, the CSWG held the following events and meetings:

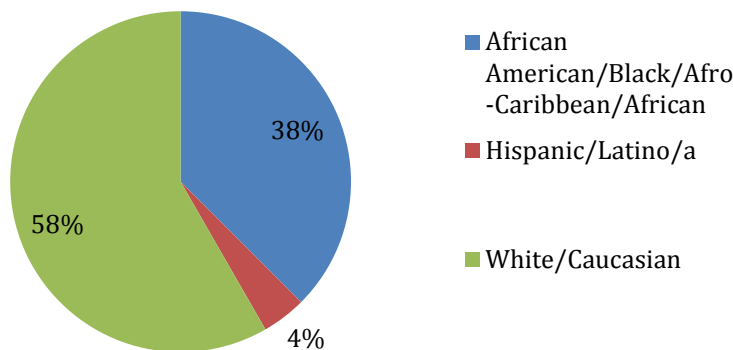
- June 2014: An Economic Self-Sufficiency Workshop, featuring guest speakers Dorothy Inman-Johnson, Former Tallahassee Mayor; Susan Pourciau, Former Executive Director of the Big Bend Homeless Coalition; and Cassandra Dratt, local entrepreneur. In their presentations, the speakers discussed how demographics (e.g., race, income, sexual orientation, housing situation) often differentially impact local women and girls' ability to attain economic self-sufficiency and/or security. It was from this conversation that the CSWG decided to use the term "economic security" for the remainder of their year.
- September through November 2014: Four community conversations (public hearings) throughout Tallahassee and Leon County focusing on financial concerns facing women and girls. These conversations included small group and large group discussions among women and men from our community. See [Chapter 2](#) for more details on the public hearings.
- Ongoing: Individual meetings between CSWG members and stakeholders within the community, including Star Metro.
- Ongoing: Meetings with various employment services, including the career centers at Florida State University, Florida A&M University, and Tallahassee Community College, as well as Career Source.

Before the fall community conversations, R&D developed a survey that could be given to participants and other members of our community which can be found in [Appendix A](#). The CSWG Economic Security Survey includes questions related to individuals' gender, race/ethnicity, marital

status, age, education, income, parental status, concerns related to education/training, transportation, housing, living wages, and childcare/dependent care. Demographics of the survey respondents are provided below.

Among the 24 survey participants, 96% identified as female,<sup>12</sup> with an average age of 36.57 years. Of those who reported employment information ( $n=23$ ), 70% reported employment, while 17% reported being unemployed and 13% reported being retired. Of those who provided a description of their employment status ( $n=16$ ), 81% were employed full time. The average income, including participants of all employment statuses, was \$46,521.74. Racial/ethnic demographics, education level, and partnership status are provided in *Figures 1, 2, and 3, respectively*.

**Figure 1: Racial/Ethnic Demographics of Survey Respondents ( $n=24$ )<sup>13</sup>**

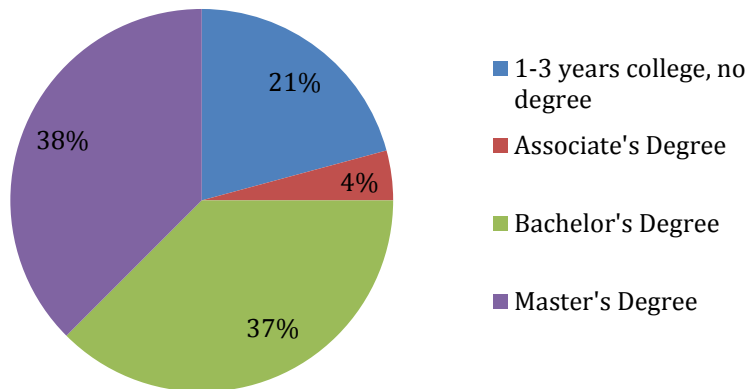


<sup>12</sup> The remaining participants (4%) identified as male; however, response options also included *transgender*, *other (please specify)*, and *would rather not say*.

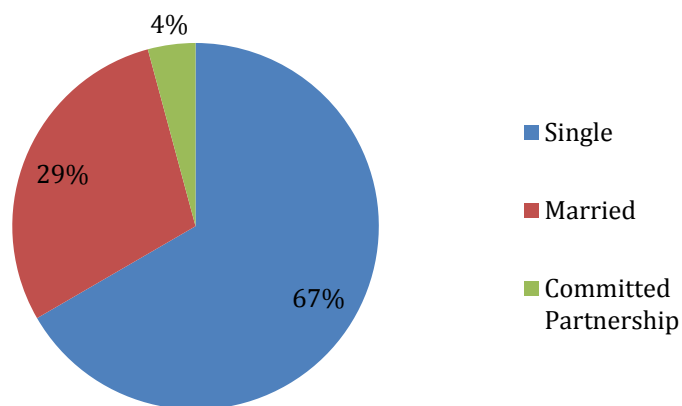
<sup>13</sup> Response options also included *Asian/Pacific Islander*, *American Indian/Alaska Native*, *Other (please specify)*, and *would rather not say*.



**Figure 2: Highest Education Level of Survey Respondents (n=24)<sup>14</sup>**



**Figure 3: Partnership Status of Survey Respondents (n=24)<sup>15</sup>**



Once the CSWG decided on its three recommendations for action related to building economic security for women and girls in November 2014, R&D created a plan for the following efforts:

- Create fact sheets to deliver to various stakeholders,
- Partner with StarMetro to collect data on public transportation concerns facing women, and
- Collect data from career centers in Tallahassee and Leon County to determine issues affecting women and girls.

<sup>14</sup> Response options also included *less than high school education, GED, high school diploma, doctorate degree, and professional degree (law, medicine)*.

<sup>15</sup> Response options also included *widowed and other (please specify)*.

## Fact Sheets

R&D developed four fact sheets during the 2014-2015 year. For all of the fact sheets described below, R&D members utilized various data sources including: U.S. Census data, Leon County and State of Florida data, interviews with stakeholders, and group interviews with members of the community. All fact sheets were presented at full CSWG meetings for feedback and approval.

### About the CSWG

The first fact sheet is a general fact sheet about the CSWG that can be given to members of the community so that they can easily and quickly learn about what the CSWG is, why it was created, how to get involved, and what its Commissioners have accomplished so far (See [Appendix B.1](#)).

### Community Human Service Partnership

Two fact sheets were created to address the CHSP recommendation: one for the general public and one for members of the City of Tallahassee Commission (hereinafter, City) and the Leon County Board of County Commissioners (hereinafter, County). The fact sheet for members of the general public provides general information about CHSP for those who may not be aware of this partnership (See [Appendix B.2](#)). The fact sheet for the City and County succinctly explains what CHSP funding does for various local agencies and the community members they serve (See [Appendix B.3](#)). To obtain data for the latter, the CSWG sent a brief survey to executive directors of both CHSP recipient agencies and United Partners for Human Services members asking what their agency could do with additional funding at various levels (i.e., \$10,000; \$25,000; \$50,000; \$75,000), such as increasing the number of clients served, reaching a new target population, and expanding existing programs.

### Entrepreneurship

The final fact sheet that R&D developed for the 2014-2015 year included information on entrepreneurship, specifically current issues affecting women (See [Appendix B.4](#)). This fact sheet can be useful for those interested in furthering the conversation about women and entrepreneurship locally.

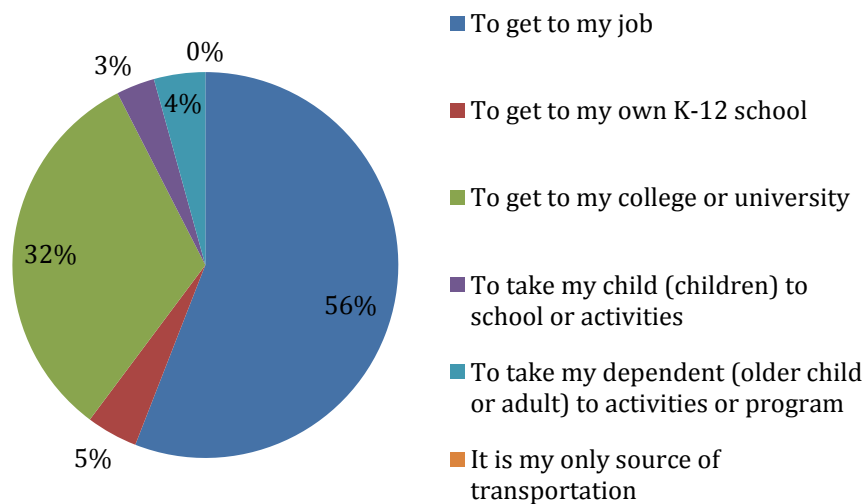
### Transportation: StarMetro Partnership

In Fall 2014, R&D members began a conversation with Brian Waterman, StarMetro Planning Manager. This initial conversation indicated that StarMetro gathers input from the community on the various bus lines and other issues affecting riders through an online survey that is open typically for one month each year. StarMetro also collects feedback from bus drivers to determine which routes are being used most efficiently. Mr. Waterman indicated that the survey did not ask for gender identification, so they did not know what, if any, differences in responses existed between women and men. Based on this conversation, R&D members worked with StarMetro to expand upon their online survey. The updated survey asked riders to provide information about their gender/sex, race/ethnicity, zip code, level of use of StarMetro, and suggestions for improvement. The survey was available in April and May of 2015. The CSWG actively recruited survey participation from both riders and non-riders by writing a “My View” article in the *Tallahassee Democrat*, canvassing at the C.K. Steele Bus Plaza and coordinating with local human service agencies. Over 400 people participated in this survey. Results indicated that of the



respondents who used StarMetro to meet half or more of their transportation needs (n=67), over half (57.8%) were females. Among respondents, the most frequent users were in zip codes 32301, 32303, and 32304. The graph below shows the reasons StarMetro was being used by respondents. Over 56% of the respondents (n=457) indicated getting to their job was the primary reason for use. Getting to college or university campuses was the next frequent reason to use StarMetro (32%). Survey participants further indicated their comments for improvements to the StarMetro system. Several themes were identified by survey participants. Among all respondents, concerns about commute time were prevalent. Of female survey respondents that use the public transportation system for 50% or more of their travel, improving the safety of the bus and bus stop infrastructure was one identified theme, as well as the request for more information regarding StarMetro's function and services provided.

**Figure 4: Reasons for StarMetro Use**



### Summary

The R&D committee has built upon existing data and reports to focus its work on the three recommendations the CSWG made for this year related to building bridges to economic security for women and girls. The work of the R&D committee has resulted in a beneficial partnership with StarMetro, leading to a better understanding of transportation issues affecting women and girls from specific parts of our community. Further, this partnership has created an open line of communication between the CSWG and StarMetro, which will be fruitful for future collaborations. R&D has also developed fact sheets that can be useful to policymakers and members of the general public by succinctly presenting information on the CSWG, CHSP, and women's entrepreneurship in our community.

## Chapter 2: Community Engagement Committee



## Chapter 2: Community Engagement Committee

### Commissioners Serving on the Community Engagement Committee

Paige Carter-Smith	R. Jai Gillum
Dr. Huberta Jackson-Lowman	C. Sha’Ron James
Ruth Nickens	Sharon Ofuani
Dr. Jeanne O’Kon	Sara Saxner, Chair
Gail Stansberry-Ziffer	Marcia Warfel

### Introduction

The Tallahassee/Leon County Commission on the Status of Women and Girls (CSWG) recognized the importance of community engagement as part of its purpose to raise awareness about issues affecting women and girls in our community and therefore established the Community Engagement Committee (CEC) for the 2014-2015 CSWG year. Nearly half of all CSWG Commissioners served on the CEC, each bringing unique ideas, experiences, and networks to the committee that contributed to the success of every conversation, event, and program hosted by the CSWG this year. Through five community conversations and listening sessions, a poverty simulation, a community awareness event, and an ongoing speakers bureau, the CEC was a driving force behind engaging hundreds of local community members on the topic of building bridges to economic security for women and girls locally.

### Public Hearings (Community Conversations)

In order to be better informed about the economic concerns facing women and girls in Tallahassee and Leon County, the CSWG committed to being engaged in the community from the beginning of its year. Commissioners elected to hold a series of public hearings on financial concerns facing women and girls, with the CEC subsequently deciding to conduct the hearings in demographically and geographically diverse areas of the community: the Woodville Community Center, the Jack McLean Community Center, the LeRoy Collins Main Library, and the Tallahassee Senior Center. The hearings were held at different times of the day on varying weekdays to accommodate a variety of schedules for community participants. In addition to these public hearings, one member of the CEC was granted permission by the Leon County Jail to hold a private listening session at its facility to solicit input from incarcerated women. The four public hearings were advertised in advance via flyers, both online and in the communities where the hearings were to take place (See [Appendix D](#)).

The first hearing was at the Woodville Community Center, with a small, but vocal showing of community members. Based on the CEC’s internal evaluation of the first public hearing, the approach to the subsequent hearings was realigned to follow a community conversation format. Commissioners volunteered to facilitate conversations at small tables of attendees, using a structured list of questions pre-determined by the CEC. Through a partnership with the university community, the CSWG was able to contract graduate students to serve as scribes at each small group. The feedback generated was rich and authentic, allowing community members to express

financial challenges they have personally experienced or witnessed and offer input about what they see as the needs of their neighborhoods and communities.

The succeeding three public hearings were well-attended. The facilitators focused on asking a series of questions around the term “economic security” and how it pertained to participants’ lived experiences, the perception of economic security of women and girls in the community, their top economic concerns, what participants believed needed to happen to address these concerns, and how any recommended changes or action would directly affect women and girls in Tallahassee and Leon County.

Example questions asked during the facilitated conversation include:

- When you hear the words “economic security for women and girls,” what types of things come to mind?
- How would you describe the overall economic situation of women and girls in our community?
- Are there certain economic concerns that you think affect specific groups of women and girls more than others? If so, what are they?
- When it comes to our community, what are a few of your top economic concerns specific to women and girls?
- How, if at all, do these economic concerns affect you personally? Professionally?
- What types of things would you like to see happening in our community that might help with the issues you mentioned previously?
- What differences would you expect to see if something like that was put into place?

A compilation of the notes from each of the public hearings provided direction to the CSWG to determine action moving forward. A few issues that community members discussed were:

- The need for support for female students, both first-time and returning, as well as for potential entrepreneurs;
- Intersections of racism and classism and how we, as a community, need to be aware of these issues as we talk about economic security; and
- The varying, yet similar, needs of women and girls from various family structures – from single women, to single moms, to two-parent families, to older adults – the needs exist across all groups, though they may look slightly different.

In addition to the public hearing data, the Research and Development Committee created an Economic Security Survey (See [Appendix A](#)) that was distributed at each hearing. It was also available in an online format. Participants could complete and submit the survey at the public hearing, by mail, or by hand delivery it to The Oasis Center for Women & Girls. The CSWG analyzed the initial survey results. More information about the Survey can be found in [Chapter 1](#).

Overall, the CSWG drew several conclusions from the community conversations and Survey results, including that there is economic insecurity in multiple pockets of the community and that economic





situations are very diverse depending on the geographic location within the County. Many participants stated that most economic inequality was related to issues of racism, classism, and poverty and that, specifically, there is a lack of visibility of women of color in our community. Based on this, a series of recommendations emerged for further exploration by the CSWG:

- To provide mentorship to girls and women across the lifespan;
- To promote accessibility of information for community members;
- To increase transportation options;
- To increase affordable childcare options;
- To provide support for women caregivers;
- To provide support to women seeking work, including entrepreneurs; and
- To continue to host community conversations.

See [Appendix E](#) for a full summary of the public hearing data which provides rich insight in to the experiences of the women and girls locally.

### Poverty Simulation

According to the U.S. Census Bureau, women and girls make up 52% of Leon County's population; this population has a 23% poverty rate, seven percent higher than the entire state<sup>16</sup>. In an effort to highlight this impact of this staggering local statistic, the CSWG partnered with the United Way of the Big Bend to host a poverty simulation in February 2015. The purpose of the poverty simulation was to provide insight into what a month in the life of those living in poverty might feel like. Program participants consisted of local elected officials; representatives from public, private, and nonprofit organizations; college students; and community members. With over 100 attendees, participants were grouped into one of several simulated families trying to survive on a limited household income. Over the course of the simulation, families had to make decisions as they navigated work, school, social services, and life's everyday challenges, such as poor health, layoffs, or being a victim of a crime.

The poverty simulation was one of the CSWG's major efforts to bring community members and local leaders together to further explore and develop solutions to address this important issue of economic security for women and girls. The City of Tallahassee's television station, WCOT, produced a segment on the event, which is available to watch [online](#).<sup>17</sup>

### Speakers Bureau

A CSWG Speakers Bureau was established to spread community awareness about the existence and work of the CSWG. A Power Point presentation about the CSWG's work has been developed and can be modified for specific groups and their interests. Any Commissioner can participate in such community presentations.

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<sup>16</sup> U.S. Census Bureau (2012). Dataset: 2012 ACS 1-year estimates. Demographic and Housing Estimates. Data ID: CP05

<sup>17</sup> <https://www.youtube.com/watch?v=xMmAEodqZ0w&feature=youtu.be>

### Stakeholder Meeting on Entrepreneurship and Low-Income Women

On August 28, 2015, the CSWG facilitated a meeting among community stakeholders who work in areas such as: supporting and encouraging entrepreneurship, workforce development, serving individuals with low-incomes, or serving women. The goal behind this meeting was to foster collaboration and discussion around the idea of supporting entrepreneurship among women with low-incomes in our community. Based on discussion at this meeting, the CSWG plans to hold at least one additional meeting, where stakeholders will assist in creating a map of the current infrastructure for low-income women potentially interested in becoming entrepreneurs. By doing this, the CSWG will help identify service gaps and assist stakeholders in brainstorming ways to work together to fill gaps and increase coordination to serve this population of women.

### Community Awareness Event

On September 17, 2015, the CSWG hosted an event about bridges to economic security for women, highlighting three focus areas: education, employment, and entrepreneurship.

Four panelists representing various sectors of the community participated in the “Lunch and Learn” which was held at The Lively Café at St. John’s Episcopal Church. In an effort to enhance the conversation and make the event meaningful to participants, additional local women who are leaders in the community volunteered to serve as table moderators to engage the attendees in discussion of the topic. These women were selected because the CSWG believed that they have unique experiences and stories to share, as well as the capacity to facilitate meaningful dialogue among attendees. Participants were able to converse with their moderator and each other, either by following a list of questions or allowing the conversation to flow naturally. Over 100 individuals in the Tallahassee and Leon County community participated in the event and engaged in discussions related to building economic security for women and girls in our community.

### Summary

The CEC connected with the public to understand the economic concerns facing women and girls in the community. Because of the aforementioned events and outreach strategies, the CEC was able to hear from those who experience economic insecurity issues every day. This assisted in formulating the 2014-2015 CSWG’s three overarching recommendations for the year, which aim to offer targeted solutions to several of the challenges reported by women in the community.



## Chapter 3: Sexual Assault Policy Group



## Chapter 3: Sexual Assault Policy Group

### Commissioners Serving on the Sexual Assault Policy Group (SAPG)

Dr. Ada Puryear Burnette	Gail Dixon
Mildred Hall	Stephanie Land
Jessica Lowe-Minor, Chair	Cecile Reynaud

### Introduction

In early 2014, the Tallahassee/Leon County community was engaging in an important conversation about sexual violence, specifically how cases of sexual violence are addressed. When the new Commission year began in May 2014, Commissioners agreed that the Tallahassee/Leon County Commission on the Status of Women and Girls (CSWG) should be a part of this important conversation, leading to the creation of an ad hoc CSWG Committee: the Sexual Assault Policy Group (SAPG).

Commissioners serving on the SAPG invited local community members with expertise in the area of sexual violence to attend the SAPG meetings and contribute to the work of the Group. These community contributors assisted Commissioners in carrying out a three-phase research process:

1. "Conduct fact-finding to determine what local policies, procedures, and services related to sexual assault were currently in place;
2. Determine what models are considered national 'best practices'; and
3. Develop recommendations that would assist the community in improving its response and prevention efforts."<sup>18</sup>

This process was implemented for six distinct categories related to sexual violence: prevention, medical care, follow up, school and workplace response, investigation and prosecution, and interagency collaboration.

### Sexual Assault Policy Group Community Contributors

Anna Benbrook, FSU Health Promotion, Sexual Health Educator
Jennifer Gagen, FSU Victim Advocate Program, Associate Director
Julia Kamm-Cohen, Refuge House, SART and Youth Services Coordinator
Natalie Kato, Human Rights Watch, US Southern State Policy Advocate
Sara LaTorre, Tallahassee Police Department, Victim Advocate
Theresa Prichard, Florida Council Against Sexual Violence, Director of Advocacy/LAV Project Director
Kori Pruett, FSU Health Promotion, Sexual Violence Prevention Coordinator
Rose Rezaei, FSU Health Promotion, Assistant Director

<sup>18</sup> Tallahassee/Leon County Commission on the Status of Women and Girls [CSWG]. (2015). *Report on sexual violence response in Tallahassee/Leon County: Executive summary*. Retrieved August 5, 2015 from [http://tallahasseeleoncswg.com/wp-content/uploads/2013/10/SAPG\\_Executive-Summary-for-Distribution.pdf](http://tallahasseeleoncswg.com/wp-content/uploads/2013/10/SAPG_Executive-Summary-for-Distribution.pdf).

Tanya Tatum, FAMU Student Health Services, Director

In addition to regular community contributors, several other members of the community helped to make the *Report on Sexual Violence Response in Tallahassee/Leon County* possible. Those individuals are Sergeant Joanna Baldwin, Cici Battle, Lorena Vollrath-Bueno, Micheala Denny, Crystal Kelly, Dominique Mack, Laura MacKinnon, Emily Mitchem, Susan Parmalee, Helene Potlock, Dr. Danette Saylor, Robin Hassler Thompson, Erin VanSickle, and Gwen Williams.

### Summary of Findings

To provide the most comprehensive reporting of sexual violence response in the community, the SAPG and its community contributors contacted over 50 stakeholders, who provided information about their individual agencies and verified the findings. What the SAPG found is that while there are areas of response that could be strengthened, the local community is already engaging in efforts to improve services for victims of sexual violence. For those perceived areas of improvement, the SAPG made three recommendations:<sup>19</sup>

1. “Keeping victim needs and confidentiality in mind, the community should examine the feasibility of, and implement if possible, a shared data system to track locally occurring incidents of sexual violence.
2. Local law enforcement agencies should increase their capacities to conduct in-depth investigations of sexual violence reports by increasing the number of investigators on staff with specific training in both 1) responding to the unique needs of sexual violence victims, and 2) conducting thorough and consistent investigations.
3. The local community should work to implement a community-wide awareness program focusing on bystander intervention.”

The [full report](#),<sup>20</sup> *Report on Sexual Violence Response in Tallahassee/Leon County*, as well as its [executive summary](#)<sup>21</sup>, are available online.

### Press Conference

On June 22, 2015, the SAPG hosted a press conference for the release of the *Report on Sexual Violence Response in Tallahassee/Leon County*, in conjunction with Tallahassee Memorial HealthCare. The conference served the dual purpose of introducing the *Report* to the community and unveiling the location of the new Refuge House SANE<sup>22</sup> facility, a stand-alone facility on the

<sup>19</sup> Ibid.

<sup>20</sup> Tallahassee/Leon County Commission on the Status of Women and Girls [CSWG]. (2015). *Report on sexual violence response in Tallahassee/Leon County*. Retrieved August 5, 2015 from [http://tallahasseeleoncswg.com/wp-content/uploads/2013/10/SAPG\\_Final-Draft-for-Distribution.pdf](http://tallahasseeleoncswg.com/wp-content/uploads/2013/10/SAPG_Final-Draft-for-Distribution.pdf)

<sup>21</sup> Tallahassee/Leon County Commission on the Status of Women and Girls [CSWG]. (2015). *Report on sexual violence response in Tallahassee/Leon County: Executive summary*. Retrieved August 5, 2015 from [http://tallahasseeleoncswg.com/wp-content/uploads/2013/10/SAPG\\_Executive-Summary-for-Distribution.pdf](http://tallahasseeleoncswg.com/wp-content/uploads/2013/10/SAPG_Executive-Summary-for-Distribution.pdf).

<sup>22</sup> “SANE” is the acronym for “Sexual Assault Nurse Examiner.”



TMH campus that will provide more privacy for victims of sexual violence to receive forensic exams and medical care following an assault.

The press conference was well attended by community members and local leaders. The distinguished speakers included:

- Meg Baldwin, Executive Director, Refuge House
- Mark O'Bryant, CEO, Tallahassee Memorial HealthCare
- Deputy Chief Darrell Furuseth, Tallahassee Police Department
- Undersheriff Rob Swearingen, Leon County Sheriff's Office
- Deputy Assistant State Attorney Georgia Cappleman, Office of the State Attorney, 2<sup>nd</sup> Judicial Circuit
- Commissioner Bill Proctor, Vice-Chairman of the Leon County Board of County Commissioners
- Commissioner Nancy Miller, City of Tallahassee Commission

The CSWG would like to extend its sincere gratitude to Tallahassee Memorial HealthCare, and their public relations team in particular, for hosting the press conference. The CSWG is also very appreciative of the speakers and their supportive remarks.

### Coverage of the Report on Sexual Violence Response in Tallahassee/Leon County

The CSWG is very pleased with the community response to the *Report*. Various news outlets covered the Report release and its contents, several of which are noted below:

- WTXL: [\*New Report on Sexual Violence in Tallahassee and Leon County\*](#)<sup>23</sup>
- WTXL: [\*Tallahassee Committee Trying to Put End to Sexual Assault\*](#)<sup>24</sup>
- FSUView: [\*Tallahassee Sexual Violence Report\*](#)<sup>25</sup>
- Tallahassee Democrat: [\*Stakeholders Tackle Sexual Violence\*](#)<sup>26</sup>
- Tallahassee Democrat: [\*Local Sexual Assault Report Shows Progress, Needs\*](#)<sup>27</sup>
- WFSU-FM: [\*Commission Set to Implement Bystander Intervention Program\*](#)<sup>28</sup>

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<sup>23</sup>Vaughn, M., & Jiwanmall, S. (2015, June 22). New report on sexual violence in Tallahassee and Leon County. WTXLTV. Retrieved from [http://www.wtxl.com/news/new-report-on-sexual-violence-in-tallahassee-and-leon-county/article\\_bf592c2a-191d-11e5-83cf-6f6c6ade024f.html](http://www.wtxl.com/news/new-report-on-sexual-violence-in-tallahassee-and-leon-county/article_bf592c2a-191d-11e5-83cf-6f6c6ade024f.html)

<sup>24</sup>Bulecza, J. (2015, July 20). Tallahassee committee trying to put end to sexual assault. WTXL TV. Retrieved August 5, 2015 from [http://www.wtxl.com/news/tallahassee-committee-trying-to-put-end-to-sexual-assault/article\\_101ecc7a-2f2e-11e5-8af6-67941f5e8c7e.html](http://www.wtxl.com/news/tallahassee-committee-trying-to-put-end-to-sexual-assault/article_101ecc7a-2f2e-11e5-8af6-67941f5e8c7e.html)

<sup>25</sup>Zeballos, J. (2015, June 24). Tallahassee sexual violence report. FSUNews.com. Retrieved August 5, 2015 from <http://www.fsunews.com/story/news/2015/06/24/tpd-sexual-assault-report/29234001/>

<sup>26</sup>Rossmann, S. (2015, June 22). Stakeholders tackle sexual violence. Tallahassee Democrat. Retrieved August 5, 2015 from <http://www.tallahassee.com/story/news/local/2015/06/22/stakeholders-tackle-sexual-violence/29136033/>

<sup>27</sup>Lowe-Minor, J. (2015, June 23). Local sexual assault report shows progress, needs. Tallahassee Democrat. Retrieved August 5, 2015 from <http://www.tallahassee.com/story/opinion/2015/06/23/local-sexual-assault-report-shows-progress-needs/29172331/>





In addition to press coverage of the *Report on Sexual Violence Response in Tallahassee/Leon County*, the SAPG requested members of the community to use the social media hashtag #ItsOnUsTallahassee to promote the *Report* and keep this important conversation going strong.

### Next Steps

The SAPG is invested in working with the community to see the aforementioned recommendations come to fruition. Currently, the SAPG is researching existing models of tracking sexual violence using common data indicators. In the future, the SAPG hopes to work with local stakeholders to determine the best feasible way to move forward with better tracking of local incidents of sexual violence. In addition, Commissioners plan to meet with local law enforcement agencies to follow up on their second recommendation and determine if, and how, the CSWG can assist or advocate for agencies willing to accept this recommendation. Finally, the CSWG collaborated with the Department of Health in Leon on a grant application in an attempt to obtain external funding to implement a community-wide bystander intervention program. While this grant proposal was not selected for funding, the CSWG remains committed to working in collaboration with local partners to support such an initiative in the future.

In addition to following up on the aforementioned recommendations, the SAPG is currently extending its research to produce an addendum to the original *Report on Sexual Violence Response in Tallahassee/Leon County*. The addendum will focus specifically on sexual violence and girls (ages 5-18). This addendum will follow a similar process as the initial *Report*.

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<sup>28</sup> Editor. (2015, July 23). Commission set to implement bystander intervention program. *WFSU-FM*. Retrieved August 5, 2015 from <http://news.wfsu.org/post/commission-set-implement-bystander-intervention-program>



## Chapter 4: Leon County Alliance for Girls

## Chapter 4: Leon County Alliance for Girls

### Commission Liaison and Chair of the Leon County Alliance for Girls (LCAG)

Jaye Ann Terry, CSWG Liaison to the Leon County Alliance for Girls

Lashawn Gordon, Chair of the Leon County Alliance for Girls (Community Member)

### Introduction

*In order to effectively serve girls, you must have passion, patience, and the courage to advocate for them.*

~Lashawn Gordon, Chair, Leon County Alliance for Girls

Based on research and public hearings conducted by the 2012 CSWG, it became apparent to Commissioners that there was “little to no coordination between organizations that provide services to girls or even a shared knowledge of each other.”<sup>29</sup> The CSWG concluded that “it would be beneficial to the girls of Leon County if there was some kind of coordinated effort to understand their needs, reduce duplication of services, and highlight where gaps in services occur.”<sup>30</sup> Thus, the CSWG established the Girls Committee to convene a coalition of organizations that serve girls in our community. The ultimate goal of the group was to “increase the knowledge of available services to the organizations that are focused on serving girls as well as to increase networking and collaborative opportunities.”<sup>31</sup> The Girls Committee served as a catalyst for the creation of the Girls Services Coalition, which held its inaugural meeting on March 26, 2013.<sup>32</sup>

During the 2013-2014 CSWG year, the Girls Services Coalition consulted with a successful girls’ services coalition in Jacksonville to learn best practices, held several informative meetings, and expanded its mission to include identifying the most pressing issues facing girls in our community. More details can be found in the [CSWG’s 2013-2014 report](#).

During the 2014-2015 CSWG year, the Girls Services Coalition was renamed the Leon County Alliance for Girls (LCAG). Still under the auspices of the CSWG, the LCAG made significant strides to become autonomous and meet the goal of increasing networking and collaborative opportunities. This shift to independence began with a change in leadership structure to the LCAG, the intent of which was to empower girls’ services providers to ultimately take ownership of the LCAG. Lashawn Gordon, Program Director at PACE Center for Girls in Tallahassee, was appointed as the Chair of the LCAG, while CSWG Commissioner Jaye Ann Terry served as a liaison between the LCAG and the CSWG. Though the LCAG is now independent of the CSWG (see below), a CSWG Commissioner will continue to serve as a liaison between LCAG and CSWG.

<sup>29</sup> Tallahassee/Leon County Commission on the Status of Women and Girls. (2014). *A call to action: Improving the status of women and girls in Tallahassee/Leon County 2013-2014* (p. 93). Retrieved from [http://tallahasseeleoncswg.com/wp-content/uploads/2014/06/A-Call-to-Action\\_PDF.pdf](http://tallahasseeleoncswg.com/wp-content/uploads/2014/06/A-Call-to-Action_PDF.pdf)

<sup>30</sup> Ibid.

<sup>31</sup> Ibid.

<sup>32</sup> Ibid.

## Mission and Vision Statement

In July 2015, the LCAG held a half-day strategic planning session to revise its mission and vision statements. On August 12, 2014, LCAG members unanimously voted to approve both statements.

The mission statement of the LCAG is as follows:

Fostering strong inter-agency collaboration with the ultimate goal of providing quality, diverse, gender-specific programs for girls.

The vision statement for the LCAG is as follows:

Leon County Alliance for Girls is dedicated to providing its members with opportunities for networking, education, and advocacy.

## Summary of Activities

Beginning in September 2014, each monthly meeting of the LCAG was held at the venue of a member service provider. This was an effective way for members to gain in-depth knowledge of the services and resources offered by the various organizations. LCAG members provided training at several of these meetings. Some of the topics covered include sexual violence, infant mortality, and anti-bullying strategies. During the meetings, LCAG members reported on upcoming events and needs of their organizations so that other member agencies could provide support and resources when possible. For example, LCAG members distributed flyers and sent e-mails to promote the opening of Wisdom's Wellspring, a new organization that provides housing and other services for girls and young women ages 18-30.

The LCAG and the CSWG would like to acknowledge the following agencies for hosting LCAG meetings throughout the year:

PACE Center for Girls, September 2014
Big Brothers Big Sisters of the Big Bend, October 2014
Wisdom's Wellspring, November 2014
Whole Child Leon, December 2014
Palmer Munroe Teen Center, January 2015
Capital Area Healthy Start Coalition, February 2015
The Oasis Center for Women & Girls, March 2015
Ladies Learning to Lead, April 2015

The LCAG's goal for the coming year is to host a training and continuing education event concerning an issue affecting girls in our community.

## Independence

On March 26, 2015, Chair Lashawn Gordon convened several of the regular members of the LCAG, as well as the CSWG Chair, Jessica Lowe-Minor, to discuss next steps for the LCAG. Based on this

meeting, and in consultation with Assistant County Attorney Dan Rigo, the CSWG decided by a unanimous vote that, as of April 10, 2015, the LCAG would operate independent of the CSWG. Specifically:

Only one Commissioner will serve as a liaison and attend Leon County Alliance for Girls meetings. The Commissioner liaison will provide a verbal report to the Commission on updates pertaining to the Leon County Alliance for Girls and solicit collective input from members of the Leon County Alliance for Girls when appropriate. The CSWG continues to believe in the mission, vision, and goals of the Leon County Alliance for Girls and will continue to partner with LCAG as a community stakeholder in the future.<sup>33</sup>

As part of this ongoing collaboration, the CSWG “recognizes Oasis’ authority to continue to lend administrative support to LCAG on behalf of the CSWG at their discretion.”<sup>34</sup>

### List of Members/Agencies

The LCAG’s growth and journey to independence has been largely contingent on the participation of local girls’ services providers. Over the course of twelve meetings in the 2014-2015 year, the LCAG hosted 43 unique attendees. The following is a list of the individuals who attended the LCAG meetings and contributed to its growth and development:

#### Leon County Alliance for Girls Attendees

Courtney Atkins, Whole Child Leon	Amy Beleckas, The Oasis Center for Women and Girls (Oasis)
Marie Bryant, Whole Child Leon	Logan Byrd, Palmer Munroe Teen Center (PMTC)
Christina Chapman, Guardian ad Litem	Haley Cutler, Oasis
Felicia Dilbert, Refuge House	Nicole Evans, Big Brothers Big Sisters of the Big Bend (BBBS)
Monica Flowers, PMTC	Denee Glenn, Capital Area Healthy Start
Etheria Goosby, Oasis	Lashawn Gordon, PACE Center for Girls (PACE)
Glen Marie Hamilton, BBBS	Cynthia Hannifin, Student
Amy Harvey, Oasis	LaToya Jefferson, PMTC
Amy Jones, Girl Scouts of the Florida Panhandle	Julia Kamm-Cohen, Refuge House
Julienne Irwin, Communities in Schools at Leon County	Taryn Jackson, Dare to Dream Young Girls
Danielle Lentchner, Oasis	Annelise Mennicke, Oasis
Michelle Myers, Whole Child Leon	Kendra Moore, PMTC
Kara Olive-Hall, Community Member	Martha Olive-Hall, Former CSWG Commissioner

<sup>33</sup> Tallahassee/Leon County Commission on the Status of Women and Girls: Full Commission Meeting. (2015, April 10). *Meeting minutes*. Retrieved from the Tallahassee/Leon County Commission on the Status of Women and Girls.

<sup>34</sup> Ibid.

Kelly Otte, PACE	Kelly Parker, PACE
Reverend Alyce Parmer, Wisdom's Wellspring	Briana Pemberton, PMTC
Jessica Pinto, Refuge House	Demali Prince, PMTC
Manuela Queliz, PMTC	Roxanne Ruddock, BBBS
Felicia Stanley, Yep She Kan Creations	Lindsay Sternberg, Department of Juvenile Justice
Kristie Teal, BBBS	Brenda Thomas, PMTC
Samantha Vance, Ladies Learning to Lead	Minesha White, SoUnique
Shakira Wilkerson, Dare to Dream Young Girls	Candace Williams, Dare to Dream Young Girls
Kara Yancey, BBBS	

Special thanks to the representatives from the Palmer Munroe Teen Center, The Oasis Center for Women & Girls, PACE Center for Girls, Refuge House, Ladies Learning to Lead, Girls Scouts of the Florida Panhandle, Big Brothers Big Sisters of the Big Bend, Wisdom's Wellspring, and Whole Child Leon for their regular participation in the LCAG.

LCAG would also like to acknowledge CSWG Commissioners Dr. Ada Puryear Burnette, Stephanie Land, and Jessica Lowe-Minor for attending and contributing to various LCAG meetings throughout the year.



## Chapter 5: Organizational and Bylaws Committee



## Chapter 5: Organizational and Bylaws Committee

### Commissioners Serving on the Organizational and Bylaws Committee

Gail Dixon	Dr. Roxanne Hughes
Jessica Lowe-Minor	Marion McGee
Dr. Jeanne O’Kon, Chair	Sara Saxner
Jaye Ann Terry	

### Introduction

The Organizational and Bylaws Committee (OBC) serves to address organizational issues related to the CSWG as a whole and provide a way for Commissioners to discuss CSWG business outside of full CSWG meetings. This year, Chairs of the other CSWG Committees sat on the OBC, as well as one additional Commissioner, to shepherd changes in policies and procedures and organized events, among many accomplishments.

The OBC addressed a number of important issues for the CSWG during the 2014-2015 year. Some activities were addressed solely within the Committee, while others were organized and put forth for full CSWG consideration. The major actions taken by the OBC this year are outlined below.

### Major Actions Taken by the Committee

#### Committee Structure

The CSWG Chair, who sits on the OBC, is responsible for determining the committee structure of the CSWG. This year, she established three ad hoc committees: the Community Engagement Committee (CEC), the Research & Development Committee (R&D) and the Sexual Assault Policy Group (SAPG). Additionally, the CSWG continued to liaise with the Leon County Alliance for Girls (LCAG), a coalition of girls’ services providers. Commissioners were assigned to at least one Committee based on their preferences.

The 2014-2015 OBC structure, in particular, has been very beneficial to the CSWG due to its membership being comprised of CSWG leadership. The CSWG Chair, Jessica Lowe-Minor, appointed one Commissioner, Dr. Jeanne O’Kon, to serve as OBC Chair. Additional CSWG leaders (i.e., CSWG Vice Chair and Committee Chairs) were asked to participate as OBC members as well. This resulted in an even number of Commissioners, so an at-large representative was also asked to serve in the event that any voting action resulted in a tie. The OBC members believe this structure assisted in the facilitation of improved collaboration between various Committees compared to years past, as Committee Chairs could serve as representatives for their respective Committees and effectively communicate with other leadership about the current happenings within each Committee.

#### New Commissioner Orientation

Commissioners newly appointed to the CSWG attended an orientation that provided them with an overview of the CSWG’s history, bylaws and enabling resolution, policies and procedures, and Commissioner expectations. Because the CSWG is subject to Florida Sunshine Laws, Public Records

Laws and Code of Ethics, Oasis staff provided a summary of the necessary requirements for all new Commissioners. New Commissioners also learned about Oasis' role in assisting the CSWG, and left orientation with an understanding of how the CSWG functions.

### Hosting of Annual Retreat

An all-day retreat was held to allow Commissioners the opportunity to discuss major issues affecting women and girls in the Tallahassee/Leon County community as well as establish what the CSWG's priorities and goals would be for the 2014-2015 Commission year. In addition to helping the CSWG organize its work, the retreat provided an opportunity for team-building and fellowship among Commissioners, and was considered a great success by those who were able to attend.

### Prioritization of CSWG Recommendations

The OBC examined notes from the CSWG's series of public hearings held in the local community and reviewed recommendations made by the CSWG in 2013-2014. Ultimately, the OBC set forth three recommendations which framed the work of the CSWG for the remainder of the year:

- Increase focus on employment opportunities for women, including entrepreneurship and resources for women seeking job skill development
- Enlarge public transportation service options to meet the needs of women and other low-income individuals to a greater degree
- Add funding through the Community Human Service Partnership to expand services for women, children, and other individuals who are economically insecure

### Revision of Attendance Policy

A revised attendance policy, which includes a new point-based system and quarterly attendance updates, was developed for managing the attendance and absences of the Commissioners at both full CSWG and Committee meetings. The OBC reviewed examples from other City and County citizen's advisory committees to provide structure and guidance. Ultimately, the OBC developed a novel point-based system, wherein Commissioners accrue one point for each regularly scheduled full CSWG meeting missed and one-half point for each regularly scheduled Committee meeting missed. Any Commissioner who accrues five points within the current CSWG year is asked to resign from the CSWG. The Staff Liaison to the CSWG provides Commissioners with quarterly attendance updates detailing how many points Commissioners have accrued throughout the Commission year. The OBC considers this policy to reflect the high expectations the CSWG sets for its Commissioners so that high-quality work is produced in the most collaborative manner possible but also allows for the necessary flexibility for busy women to successfully serve on the CSWG. The Commissioner Agreement, a form signed by each CSWG Commissioner acknowledging the expectations of her role, was revised accordingly.

### Election Procedures

The OBC completed a revision of the Election Procedures for new Commissioners. The election and appointment of new Commissioners will take place in September each year.

The OBC also revised the CSWG Bylaws to accurately reflect the election timeline, the terms, and the roles of the elected Chair and Vice Chair of the CSWG.



### Establishment of a Nominating Committee

The OBC in partnership with the CSWG Chair established a Nominating Committee, to be chaired by the CSWG Vice Chair. The OBC appoints four additional Commissioners to serve as members. This Committee develops selection criteria and a rubric for evaluating the applications of potential CSWG Commissioners. The Committee reviews all applications to the CSWG and presents a short list of applicants for the CSWG's consideration. However, all CSWG Commissioners are welcome to review and recommend the appointment of any applicant.

### Interest Meetings

This year, in addition to carrying out the aforementioned duties, the Nominating Committee hosted two information sessions for potential new applicants to the CSWG in Spring 2015. The Committee provided a packet to each attendee, which included information on the history of the CSWG; an explanation of the current CSWG structure; major documents of the CSWG (i.e., Enabling Resolution, Bylaws, Policies and Procedures, Commissioner Agreement); executive summaries of previously released CSWG reports; anticipated appointment action for the upcoming CSWG year (e.g., anticipated vacancies, appointing individuals and bodies); a list of the 2014-2015 CSWG recommendations; and a summary of what the 2014-2015 CSWG has accomplished. Staff and Commissioners were present at these meetings to answer questions from members of the public. The OBC intends to continue these information sessions on an annual basis, as its members agreed it is very valuable to potential applicants and allows current Commissioners to engage with said applicants.

### Plan for Stakeholder Follow Up

The OBC began to develop a systematic plan for meeting with community stakeholders and following up to see that many of the recommendations made in the CSWG's previous annual reports are implemented. This is an ongoing effort, and the 2013-2014 report recommendations relating to the theme of "Building Bridges to Economic Security for Women and Girls" were prioritized as most important for the 2014-2015 CSWG year.

### Aligning of Operating and Fiscal Year

The CSWG year start date was changed from May 1 to October 1 to align its operating and fiscal years. Accordingly, the Commissioner terms for this year were extended to align with the fiscal and operating year. The current Commissioner terms that were set to expire on April 30, 2015 were extended through September 30, 2015, with City and County approval.

### Summary

The OBC continues to provide useful administrative infrastructure for the Commission, functioning in a manner that is similar to that of an Executive Committee. Final decision-making authority for all issues that come before the OBC rests with the full Commission or the CSWG Chair, depending on the nature of the issue.

During the 2014-2015 year, this Committee provided significant leadership in refining the Commission's internal operating processes, as well as in coordinating interaction with vital community stakeholders.



## Chapter 6: Next Steps

## Chapter 6: Next Steps

This year, the Tallahassee/Leon County Commission on the Status of Women and Girls chose to focus on two primary topics: economic security for women and girls and our community's response to sexual violence. In order to really make an impact in these critical areas, the CSWG concentrated its advocacy efforts around three major recommendations in each category.

In order to increase economic security for women and girls in Tallahassee/Leon County, the CSWG recommended the following:

- **Increase focus on employment opportunities for women, including entrepreneurship and resources for women seeking job skill development**
- **Enlarge public transportation service options to meet the needs of women and other low-income individuals to a greater degree**
- **Add funding through the Community Human Service Partnership (CHSP) to expand services for women, children, and other individuals who are economically insecure.**

It is exciting to report that great progress has been made in all of the above areas. The CSWG has held a number of events related to employment and entrepreneurship opportunities for women and girls, including a "Lunch and Learn" panel discussion featuring experts and advocates, as well as a stakeholder meeting attended by representatives from across the economic development and human services sectors. Additionally, CSWG members worked with StarMetro to develop and distribute a survey identifying barriers to ridership for local residents, and the CSWG helped collect over 400 responses. Finally, along with other engaged advocates from throughout the community, the CSWG played an active role in encouraging the Leon County Commission to increase its funding for CHSP from \$825,000/year to \$1,000,000. Additionally, the CSWG worked to encourage the Tallahassee City Commission to increase its support from approximately \$1,158,000/year to \$1,600,000. Although there is still a wide gap between the community's need and the funding available for CHSP, the local governments' increased investment will go a long way towards ensuring that all of the region's residents can access the critical health and human services they need.

In order to improve the community's response to incidences of sexual violence, the CSWG proposed the following recommendations:

- **Increase local law enforcement's' capacity to conduct in-depth investigations of sexual violence reports by increasing the number of investigators on staff with specific training in both 1) responding to the unique needs of sexual violence victims, and 2) conducting thorough and consistent investigations**





- **Examine the feasibility of, and implement if possible, a shared data system to track locally occurring incidents of sexual violence**
- **Work to implement a community-wide awareness program focusing on bystander intervention.**

As with its economic security recommendations, the Commission has seen a robust response to its suggestions for improved sexual violence response locally. Both Tallahassee Police Department and Florida State University Police Department have added specially-trained personnel, and there are plans to bring more even investigators online at TPD in the years ahead. Recently, the State Attorney's Office convened a task force of key stakeholders to develop a shared tracking system for sexual violence cases, and two local institutions -- Refuge House and Florida State University -- have received funding to implement bystander intervention training programs. These significant advancements underscore the community's commitment to improving its response to sexual violence, and the CSWG is proud to have contributed in a meaningful way this past year towards that shared goal.

Among the "next steps" that the Tallahassee/Leon County Commission on the Status of Women and Girls proposes are a continued commitment by the City of Tallahassee, Leon County, and other stakeholders to the implementation of the priority recommendations outlined above. While many of the items on the list have started to be addressed in some form or fashion, the complexity of these issues demands a "long-view" approach. Although it is tempting to look for quick fixes and then move on, the path to full parity for women and girls is a long and winding one. The CSWG is committed to walking that path for as long as it takes to ensure that women and girls in Tallahassee/Leon County are able to lead their best lives, free from gender-based violence and economic insecurity. The CSWG looks forward to working with community leaders, stakeholders and citizens for years to come to make Tallahassee/Leon County a better, more equitable community for all of its residents.



# Appendices

## Appendices

### A: Copy of Economic Security Survey

### B: Fact Sheets

B.1: CSWG Fact Sheet

B.2: CHSP Fact Sheet: General Information

B.3: CHSP Fact Sheet: City and County

B.4: Entrepreneurship and Women Fact Sheet

### C: Copy of StarMetro Survey

### D: Public Hearing Flyers

D.1: Flyer for Public Hearings 1-3

D.2: Flyer for Public Hearing 4

### E: Public Hearing Summary Document

### F: Report on Sexual Violence Response in Tallahassee/Leon County Executive Summary

### G: Published “My View”s/Letters to the Editor

G.1: *Tallahassee Democrat* “My View”: Identity Theft

G.2: *Tallahassee Democrat* “My View”: CHSP

G.3: *Tallahassee Democrat* “My View”: StarMetro Survey

G.4: *Tallahassee Democrat* “My View”: Sexual Assault Policy Group Report

G.5: *Tallahassee Democrat* Letter to the Editor: Sexual Assault Interview Room

G.6: *Capital Outlook*: Sexual Assault Policy Group Report

### H: CSWG Media Mentions

H.1: Articles about CSWG’s Work

H.2 : Media Mentions of the CSWG and Commissioners



## Appendix A: Copy of Economic Security Survey

### CSWG: Economic Security Survey

The Leon County/Tallahassee Commission on the Status of Women and Girls is seeking input from members of our community regarding the issues that affect women and children. Specifically we are interested in hearing about issues that women in our community might have with transportation, childcare, dependent care, housing, and/or earning a living wage. Your responses to the following survey will help us to understand what issues the city and county should prioritize over the next few years to address the needs of our community. Thank you in advance.

#### DEMOGRAPHICS

##### **1. What is your gender identity?**

☐ Male ☐ Female ☐ Transgender  
☐ Other (please specify) \_\_\_\_\_ ☐ Would rather not say

##### **2. What is your race/ethnicity? Please check all that apply:**

☐ African American/Black/Afro-Caribbean/African ☐ Hispanic/Latino/a  
☐ Asian/Pacific Islander ☐ White/Caucasian  
☐ Native American/Alaska Native ☐ Would rather not say  
☐ Other (please specify) \_\_\_\_\_

##### **3. What is your marital status?**

☐ Single ☐ Married ☐ Committed Partnership



☐ Widowed ☐ Other (please specify) \_\_\_\_\_

**4. What is your age (in years)?**

years old

**5. Which best describes highest level of education?**

☐ Less than high school education ☐ GED  
☐ High School Diploma ☐ 1-3 years of college, no degree  
☐ Associate's Degree ☐ Bachelor's Degree  
☐ Master's Degree ☐ Doctorate Degree  
☐ Professional Degree (law, medicine)

**6. Are you the sole caregiver for family members in your home?**

☐ Yes ☐ No ☐ I do not have any family members in my home.

**7. I live with my partner.**

☐ Yes ☐ No ☐ Not Applicable

**8. Are you a Veteran returning to the Workplace?**

☐ Yes ☐ No

**9. Which of the following best describes your employment status?**

☐ Self-Employed ☐ Employed



☐ Unemployed ☐ Retired

**10. Which of the following best describes your employment?**

☐ Full time (40 hours per week) ☐ Multiple Jobs (more than 40 hours per week)

☐ Part time (less than 40 hours per week) ☐ Multiple Jobs (less than 40 hours per week)

☐ Not Applicable, I am not currently employed.

**11. If you are not currently working, are you actively seeking employment now?**

☐ Yes ☐ No ☐ Not Applicable

**12. If you are currently seeking work, how long have you been looking?**

☐ Less than 1 month ☐ 1-3 months

☐ 3-6 months ☐ 6-12 months

☐ More than 12 months ☐ Not Applicable

**13. What is your annual household income?**

☐ Less than \$10,000 ☐ \$10,000 - \$20,000 ☐ \$20,000 - \$30,000

☐ \$30,000 - \$40,000 ☐ \$40,000 - \$50,000 ☐ \$50,000 - \$60,000

☐ \$70,000 - \$80,000 ☐ \$80,000 - \$90,000 ☐ \$90,000 - \$100,000

☐ More than \$100,000

**14. What is your zip code?**

\_\_\_\_\_





ISSUES AFFECTING ECONOMIC SECURITY

**15. Please indicate which of the following issues affect you by agreeing or disagreeing with each statement. (Circle one)**

I do not have convenient and safe transportation to and from work and home.	Agree	Disagree	Not Applicable
---	-------	----------	----------------

My current income is not meeting my needs.	Agree	Disagree	Not Applicable
--	-------	----------	----------------

My current housing situation is structurally unsafe (e.g., physical problems with the home).	Agree	Disagree	Not Applicable
--	-------	----------	----------------

My partner makes me feel unsafe.	Agree	Disagree	Not Applicable
----------------------------------	-------	----------	----------------

I do not have quality childcare.	Agree	Disagree	Not Applicable
----------------------------------	-------	----------	----------------

I do not have affordable childcare.	Agree	Disagree	Not Applicable
-------------------------------------	-------	----------	----------------

I do not have childcare that fits my schedule.	Agree	Disagree	Not Applicable
--	-------	----------	----------------

I cannot find information on job trainings or job openings.	Agree	Disagree	Not Applicable
---	-------	----------	----------------

I do not have the training or skills needed for the job I would like.	Agree	Disagree	Not Applicable
---	-------	----------	----------------

I do not have the education needed for the job I would like.	Agree	Disagree	Not Applicable
--	-------	----------	----------------

I do not have affordable housing.	Agree	Disagree	Not Applicable
-----------------------------------	-------	----------	----------------

I do not have transportation.	Agree	Disagree	Not Applicable
-------------------------------	-------	----------	----------------

I feel that others treat me poorly at work or in job interviews.	Agree	Disagree	Not Applicable
--	-------	----------	----------------

**16. If you feel others are treating you poorly at work or in job interviews, please indicate why you think you are being treated poorly. (Check all that apply)**

<input type="checkbox"/> My race or ethnicity	<input type="checkbox"/> My gender identity
<input type="checkbox"/> My age	<input type="checkbox"/> I have a mental or physical disability



☐ My sexual orientation      ☐ My socioeconomic status/class  
☐ Other (please specify) \_\_\_\_\_ ☐ I do not feel that I am being treated poorly.

TRANSPORTATION

**17. If you have access to a vehicle, please complete the following:**

**17a. I share this vehicle with multiple people.**

☐ Yes ☐ No

**17b. This vehicle is reliable.**

☐ Yes ☐ No

**18. If you take public transportation, please complete the following:**

**18a. I use public transportation for most of my travel needs.**

☐ Yes ☐ No

**18b. Using public transportation from my neighborhood is convenient for me.**

☐ Yes ☐ No

**18c. I can easily use public transportation at all hours of the day?**

☐ Yes ☐ No

**19. If public transportation does not meet your needs, please indicate which of the following issues affect you by agreeing or disagreeing with each statement. (Circle one)**

It does not run in my  
neighborhood.

Agree

Disagree

Unsure



It does not run at times that are convenient for my job.	Agree	Disagree	Unsure
--	-------	----------	--------

It is not reliable.	Agree	Disagree	Unsure
---------------------	-------	----------	--------

It requires too many bus changes.	Agree	Disagree	Unsure
-----------------------------------	-------	----------	--------

I do not feel safe.	Agree	Disagree	Unsure
---------------------	-------	----------	--------

I have a disability.	Agree	Disagree	Unsure
----------------------	-------	----------	--------

It is too expensive.	Agree	Disagree	Unsure
----------------------	-------	----------	--------

Other (please specify) \_\_\_\_\_

**20. Please indicate which of the following would improve public transportation for you by agreeing or disagreeing with each statement. (Circle one)**

Bus routes that connect my neighborhood to where I need to go	Agree	Disagree	Unsure
---	-------	----------	--------

More buses running at night	Agree	Disagree	Unsure
-----------------------------	-------	----------	--------

More buses running on	Agree	Disagree	Unsure
-----------------------	-------	----------	--------



weekends

Bus stops with covers/shelters	Agree	Disagree	Unsure
--------------------------------	-------	----------	--------

Safer bus stops	Agree	Disagree	Unsure
-----------------	-------	----------	--------

Other options besides buses	Agree	Disagree	Unsure
-----------------------------	-------	----------	--------

More bicycle lanes	Agree	Disagree	Unsure
--------------------	-------	----------	--------

Safer bicycle lanes	Agree	Disagree	Unsure
---------------------	-------	----------	--------

Other (please specify) \_\_\_\_\_

LIVING WAGE

**21. My current household income meets my basic needs.**

☐ Yes      ☐ No      ☐ Not applicable

**22. My current household income allows me to save money for the future.**

☐ Yes      ☐ No      ☐ Not applicable

**23. Which of the following would improve your current economic situation? (Check all that apply)**



\_\_\_Access to affordable education

\_\_\_Access to affordable training/workshops

\_\_\_Access to affordable childcare

\_\_\_Access to affordable dependent care

\_\_\_Access to affordable housing

\_\_\_Other (please specify) \_\_\_\_\_

**24. If education or training would improve your current economic situation, please indicate which of the following prevents you from taking part in it by agreeing or disagreeing with each statement. (Circle one)**

I do not know how to find information on opportunities.

Agree

Disagree

Not Applicable

I do not have transportation to opportunities.

Agree

Disagree

Not Applicable

I do not have support from my current employer.

Agree

Disagree

Not Applicable

I do not have childcare during educational opportunities.

Agree

Disagree

Not Applicable

I do not have childcare during training opportunities.

Agree

Disagree

Not Applicable

I am not interested in participating in education or training.

Agree

Disagree

Not Applicable





I do not have the money for educational opportunities.	Agree	Disagree	Not Applicable
--	-------	----------	----------------

I do not have the money for training opportunities.	Agree	Disagree	Not Applicable
---	-------	----------	----------------

I do not have access to technology (smart phone, computer, Internet, etc.)	Agree	Disagree	Not Applicable
--	-------	----------	----------------

Other (please specify) \_\_\_\_\_

**25. Which of the following would improve your ability to further your education through training or school?**

<input type="checkbox"/> Scholarships or grants	<input type="checkbox"/> Affordable and convenient childcare
<input type="checkbox"/> Internet access for online classes	<input type="checkbox"/> More flexible (evening/online) programs
<input type="checkbox"/> Other (please specify) _____	

**HOUSING**

**26. Which of the following best describes your current housing situation?**

<input type="checkbox"/> I own my home.	<input type="checkbox"/> I rent my home.
---	--



\_\_\_ I stay with friends or family.      \_\_\_ I do not have housing.

**27. How many people reside with you?**

\_\_\_ 0      \_\_\_ 1      \_\_\_ 2      \_\_\_ 3      \_\_\_ 4      \_\_\_ 5 or more

**28. How many individuals who reside with you are less than 18 years of age?**

\_\_\_ 0      \_\_\_ 1      \_\_\_ 2      \_\_\_ 3      \_\_\_ 4 or more

**29. What percentage of your income is spent on rent or mortgage payments?**

\_\_\_ Less than 39%      \_\_\_ 40-54%      \_\_\_ 55-84%

\_\_\_ 85-99%      \_\_\_ 100%

**30. Please indicate whether you agree or disagree with each of the following statements.**

I do not feel safe in my  
current housing situation  
because of the physical  
conditions of the  
structure (apartment,  
home, shelter, etc.)

Agree

Disagree

I do not feel safe in my  
current housing situation  
because of the  
neighborhood.

Agree

Disagree

I do not feel safe in my  
current housing situation

Agree

Disagree



because of individuals in  
my life.

I cannot find affordable housing.	Agree	Disagree
--------------------------------------	-------	----------

I cannot find affordable housing that is convenient to either my job or transportation to my job.	Agree	Disagree
---	-------	----------

CHILDCARE AND DEPENDENT CARE

**31. If you have one or more children, please indicate whether you agree or disagree with the following statements.**

I can find quality childcare.	Agree	Disagree	Not Applicable
----------------------------------	-------	----------	----------------

I can afford quality childcare.	Agree	Disagree	Not Applicable
------------------------------------	-------	----------	----------------

I can find quality, affordable childcare that fits my work schedule.	Agree	Disagree	Not Applicable
--	-------	----------	----------------

I can find quality,	Agree	Disagree	Not Applicable
---------------------	-------	----------	----------------



affordable childcare that  
is close to my job.

Convenient transportation would improve my experience with childcare.	Agree	Disagree	Not Applicable
--	-------	----------	----------------

Quality, affordable childcare that is available close to work would improve my experience with childcare.	Agree	Disagree	Not Applicable
---	-------	----------	----------------

Accessible information on quality, affordable childcare programs would improve my experience with childcare.	Agree	Disagree	Not Applicable
---	-------	----------	----------------

**32. If you have at least one child, are you supposed to receive child support?**

☐ Yes      ☐ No      ☐ I do not have any children.

**33. If you are supposed to receive child support, do you receive it regularly?**

☐ Yes      ☐ No

☐ I do not have any children or I am not supposed to receive child support.

**34. If you care for an adult who is a dependent, please indicate whether you agree or disagree with the following statements.**



I can find quality dependent care.	Agree	Disagree	Not Applicable
I can afford quality dependent care.	Agree	Disagree	Not Applicable
I can find quality, affordable dependent care that fits my work schedule.	Agree	Disagree	Not Applicable
I can find quality, affordable dependent care that is close to my job.	Agree	Disagree	Not Applicable
Convenient transportation would improve my experience with dependent care.	Agree	Disagree	Not Applicable
Quality, affordable dependent care that is available close to work would improve my experience with dependent care.	Agree	Disagree	Not Applicable
Accessible information on quality, affordable dependent care programs would improve my experience with	Agree	Disagree	Not Applicable

dependent care.

**Thank you for taking the time to share your feedback. Your input will help us identify areas for improvement for economic security for women and girls who reside in the Tallahassee area.**





## Appendix B: Fact Sheets

### Appendix B.1: CSWG Fact Sheet

## The Tallahassee/Leon County Commission on the Status of Women and Girls

In an effort to address community-wide issues facing women and girls, the Leon County Commission on the Status of Women and Girls was formed in 2011. In 2013, the City of Tallahassee proudly joined the County to create the current Tallahassee/Leon County Commission on the Status of Women and Girls (CSWG). The Oasis Center for Women & Girls provides staffing and administrative support for our work.

**Our Mission**

**To promote awareness of issues pertaining to women and girls in Tallahassee and Leon County and to serve in an advisory role, providing input to the City and County Commissions as needed.**

**What We Do**

Our 21-member body spent the first 18 months gathering data on the status of women and girls in Tallahassee and Leon County. We published a landmark report establishing the current status of women and girls locally across a variety of issues such as crime and justice, economic security, education, health, and leadership. Our second report made recommendations to improve the status of women and girls in our community. We are continuing to work with stakeholders and engage with the community in order to address issues that affect women and girls in our area.

**How to Get Involved**

- ✓ **Apply to join the Commission.** The CSWG commission year begins October 1<sup>st</sup> each year. Fourteen appointments are made by the City and County Commissioners and the remaining 7 appointments are made by the CSWG. For more information on the application process, please go to: <http://tallahasseeleoncswg.com/join-the-commission/>
- ✓ **Volunteer** by serving on a committee as a non-voting member or helping with special events
- ✓ **Invite us to speak** about the role of the Commission in our local community

**What We Have Achieved**

- ✓ **2012:** Produced a landmark report on the status of women and girls in our community (<http://tallahasseeleoncswg.com/research-publications/>)
- ✓ **2013:** Summit on Women in the Workplace
- ✓ **2013:** Provided technical assistance which led to adoption of model policies responding to domestic violence, sexual violence and stalking in the workplace by Leon County, City of Tallahassee and Tallahassee Community College
- ✓ **2013:** Published a report detailing community-wide recommendations to improve the status of women and girls
- ✓ **2012/2013:** Served as catalyst for the creation of the Leon County Alliance for Girls
- ✓ **2012-2015:** Hosted a series of public hearings to gather citizens' feedback about concerns facing women and girls
- ✓ **2015:** Hosted a poverty simulation for community members and stakeholders
- ✓ **2015:** Released a report on the sexual violence response on our community ([#ItsOnUsTallahassee](#))
- ✓ **2015:** Worked with StarMetro to gather data to determine public transportation concerns for women and girls

For more information, please contact:  
 The Oasis Center for Women and Girls, 317 E. Cal Street, Tallahassee, FL 32301  
 Phone: 850-222-2747  
 Email: [admin@tallahasseeleoncswg.com](mailto:admin@tallahasseeleoncswg.com) <http://www.tallahasseeleoncswg.com>

## Appendix B.2: CHSP Fact Sheet: General Information

# THE TALLAHASSEE/LEON COUNTY COMMISSION ON THE STATUS OF WOMEN AND GIRLS

## COMMUNITY HUMAN SERVICE PARTNERSHIP 2015 FACT SHEET

### WHAT IS CHSP?

The *Community Human Service Partnership* (CHSP) is an innovative collaboration between Leon County, the City of Tallahassee, and the United Way of the Big Bend. It was established to most effectively distribute community funds for human services. CHSP was first implemented in 1997. Prior to the development of the CHSP funding distribution process, the City of Tallahassee, Leon County, and the United Way conducted separate grant review processes; consequently, local human service providers had to participate in three different processes.

- Partnership assures 100 percent of CHSP funds are allocated to areas of greatest need and opportunity, directly impacting client's in most difficult social and economic conditions.
- Nonprofit human service organizations submit rigorous funding applications.
- Volunteer citizen evaluation teams review each application, assessing each agency's proposal, to ensure the highest levels of integrity and objectivity in the award process.

### WHY IS CHSP IMPORTANT?

- 23.2% of Leon County residents live below the poverty line, compared to the statewide average of 16.3%.
- 55% of children in school readiness programs in Leon County are eligible for free or reduced lunch.
- 58% of single women with children live in poverty in Leon County.

### WHO BENEFITS?

CHSP funds a broad continuum of community need:

- children's services
- community support services
- services for persons with disabilities
- senior services
- substance abuse services
- youth recreation and character building services

### WHAT'S AT STAKE?



- Not only is the level of CHSP insufficient, it is also unpredictable.
- Without sufficient and predictable funding, services across our community would be jeopardized.

**CALL TO ACTION**

Please ask your County or City Commissioner to increase funding for CHSP –  
The health and well being of local women and girls depend on it!

County Commissioners: <http://cms.leoncountyfl.gov/Home/County-Commission/Meet-Your-Commissioners>

City Commissioners: <https://www.talgov.com/commission/commission-about.aspx>

**CALL TO ACTION**

For more information, you can contact the Commission's Staff Liaison at [admin@tallahasseeleoncswg.com](mailto:admin@tallahasseeleoncswg.com) or  
(850) 222-2747.



## Appendix B.3: CHSP Fact Sheet: City and County

### WHY CHSP MATTERS TO WOMEN AND GIRLS

WHY IS CHSP IMPORTANT?	WHAT'S AT STAKE?
<ul style="list-style-type: none"> <li>23.2% of Leon County residents live below the poverty line, compared to the statewide average of 16.3%.</li> <li>55% of children in school readiness programs in Leon County are eligible for free or reduced lunch.</li> <li>58% of single women with children live in poverty in Leon County.</li> </ul>	<ul style="list-style-type: none"> <li>Not only is the level of CHSP insufficient, it is also unpredictable.</li> <li>Without sufficient and predictable funding, services across our community would be jeopardized.</li> </ul>



### WHAT IS THE RETURN ON INVESTMENT?

One dollar spent on CHSP can save hundreds of dollars of City and County spending on jails, subsidized housing, and other social and economic assistance programs.





#### CALL TO ACTION

- Funding for CHSP should be increased to align with actual community need
- Establish a minimum annual level for CHSP to ensure stability and predictability for human services providers

For more information, e-mail the Commission Chair, Jessica Lowe-Minor, [chair@tallahasseeleoncswg.com](mailto:chair@tallahasseeleoncswg.com), or call The Oasis Center for Women & Girls, Inc., at 850-222-2747.

## Appendix B.4: Women and Entrepreneurship Fact Sheet

<b>Entrepreneurship and Women</b> <b>Tallahassee/Leon County Commission on the Status of Women and Girls</b> <b>Fact Sheet</b>	
<p align="center"><b>Current Landscape for Women in Entrepreneurship</b></p> <p>Between 1997 and 2014, when the number of women-owned businesses in the United States increased by 67.8%, the number of women-owned firms in the state of Florida increased by 75%. As of 2014, United States' women entrepreneurs own 9.1 million businesses, creating the fastest growing business segment in the nation. Research shows that an <i>increase of women in business leadership positions correlates with increased business returns and payout ratios</i> (Credit Suisse, 2014). While U.S. and Florida women are highly represented in the areas of entrepreneurship and small business ownership, there are significant issues that affect women disproportionately compared to their male counterparts.</p> <p>According to the most recent Census Bureau report (2007) Leon County falls below the national and Florida average for women's representation among business owners. In that same Census year, Leon County had 7,145 female-owned businesses (31.3% of all businesses), while 52.4% were male-owned and 16.2% were equally male-/female-owned. Nearly 17% of the female-owned businesses had paid employees (Census Bureau, 2007). <i>(Updated Census data for Leon County expected to be available in 2015).</i></p>	
<p align="center"><b>Community Benefits: Economic Growth and Prosperity</b></p> <p>By addressing the gender gap in entrepreneurship, Leon County and Tallahassee stakeholders can unleash a wealth of ingenuity and creativity that can spark a new era of women entrepreneur-led economic growth and prosperity in our community.</p>	
<p><b>Issues Facing Women Entrepreneurs</b></p> <ul style="list-style-type: none"> <li>✓ Women-owned firms now account for 30% of all US enterprises, growing faster in number and employment than most. Despite this, women-owned firms have had lower sales, profits, and survival rates (American Express Open/Womenable, 2015).</li> <li>✓ Women entrepreneurs need more business training, resources, and mentoring to survive and grow (Bishop, 2013; Kim, 2015; Laukhuf &amp; Malone, 2015).</li> <li>✓ Women face gender bias as entrepreneurs, making it harder to secure funding (Thébaud, 2015; Tinkler, et al., 2015).</li> <li>✓ Women business owners have lower earnings than male business owners, making it more difficult for female caregivers to support their families (Marshall &amp; Flaig, 2015).</li> <li>✓ Research shows that self-employed people experience greater stress than those employed by others. Women are typically the sole owner of their business, which has negative implications for their overall health and stress levels (Cardon &amp; Patel, 2015).</li> <li>✓ Professional identity as an entrepreneur needs to be supported by networking and interacting with role models (Kim, 2015).</li> </ul>	<p><b>Special Considerations Needed</b></p> <p>Research provides insight for improving women's chances of successfully starting and maintaining their small businesses or entrepreneurial ventures.</p> <p>Addressing these considerations is important to meet the issues facing women entrepreneurs.</p> <p>Examples of considerations include:</p> <ul style="list-style-type: none"> <li>✓ Access to a diverse mentoring team of experts in public relations, marketing, funding, strategic planning, and leadership</li> <li>✓ Opportunities to learn essential business skills</li> <li>✓ Psychosocial support through networking and relationship-building experiences</li> <li>✓ Advice on health, work, and family life balance</li> <li>✓ Exposure to successful women entrepreneurs</li> <li>✓ Education regarding best financial practices and strategic planning</li> <li>✓ Connection to funding sources</li> </ul>
<p>For information about the Tallahassee/Leon County Commission on the Status of Women and Girls contact:  The Oasis Center for Women and Girls, 317 E. Call Street, Tallahassee, FL 32301  Phone: 850-222-2747  Email: <a href="mailto:admin@tallahasseeleoncswg.com">admin@tallahasseeleoncswg.com</a>  <a href="http://www.tallahasseeleoncswg.com">www.tallahasseeleoncswg.com</a>    <a href="#">Like us on Facebook!</a></p>	



## Appendix C: Copy of StarMetro Survey

### What Can StarMetro Do for You?

StarMetro is collecting demographic data on its riders in an effort to improve its services to all members of the community. Your responses will help StarMetro to serve all areas of Leon County. Please provide the following items:

**1. What is your home zip code?**

\_\_\_\_\_

**2. What is your gender? (Circle One)**

Male

Female

Transgender

Would Rather Not  
Say

**3. Which of the following best describes your use of StarMetro? (Check One)**

\_\_\_ StarMetro is my only source of transportation. [If checked, go to question 4.]

\_\_\_ I use StarMetro for most of my transportation. [If checked, go to question 4.]

\_\_\_ I use StarMetro for half of my transportation. [If checked, go to question 4.]

\_\_\_ I rarely use StarMetro. [If checked, go to question 7.]

\_\_\_ I never use Star Metro. [If checked, go to question 7.]



**4. How do you use StarMetro? Check all that apply.**

- ☐ To get to my job
- ☐ To get to my own K-12 school
- ☐ To get to my college or university
- ☐ To take my child (children) to school or activities
- ☐ To take my dependent (older child or adult) to activities or programs
- ☐ Other (Please specify) \_\_\_\_\_

**5. Which route(s) do you use to access the above activities you selected?**

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**6. Does StarMetro meet your needs in accessing the above activities you selected?  
(Circle One)**

Yes

No

**7. Based on the uses of StarMetro that you mentioned above, what specific improvement would you like to see made to the StarMetro system? (Please provide specific information such as route names, safety concerns, and/or times to better address the issue.**

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## Appendix D: Public Hearing Flyers

### Appendix D.1: Flyer for Public Hearings 1-3

**The Tallahassee/Leon County Commission on the Status of Women and Girls**  
is holding  
**Public Hearings on Financial Concerns Experienced by Women and Girls**



**About the Public Hearings**

The focus of the 2014-2015 Tallahassee/Leon County Commission on the Status of Women and Girls is "building bridges to economic security" for women and girls in our community. The Commission has identified housing, transportation, childcare, and income to be several of the factors that impact economic security.

We welcome you to participate in public hearings to share your input on women's economic security in your community and the upcoming initiatives of the Commission.

Refreshments will be served. Children are welcome to attend.



Visit <http://www.theoasiscenter.net/2.html> to learn more about the Commission and to download their 2012 and 2013-2014 Reports. If you do not have Internet access, you can obtain a copy of the report by contacting the Staff Liaison.

**Tuesday, September 16 - 6 p.m.**  
Woodville Community Center  
8000 Old Woodville Rd.

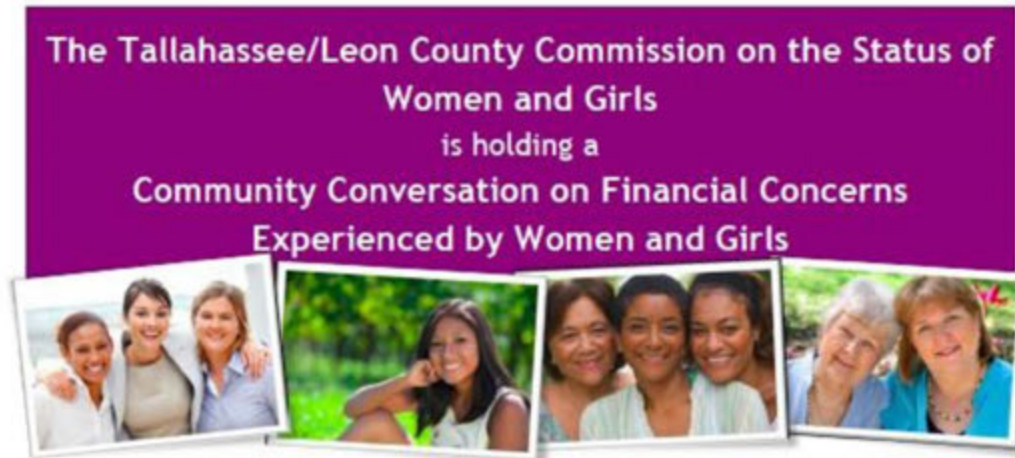
**Thursday, October 2 - 6 p.m.**  
Jack McLean Community Center  
700 Paul Russell Rd.

**Monday, October 6 - 12 p.m.**  
LeRoy Collins Main Library  
200 W. Park Ave.

For more information, contact the Commission's Staff Liaison:  
Lisa Langenderfer-Magruder  
[lisa.oasis@comcast.net](mailto:lisa.oasis@comcast.net)  
(850) 222-2747



Appendix D.2: Flyer for Public Hearing 4



### About the Conversation

The focus of the 2014-2015 Tallahassee/Leon County Commission on the Status of Women and Girls is "building bridges to economic security" for women and girls in our community. The Commission has identified housing, transportation, childcare, and income to be several of the factors that impact economic security.

We welcome you to participate in the conversation to share your input on women's economic security in your community and the upcoming initiatives of the Commission.

Visit <http://www.theoasiscenter.net/2.html> to learn more about the Commission and to download their 2012 and 2013-2014 Reports. If you do not have Internet access, you can obtain a copy of the report by contacting the Staff Liaison.

**Monday, November 24 - 11 a.m.**

Tallahassee Senior Center  
1400 N. Monroe St.

Refreshments will be served.  
Children are welcome to attend.

For more information, contact the  
Commission's Staff Liaison:

Lisa Langenderfer-Magruder

[lisa.oasis@comcast.net](mailto:lisa.oasis@comcast.net)

(850) 222-2747



## Appendix E: Public Hearing Summary Document

### Financial Concerns Faced by Women and Girls: A Summary of Community Conversations

Tallahassee/Leon County Commission on the Status of Women and Girls | December 2014

#### Introduction

In the Fall of 2014, the Tallahassee/Leon County Commission on the Status of Women and Girls (CSWG) hosted a series of public conversations with community members from various parts of Leon County. Conversations took place at the Woodville Community Center, the Jack McLean Community Center, the LeRoy Collins Main Library, and the Tallahassee Senior Center. Through small group conversations, Commissioners were able to hear the voices of women in our community regarding their financial concerns. The CSWG has summarized the findings of these conversations and highlighted the top concerns discussed at these events. This is, of course, not an exhaustive list of the numerous economic challenges women face, but it does represent many of the top concerns of expressed by those who attended the community conversations.

#### Participants

In addition to CSWG Commissioners, The Oasis Center for Women & Girls staff, and notetakers, over 50 attendees participated in at least one of the community conversations. Attendees represented a diverse range of citizens, the overwhelming majority of whom are women.

The first public hearing, held at the Woodville Community Center, was structured differently than the latter three community conversations. With only four community participants in Woodville, the CSWG hosted one conversation among all Commissioners and attendees. Based on feedback received from those participants, Commissioners restructured the remaining public hearings to be small group conversations. This strategy proved beneficial as the remaining three conversations were well attended and the small group format provided attendees more opportunity to voice their experiences and concerns regarding economic security.

#### Disparities in Leon County/Tallahassee

Before exploring the financial concerns facing women and girls in our community, it is important to note that many attendees discussed the great economic diversity within our community. Attendees noted that there is economic insecurity in “pockets” of the community and that economic situations are very diverse depending on the geographic location within Leon County. While several participants cited economic inequality of the sexes, many more discussed the associations between racism, classism, and poverty. Moreover, a lack of visibility of women of color was noted. Knowing that financial concerns may differ by not only geographic location, but individual circumstance, the following are common concerns shared by women in four areas of Leon County.



### **What is *Economic Security*?**

Prior to discussing the specific financial concerns experienced by women and girls in the community, Commissioners asked attendees to share what they associate with the term “economic security.” Some spoke about societal issues such as the “feminization of poverty” and equal pay, though most spoke about what entails economic security. Specifics include the ability to meet one’s basic needs, childcare, savings in case of emergency, and access to resources. The following is a list of some of the responses of attendees:

- “Financial stability”
- “Hope and prospects”
- Ability to “support themselves”
- “Being able to meet basic needs, have reliable childcare, and accumulate savings”
- “Not just getting by, but also having a safety net in the form of savings”
- “Being able to have resources”
- “Ability to be empowered with finances or knowledge to become financially secure”
- “Pay for your choice of lifestyle”
- “Affordable childcare”
- “Reliable employment, transportation to employment, and being financially secure”
- “Resources available in time of need”
- “The ability to have movement in life...and having enough money to get out of a hole.”
- “Being able to manage your household with whatever income you make and family it is comprised of”
- “The ability to have aspirations”
- “Being able to have security beyond just the paycheck to paycheck”
- “...includes health. Basic health.”
- “It’s not just food. It’s ability to afford quality food.”
- “Having networks to fill the gaps”
- “Having the education that you need to be successful, having the stash to be financially secure, having financial independence beyond just your most basic needs”
- “Having enough money to live on and having something on the side to live with and enjoy”
- “Housing, first and foremost. Everything else is secondary.”
- “That we have enough money and finances to take care of ourselves”

Regardless of what encompasses economic security, it is clear from what the attendees shared that financial concerns are woven throughout women’s lives. In the words of one attendee, “Economic stability is an umbrella over all. Economic stability affects every area of life.”

### **Economic Concerns Faced by Women and Girls in Our Community**

#### **Economic Uncertainty Throughout the Lifespan**

From K-12 education to retirement, concerns related to economic security are apparent throughout the lifespan for local women, particularly during times of role transition. Women in our community shared their concerns outlined below.



### *K-12 Education: Issues Facing Girls*

**Disparities in Education.** Several attendees shared that education, and disparities in education in particular, was their top economic concern. Women shared personal stories of racial and gender discrimination in education that highlighted the diversity in educational experiences in K-12, including “favoritism for certain students.” Disparities are system-wide according to Lashawn Gordon, Program Director at PACE Center for Girls, who stated, “There are ‘privileged’ and ‘non-privileged’ areas, and students in more ‘privileged’ areas get more access to resources. You have poor schools, middle-class schools, and schools that have more.” Community members appear to concur that education is likely affecting our youth disproportionately. One attendee shared that, in a study she helped to conduct, “99% of girls expelled from public school are Black.”

Other individuals talked about how important education is to alleviating poverty and how a lack of education can lead to economic uncertainty. One woman said, “Many women are uneducated and have a lot of barriers. It closes a lot of doors, and the ‘closed doors’ can persist for years.” The intersection of race, class, and gender as it impacts the educational and, eventually employment, paths of girls is highlighted by Kelly Otte, Executive Director of PACE Center for Girls:

Racism leads to poverty, which leads to hopelessness, which influences behavior. These girls suffer from institutionalized helplessness...[PACE] help[s] them break out of this mindset, but the doors that open tend to be in fast food, childcare, nursing (as CNAs), and other really low paying jobs.

**Lack of Programming for Girls.** Girls may be particularly at risk for falling behind in education and extracurricular activities due to lack of programming specific to girls. One participant described programs as “boy-centered with girls invited.” As it turns out, sometimes girls are not invited. One woman shared her story:

In the case of my grandchildren, there was a [religious denomination] program, but they only offered programs for boys, so my granddaughter didn’t have a place to go. My grandson got to go two to three times per week, and it helped him a lot, but my granddaughter didn’t have anything. There was nothing regular that she could attend.

Even when programming is available, such as extracurricular activities, some parents and guardians cannot accommodate their girl’s participation. “[Parents] also can’t get to school, so schools label them as uncaring. [Girls] can’t do extracurricular activities because of [their parents’ or guardians’] jobs.” Another participant stated that, through her work in rural areas of the Florida panhandle, she has found that “families cannot put their daughters in Girl Scouts because they don’t have enough money for food or gas.” One participant summarized the issue by saying, “Right now, girls are falling through the cracks.”

**Lack of Discussion About Various Post-High School Options.** Attendees also shared their concern that high school students who do not plan to attend to college are not exposed to other career opportunities. One attendee stated, “We emphasize college so much. But young people who don’t go to college, for whatever reason, can still get employed in some places. More staff help is needed in many places.” Another attendee echoed this, saying, “In high school, they seem to only talk to students about the opportunities when you go to college, not if you aren’t going to college.” Kendra Moore, Director of the Palmer Munroe Teen Center, shared what she sees in her work with young women, stating, “Female teenagers between the ages of 17 and 21 in the transition period are trying to figure out the next part of their lives. Finding a job is an issue, and even more for teen parents.” She went on to share:

One young lady, who is 18, who is not in school, is having great difficulty getting housing and services. But if she had a child, she would qualify for many more services. How do you live off the money she makes currently in a part-time job?

*From the Classroom to the Workplace: Transitioning after College Graduation*

**Student Loan Debt.** As previously noted, the Leon County community is quite diverse and college campuses are no different. Many college students and recent college graduates discussed the continuum of economic insecurity to security seen in the student population, with some students relying on familial financial support and others on full-time jobs to pay for their education. Still others rely on student loans, which was indicated as a top economic concern for many students and recent graduates. Sentiments of “worry” and “fear” were shared when discussing the need to soon begin repayment on loans. One student described being “buried under piles of student debt” while another shared they are “going to have to take out a loan to pay student loans.” One college graduate describes her educational regret:

I had to start working immediately at age 18. I wasn’t eligible for Pell grants at first, so I racked up a lot of debt to get my education, and still wasn’t able to support myself. I regret getting my education because of the debt. It wasn’t worth it.

**Fear of Limited Employment Prospects.** In addition to student loans, attendees shared anticipated or experienced difficulties in obtaining employment after graduation. One master’s program graduate shared her frustration that internships and volunteer work do not count as experience necessary for many positions. She states, “It’s a catch-22. Employers want two plus years of specific experience in a specific field along with a master’s. How do they expect you to do both?” Another participant shared:

The cost of education is so high. When I lived in Orlando, people were having the hardest time finding jobs after they actually graduate[d]. They had to pick up minimum wage jobs at theme parks. I can only imagine the same thing happens in Tallahassee. I’m lucky enough to be hired at my internship, but I don’t know how often that happens for people.

*“The Plight of the Single Woman is Sometimes Forgotten”*

Many women who have neither a partner nor a child shared their feelings of being “forgotten.” The majority of attendees who shared these concerns expressed that there is a lack of resources for single women without children and that there is no incentive for *not* having children. In the words of one participant:

I don’t have children so [I] can’t qualify for Medicaid. Only way you can get it is for [a] twelve- month period when you are pregnant. I won’t be able to afford market price health insurance. I cannot imagine not having insurance.

Another participant shared similar concerns for working women who do not have children:

They fall into a doughnut hole and become very financially insecure as a result. They can’t find decent housing and can’t afford reliable transportation. They don’t have family to support them and no firm support from a particular source.

Others spoke about their dependency on partners for economic security, which will be discussed more comprehensively later. However, one woman shared that following the ending of a relationship she “wasn’t ready for the bill of being single.”

### *Balancing Motherhood and Work*

**Planning Ahead for Problems.** When it comes to motherhood, though several participants noted the effects teenage or unplanned pregnancies and single motherhood could have on a woman’s economic security, most attendees spoke about the barriers women face in employment after becoming a mother. However, prior to even having children, women are worrying about their workplace maternity leave policies. One attendee said, “Everyone in my family assumes I’ll get married. How will having a child affect my career? Will it prevent me from getting promoted at my job?” Another attendee shared:

I’m thinking about the future in regards to my career, and if I have a family, taking off leave. There’s also the obligations of pregnancy, and whether that will affect my job security. There are laws to protect me, but the careers I aspire to might still be harmed if I have a family.”

**Maternity Leave and the “Mommy Track.”** Unfortunately, it does not appear that these worries are unfounded. Other women spoke about inadequate maternity leave policies. One attendee was interested to know how maternity policies differ by organization, particularly when organizations are made up of predominantly women. She states, “There are different gender-based jobs, and it would be interesting to see if they treat the issue of maternity differently. Do ‘women’s jobs’ treat that differently?”

Following any leave, mothers continue to struggle as they return to the workplace, with many attendees sharing that they feel there is a burden on mothers in the workplace. One attendee shared that, when many moms return to work they feel “mom guilt.” Beyond the guilt, other attendees discussed the phenomenon of “mommy track[ing].” Commissioner R. Jai Gillum shared

that a woman she knows had to drop down to part time work at her workplace because she was on the “mommy track.” One participant shared that she believes there is a prejudice against women, stating that organizational leaders often think, “Why should we invest and train them when women are just going to get married and leave the organization to have a baby?” Another participant discussed a dichotomy of agency culture experiences with the birth of her two children while employed in two different settings:

My husband and I used to work at the same company. For the first child, I could use maternity leave, but my husband was not allowed to get paternity leave. This is discriminatory. He could still use family medical leave, but could not be paid. I could use accrued paid sick leave. How is this legal if we are both covered by the Family Medical Leave Act? In my current position, there is strong female leadership. This is great for the culture of the company, and well-rounded. I never dealt with personal discrimination for being pregnant; instead, it was celebrated.

Some women choose to leave the workforce to take care of their children for reasons other than financial ones, though returning to the workforce after a period of time presents new challenges:

I chose not to work and chose to stay home with my kids. I didn’t want anyone else to raise them. When my husband passed away, I had no childcare, but I couldn’t afford to not go back to work. It took me two years to get back into the labor force.

Ultimately, it appears from these participants’ stories that there needs to be a cultural shift in how we view and accommodate the needs of working mothers, and working parents generally.

#### *Specific Needs of Older Adult Women*

**Transitioning into Retirement.** Even women who put in a lifetime of work face economic insecurity, particularly as they reach the age in which many retire. Several participants shared their concerns about having enough money to get through retirement. Commissioner Gail Dixon shared that she had concerns about whether or not she could retire because her job did not have a pension plan. Additionally, she was too young to receive Medicare, so she would have to purchase private health insurance. A community member shared similar concerns, asking, “Will I be able to stay in my home on a fixed income because I am retired?” Still another attendee, a non-profit employee, shared her concern about the lack of retirement provisions through her employment. This would indicate that older adult women must have a certain amount of financial savings and assets if they want to retire. Without savings, federal retirement benefits may not be enough for many older adults to live on in retirement. Commissioner Ruth Nickens, who works with older adults at the Tallahassee Senior Center, spoke to what she sees in her clients’ lives, stating, “Social Security is not a living wage.”

Not unlike the “plight of the single woman” that many younger participants spoke to, many older adult women who do not have a partner face economic insecurity and a lack of adequate resources. One participant shared her story of her divorce as it related to Social Security:

If you were married and then divorced, your income is affected by that. Being a government employee, I couldn't even pay into Social Security. I had to pay into my own private retirement plan. Federal employees couldn't pay into Social Security until the 1980s. When I divorced, I couldn't get anything of my ex-husbands. I had to rely on myself.

For those older adult women who are interested in remaining in the workforce, options for employment can be limited. Job prospects are further reduced when technological barriers are in place. For example, Verna Brock, who assists library patrons at the Woodville library branch, notes that though many individuals who come to the library to use the computers have difficulty filling out online forms, older adults seem to have the greatest difficulty.

**Housing Concerns of Older Adult Women.** Though a need for more affordable housing options for seniors was mentioned, the primary concern expressed by older adult women is for nursing homes, and the cost and quality of nursing home care in particular. According to one attendee:

We are basically making older people homeless. Many people do not have family members to take care of them and, if they do, that is a big hardship for the family members. Medicare doesn't cover assisted living and nursing homes. I know that there is a process where you can try and get a room and then apply for Medicaid, but not everyone gets that.

This same participant went on to say, "Nursing homes are profit-seeking. They aren't concerned with the actual people who need to live there." Another participant shared her mother's experience in a nursing home facility:

...Before she died, she wanted to get out [of the skilled nursing facility] so badly because she wasn't being treated well in the facility. She begged and pleaded with me to take her home. She would have rather died at home instead of in the nursing home. Luckily, I was able to retire and take care of her.

Commissioner Dr. Ada Puryear Burnette shared that although upon first look things may seem "fine" in nursing home facilities, "there is a need to [have] better criteria for these facilities [and] the agencies that review them and certify them should be more strict." Another participant agreed, stating, "I think it is important that we have more frequent, unannounced visits to nursing homes and assisted living [facilities]."

### **Making Sacrifices to Make It Work**

Regardless of which point in the lifespan girls and women are at, they often face difficult choices in order to provide for themselves and their families.

*Obtaining an Education Alongside the Demands of Life*





Many attendees spoke about difficult choices they have to make when trying to obtain an education due to competing demands. For example, one participant shared the personal sacrifices she made to put herself through school, saying, "I don't think there was any way to get to where I am except by hard work. I did a lot of manual labor, lived in slums, lived where people sell crack, and lived in my car." Still another student shared how she is sacrificing her preferred career path due to economic constraints:

Everyone is steering me towards a path that I do not necessarily want to pursue.  
Now I am scared to do what I actually want to do. I cannot afford to do what I want to do because of student loans.

Attendees also shared the difficulty of balancing schoolwork and employment, with one attendee simply stating, "Schoolwork suffers when you work jobs while at school." In some instances, employers are not supportive attending school while working. In the words of one attendee:

I wanted to take time off to take a school test, but my boss said I was wasting my time and that I couldn't take this time off. My professor called my supervisor and I ended up taking the test and passed it. I wanted to move up the ladder.

#### *Working Mothers and Caregivers: When the Paycheck Does Not Cover the Care*

Many mothers and caregivers spoke about having to decide whether to stay in the workplace or stay at home with their child or adult dependent loved one. Mothers discussed the benefits and drawbacks of staying home to care for their children, noting that often times it is more cost effective to stay at home given the high costs of childcare. In fact, many attendees specifically discussed a need for both more and more affordable childcare options. Commissioner R. Jai Gillum shared that she knows many women who have had to quit their jobs until their children go to school because entire paychecks would have to be used to cover the cost of daycare if they went back to work. Still others spoke about women who rely on welfare because it provides more than a paycheck provides. One attendee shared that a woman known to her "was just offered a job, but couldn't afford to put her kids in daycare because she wasn't going to make more at the job than she would off of her welfare check." Another participant shared, "[Families] already have so much to provide for [and] in making these kinds of tradeoffs, you have to make hard decisions." She goes on to discuss how women more often than men give up their professional role to provide childcare:

What if she is more qualified in her work field? It is sad to see her ambition die. It is hard to get back to a place where you were prior to becoming a mom. [It's] sad to see women who are qualified and have drive not be able to pursue careers.

Those providing care to adults, such as a parent, had similar concerns as mothers, particularly when it comes to the cost of care. In the words of one participant, "With the income my mother was getting through my [deceased] father's social security, [it] wasn't enough for us to pursue additional resources." Like many working mothers, the cost of adult day care is so high that many adult dependent caregivers choose to leave their jobs and provide the care themselves. One participant stated, "What do you do when your mother is ill and you have to take care of her? Home health care



is very expensive. For any woman that has to take care of someone else, what do you do?" Another participant shared:

People have to give up their careers related to Alzheimer's, for example, because they cannot afford nursing homes or home health care. It is more cost effective for them to stay home. It is unfortunate that it happens, but it does happen a lot with children and with elders.

Another woman shared a similar story:

My mother is living with me and she has Alzheimer's. She did not save for retirement. I'm looking at having to put her in residential care due to her declining health, but it costs \$4,000 a month. There's a waitlist of three to five years for Medicare beds in Tallahassee.

### *Depending on Others for Security*

Many attendees discussed having to sacrifice their independence in some way to remain economically secure, most often depending on parents or a partner, and in the case of some older adults, depending on younger relatives. In regard to dependence on parents, one current student simply stated, "I still need my parents to help me financially." Another student shared her concern over remaining dependent, saying, "My parents are helping me now when I need them, but when I graduate, will I be able to support myself? My friends have this concern too." This type of dependence does not just affect the dependent individual. In the words of one participant, "Helping your child through college while you are financially struggling can really have an impact, because you lose the opportunity to recover from your child-raising years."

More often than dependence on parents, participants spoke about dependence on a partner. One attendee shared her personal story of returning to a (nonviolent) partner so that her daughter could go to a better school; the attendee could not independently afford to live in the neighborhood where the school was located. Another attendee shared that her worry over economic security influences her decision-making when it comes to choosing a partner:

I look for someone who can provide me with security, [a] back-up plan. I need a safety net. [It] makes it hard for me to make personal and professional decisions because I am not sure that I can support myself.

Conversely, one woman spoke plainly about wanting to have security beyond a relationship, stating, "[Women] want to be economically secure, and to make sure that in the event of a divorce or a break up, we as women want to make sure that our needs are being met."

Still another woman, a widow, shared how her husband's life insurance policy provided economic security for her and her family, "I have four children and my husband died five years ago. He had life insurance; if he hadn't, my life would have been different."

### **Opportunities and Income: Other Issues Faced by Women in the Workplace**



### *Lack of Jobs*

As previously noted, many participants cited the need for more and better job opportunities and more on the job training. This is something that attendees in all stages of life face. One young woman spoke about a friend's experience finding employment after college in the engineering field:

[She]...is coming close to running out of money and has to take a lower-level job to earn money. She grew accustomed to having all-male classes and she expected some difficulty in getting placed in her field.

Others shared that "there aren't many opportunities" and that the community "need[s] more industry, more private sector business" to provide job options. Even women who are highly educated have limited options, as one participant, who holds a Ph.D., shares, "As an African American female, there aren't enough high paying jobs for my degree."

### *Inadequate Income*

Many participants shared that they believe their income to be inadequate, particularly in comparison to men. One participant referring to the wage gap stated, "[Women] still make less than men. It's still the economic truth." Another participant shared her personal experience of wage inequality; despite having more extensive education and experience, as well as serving significantly more clients, she was paid \$20,000 less than her male successor.

Other women spoke about inadequate income more generally. One attendee shared that many state workers must take on additional jobs to earn an adequate living:

Most of my co-workers have to work more than one job to supplement where my state job does not allow me to cover my lifestyle, and I had to pick up additional jobs in order to make ends meet.

Another shared her disappointment in raises:

...if the cost of living goes up 10%, I will only get a raise of 3%. Although I've started getting annual raises since 2008, these raises get smaller every year. Even though my income goes up, I get poorer every year as the cost of living goes up."

### *Inequality in Leadership*

In addition to the wage gap, attendees noted that there is inequality among the sexes in leadership, particularly when it comes to supervisory positions. One attendee shared, "In some agencies, many of the employees are female, but the supervisors are male." A student shared her concern of hitting the "glass ceiling" and worries about the upward mobility of her career. Specifically, she is concerned that "most of administrative staff at agencies are dominantly male." One attendee wants girls today to see a different picture than she saw, saying, "Young girls don't see enough women

leaders in the room, so having more women at the top will help younger women. We had to learn to adapt to a male-dominated workspace.”

### *Racial Discrimination*

In the words of one participant, “We live in an area that doesn’t want to talk about race or poverty issues.” Commissioner R. Jai Gillum shared that “minorities typically have lower levels of education and fewer skills for jobs.” Another attendee shared specific racial and gender-based discrimination in hiring, stating, “At [restaurant chain], they have health insurance and better wages, but they hire mostly White employees. If they pay well, they don’t hire Black women.” Still another attendee, who shared her job-seeking struggles as a highly educated, African American woman, said, “Most organizations don’t need to hire more minorities.”

Even for women who are entrepreneurs, racism may impact business. One attendee spoke about racism in this context: “In Tallahassee, [racism is] definitely there. Being a business owner and being in those circles. It can be having a conversation, but you are not invited to the table.”

### **Recommendations**

Given the predominant themes that emerged over the course of the community conversations, recommendations are presented for consideration.

#### **Provide Mentorship to Girls and Women Across the Lifespan**

Many attendees discussed the idea of promoting mentorship and role models, particularly showing girls that there are women in power. In the words of attendees:

- “Younger women need to be mentored, and they need the training to develop and be trained for future positions. Younger professional women can do a good job in the workplaces as well.”
- “Women who have been there, done that. I need support.”
- “We also need to have women in positions of power to whom other women can relate.”
- “We would have role models, and wouldn’t see these horrible conditions.”
- “People need a person that they could relate to. Seeing somebody that has gotten out of their struggles. You can’t come out [to] my house and talking about sending my kids to college when I am trying to figure out how to put food on the table tonight.”

#### **Promote Accessibility of Information for Community Members**

Attendees spoke of the need for better awareness of what resources already exist for a variety of needs (e.g., transportation, childcare, benefits). In addition, accessibility should be thoughtful and not make assumptions that all members of the community have access to the same means of communication (e.g., Internet). In the words of attendees:

- “Accessibility is key.”



- “How in the world do you find out about state programs for anything?...The community needs to do a better job of getting information out there to the community in a way that is not a flyer or e-mail that you may disregard.”
- “How do you apply for them? A lot of people trying to apply to services may not have Wi-Fi or Internet, not everybody knows about it.”
- In regard to entitlement of Social Security benefits following divorce: “If you are married ten years, I think you can get at least half of the spouse’s social security...Problem is some people don’t know this information so they don’t look into it.”

### **Increase Transportation Options**

Attendees shared a variety of concerns related to transportation, with one participant stating, “No car, no go...You have to have a car in Tallahassee.” Buses were described as “unreliable” with the system having insufficient routes. One student shared that there is a lack of buses for students who live far from campus, leading to feeling unsafe when trying to return home at night. Discussion over transportation as it relates to childcare was particularly salient. Attendees noted that, for working parents who take the bus, they must make multiple stops to drop kids off and get to work. In addition, one attendee shared that most daycare is not on bus routes. A social worker shared, “I have a client who wakes up at 4:30 a.m. just to ride the bus to get her young boy to school on time. Luckily, there is a bus line close to where they live.” In the case of older adults, one woman said that, because she no longer has her driver’s license, she must rely on family to either take her to the grocery store or do her grocery shopping for her. At the Woodville conversation, a specific recommendation was made to provide a bus route to Woodville. In the words of participants:

- “It can take three hours for a person to get to work” using the bus system
- “If a woman can’t afford to pay for gas to drive a car, the time and inconvenience trade-offs you have to make to ride the bus are huge and really more expensive.”
- Offer “a summer bus program for K-12”
- “We should talk more about how we can get more students and young people to ride the bus.”
- “Transportation in Tallahassee sucks. It is too decentralized. It takes people twice as long to get to places. When all of the buses came to one spot it was better. You have to budget more time to get to places that are closer.”
- “I have noticed that bus stops used to have covers, but they don't have them now.”

### **Increase Affordable Childcare Options**

Many attendees shared that the high cost of childcare is, at best, challenging, and, at worst, prohibitive. Some women spend entire paychecks on childcare, while others are forced to leave their job because they cannot afford it. In the words of participants:

- “Childcare close to home is impossible. I live in Wakulla County and work in Tallahassee, and there is nothing convenient for my schedule or location.”
- “I’m paying for childcare for two children, which is very expensive.”
- Commissioner Gillum: “My mother-in-law moved here, which is good, because otherwise my entire paycheck would have gone to pay for my babies.”

### **Provide Support For Women Caregivers**

Whether talking about mothers or women taking care of adult dependents, community members would like to see more support for caregivers. Specifically, community members would like to see creative interventions to address changing employers’ minds about the “motherhood penalty.” Attendees also spoke about the need to provide general support for those taking care of aging parents as well as grandparents helping to raise their grandchildren. One participant suggested the school system incorporate “showing the children how to be caretakers” into curriculum.

### **Provide Support to Women Seeking Work, Including Entrepreneurs**

Several participants spoke about the need to support women who are seeking work, including those who wish to be entrepreneurs, in all stages of life. In the words of one participant, “[We] need more community resources regarding how to get a job and interview preparation. [We] need to help move people out of low-income situations.”

One recommendation made was to **provide young women with information about multiple post-high school paths**. In the words of one participant, “Going into high schools and speaking to students about their job opportunities if they don’t go into the military or college would help.” Another participant shared, “There are other types of education out there that people need to access to, [such as] trade schools.” A similar point was made by another participant who stated, “...sometimes going to college does not help since they are still working in low-income jobs.”

Another recommendation made was to **engage in microlending for women entrepreneurs**. In the words of one participant, “I’d like to see microlending, training, and entrepreneurship programs, to help women open self-sustaining, financially secure small businesses. I’d like to see these programs working with women to be successful and giving them startup money.” A group of students spoke about implementing a microlending program that includes an educational component.

Several community members discussed **incentivizing employers to pay living wages**. Specifically, one attendee stated, “It would be cool if Tallahassee gave incentives for employers to offer living wages.”

Another recommendation made was to **host technology workshops** to teach and assist senior citizens and other community members in filling out online forms, such as job applications. This need was noted for all populations, but Woodville in particular is in need of computer literacy assistance.

A final recommendation is to **educate employers about hiring older adult women** who want or need to work.

### Additional Concerns

In addition to the aforementioned recommendations, community members had other specific concerns:

- Girls are in need of programs about character building and self-esteem.
- Woodville does not have a Health Department Office.
- A Senior Citizen living facility is needed in Woodville.
- A support group for older women returning to college is needed.
- Older adults need more protection from financial scams.
- Individuals need education on budgeting and financial planning for the future.
- Women of color need to be more visible in publications.
- More women in leadership positions are needed.
- Women need a resource list that they can reference if they want to go back to school.
- Shortened workweeks for those who need or prefer flexibility and can still accomplish their weekly work in the shortened time period should be considered.
- Affordable, higher quality housing is needed in desirable locations (e.g., close to transportation, work)

### Overarching Concepts and Broad Recommendations

- The people need to be mobilized to make change.
- Grassroots efforts may be effective.
- Women without children are being financially penalized.
- Healthcare costs are too high.
- Some older adult women expressed concern over neighborhood safety.
- Work is needed to fight racism and classism in education and employment.
- Women in the community need more and better job opportunities, particularly ones that match their skill sets.
- The community needs to work together to fight ageism.
- Avoid gathering data in a patriarchal manner.

### Summary

Those who participated in these community conversations had much to share with the CSWG regarding the financial concerns experienced by women and girls. One common recommendation that came out of these conversations was for the CSWG to **continue to host community conversations, either in small groups or one-on-one with community members.**

### Acknowledgements

The CSWG would like to acknowledge the numerous individuals who contributed to the success of these community conversations. First, the CSWG would like to thank the staffs at the Woodville

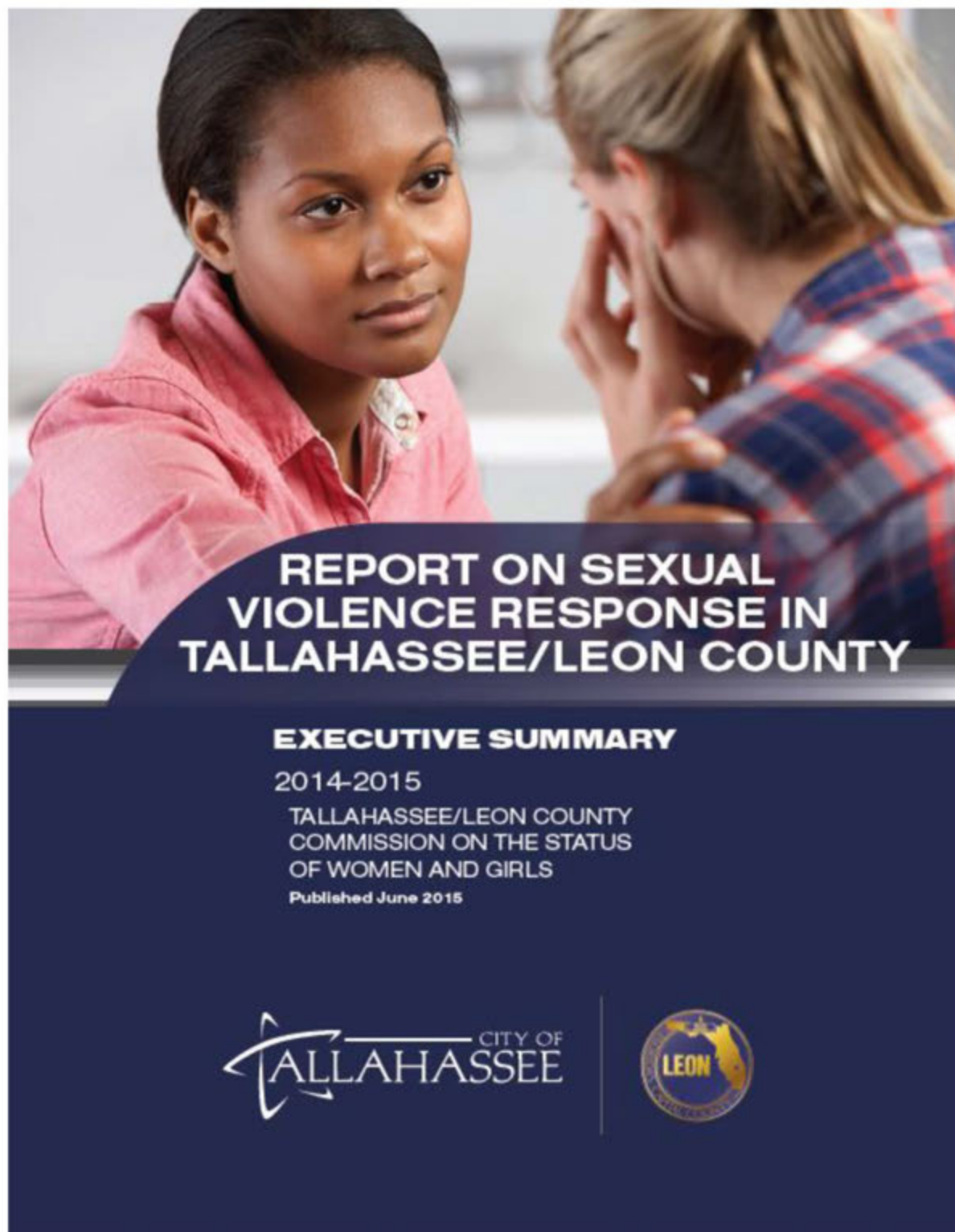




Community Center, the Jack McLean Community Center, the LeRoy Collins Main Library, and the Tallahassee Senior Center for providing space to hold these conversations as well as their valuable time and effort in preparing each space. Second, the CSWG would like to thank the graduate students who served as notetakers, capturing the numerous stories shared by participants: Jasmine Armstrong, Cynthia E. Hanifin, Suzanne Hodgkins, Ashley Schermerhorn, and Sarah Young. Finally, the CSWG would like to thank all of the citizens who participated in these community conversations for sharing their stories in an effort to better economic security for all women and girls in our community.



## Appendix F: SAPG Executive Summary



## Executive Summary

The statistics are staggering. Nearly 1 in 5 American women will be a victim of rape in her lifetime.<sup>1</sup> Forty-four percent of victims are under the age of 18, and 80% are under the age of 30.<sup>2</sup> In the vast majority of assaults (four out of five), the perpetrator is someone who was known to the victim, and yet 68% of rapes are never reported to law enforcement and it is estimated that only 2% of rapists ever spend a day in jail.<sup>3</sup>

Over the last few years, there has been an increased awareness about the prevalence of sexual violence in the United States and, in particular, on college campuses. A lot of media attention has been focused on institutions' responses to allegations, highlighting the need for policies and procedures that will support victims who come forward, rather than dissuade them.

Due to its large student population, as well as its status as a capital city, Tallahassee has attracted widespread scrutiny for its handling of sexual violence. Several high-profile cases generated heated debate and, in May of 2014, it became clear to the Tallahassee/Leon County Commission on the Status of Women and Girls (CSWG) that a comprehensive overview of the community's response to sexual violence was necessary.

This report represents a year-long effort by the CSWG's Sexual Assault Policy Group (SAPG) to: (1) conduct fact-finding to determine what local policies, procedures, and services related to sexual assault were currently in place; (2) determine what models are considered national "best practices"; and (3) develop recommendations that would assist the community in improving its response and prevention efforts.

To assist in this task, the SAPG consulted with over 50 stakeholders and community members, who helped collect data and verify findings. The SAPG organized its work into six major areas: prevention, medical care, follow-up, school and workplace response, investigation and prosecution, and inter-agency collaboration.

While the CSWG's report reveals that there is much that we can do as a community to improve services to victims and hold perpetrators accountable, there have been several institutional advancements in the past year that are worth mentioning. The Tallahassee Community College (TCC) Police Department has entered into a memorandum of understanding with Refuge House to formalize a collaborative relationship. Florida State University (FSU) has created a full-time Sexual Violence Prevention Coordinator position and established the kNOW MORE Sexual Violence Prevention Campaign. Florida A&M University's Division of Student Affairs implemented a new sexual misconduct policy as part of the Student Code of Conduct. The Tallahassee Police Department (TPD) has partnered with End Violence Against Women International to update the Department's sexual assault investigation policies as well as train its sworn personnel on best practices. The City of Tallahassee, Leon County, and TCC have all instituted improved personnel policies regarding domestic violence, sexual violence, and stalking. Finally, Tallahassee

### Recommendations

Local law enforcement agencies should increase their capacities to conduct in-depth investigations of sexual violence reports by increasing the number of investigators on staff with specific training in both 1) responding to the unique needs of sexual violence victims, and 2) conducting thorough and consistent investigations.

Keeping victim needs and confidentiality in mind, the community should examine the feasibility of, and implement if possible, a shared data system to track locally occurring incidents of sexual violence.

The local community should work to implement a community-wide awareness program focusing on bystander intervention.

<sup>1</sup> Centers for Disease Control and Prevention. (2012). Sexual violence: Facts at a glance. Retrieved June 1, 2015 from [www.cdc.gov/ViolencePrevention/pdf/sv-datashells-a.pdf](http://www.cdc.gov/ViolencePrevention/pdf/sv-datashells-a.pdf).

<sup>2</sup> Rape, Abuse & Incest National Network. (2009). Statistics. Retrieved May 29, 2015 from <https://www.rainn.org/statistics>.

<sup>3</sup> Ibid.



Memorial Hospital and Refuge House are working collaboratively to create a new, standalone facility at which victims of sexual violence can receive forensic exams.

There is no question that creating an environment in which more perpetrators are held accountable increases public safety. A 2002 study found that, while only a small percentage of men committed rape, those that did were responsible for an average of six assaults each.<sup>4</sup> In other words, the vast majority of sexual assaults are committed by serial offenders who will continue to rape until they are stopped. Victims who have the courage to report an assault are the best weapons a community has against rapists, and it is critical that the system treats them with sensitivity and respect. Re-victimization and victim-blaming hurt not only the individual survivor involved, but also the entire community by deterring other victims from coming forward.

One way in which Tallahassee/Leon County can increase victims' likelihood to report attacks is by ensuring that its local law enforcement agencies are equipped to conduct thorough investigations and that their staff is specifically trained to work collaboratively with victims. To that end, the CSWG has recommended that **local law enforcement agencies should increase their capacities to conduct in-depth investigations of sexual violence reports by increasing the number of investigators on staff with specific training in both 1) responding to the unique needs of sexual violence victims, and 2) conducting thorough and consistent investigations.**

Another issue identified by the CSWG is the lack of uniform statistics regarding sexual assaults occurring in Tallahassee/Leon County. Because various institutions maintain their own statistics, there is little understanding of how reported cases may relate to one another. For example, a victim may report to FSU and Refuge House, but not to TPD. Or, they may report to TPD, but not to any other agency. Because agencies are not cross-checking their cases against each other, the community does not know the number of unique cases that are actually reported each year. Furthermore, there is insufficient data regarding demographics of victims and perpetrators, and little geographic information about where assaults originate (i.e., where assailants first meet potential victims). **Keeping victim needs and confidentiality in mind, the community should examine the feasibility of, and implement if possible, a shared data system to track locally occurring incidents of sexual violence.**

Finally, the best way to improve this community's response to sexual assault is to prevent rape in the first place. Bystander intervention training focuses on educating individuals and groups to recognize the warning signs of a potential sexual assault and to intervene beforehand by taking steps to separate victim and assailant. Such training also focuses on cultural stereotypes about rape and helps to foster a better understanding of gender dynamics, sexual violence, and consent. While there has been an effort to implement bystander intervention training within some of our area's institutions, we recommend that **the local community should work to implement a community-wide awareness program focusing on bystander intervention.**

Overall, the robust response from stakeholders and others to the CSWG's examination of this issue makes it clear that the Tallahassee/Leon County community is concerned about our local institutions' response to sexual assault. While there have been a number of positive steps taken over recent months, there is still much to be done to improve services to victims and hold perpetrators accountable. Mother Teresa once said, "I alone cannot change the world, but I can cast a stone across the waters to create many ripples." Taking inspiration from her words, the CSWG hopes that this report will serve as a proverbial stone to create ripples that will empower victims and decrease the occurrence of sexual violence in North Florida and beyond.

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<sup>4</sup> Lisak, D., & Miller, P. M. (2002). Repeat rape and multiple offending among undetected rapists. *Violence and Victims*, 17(1), 73-84.



**Tallahassee/Leon County Commission  
on the Status of Women and Girls**

To download the entire report or learn more about the Tallahassee/Leon County Commission on the Status of Women and Girls, please visit <http://www.tallahasseeleoncswg.com>. You can also reach The Oasis Center for Women & Girls, Inc., by phone at (850) 222-2747.

Executive Summary designed by BraveArt, LLC



## Appendix G: Published “My View”s/Letters to the Editor

### Appendix G.1: Tallahassee Democrat “My View”: Identity Theft

# Johnson/Ofuani: Women often targets for identity theft

Jane Johnson and Sharon Ofuani, My View 8:39 a.m. EST January 26, 2015



It is not always a good thing to be at the top of a list – especially when it is a ranking of identity theft complaints. But according to the Federal Trade Commission’s Consumer Sentinel Network Databook, Florida had the highest rate of reported identity theft complaints per 100,000 people in the nation between Jan. 1 and Dec. 31, 2013.

In that same report, Tallahassee was ranked fifth in the nation among large metropolitan statistical areas (MSAs) for per capita identity theft-related consumer complaints, with 179.4 complaints per 100,000 people. This ranking puts our community ahead of Washington, D.C., Los Angeles, Las Vegas and Chicago.

Those are sobering statistics — and most of us would like to believe identity theft would not happen to us, because it only happens to people who are careless. The truth is, however, identity thieves are equal opportunity exploiters, and they victimize individuals of all ages, genders and socio-economic groups.

For women with limited financial means, it can be particularly devastating. If credit cards or bank accounts are hacked into, a person’s life savings — and opportunity for future credit — can be wiped out.

Senior women living alone are prime targets of identity theft because they typically have low credit card balances, little debt and they may not be able to regularly monitor their bank and credit card account balances. Even their Medicare cards can be used to fraudulently bill for medical equipment and services, resulting in a denial of health benefits and potential criminal allegations.

Children are also frequent victims of identity theft, and children in lower income households (often headed by single women) are disproportionately affected by this crime. For women who are the sole income earners for their families, recovering from identity theft can be a time-consuming and expensive challenge. A fraudulent credit history can take years to clear up and in the meantime, she can have trouble renting an apartment; difficulty securing a credit card, a car loan or mortgage; and she can be wrongly denied state or federal benefits. Even finding or keeping a job can be difficult, as many employers now conduct credit checks on potential employees and that unearned credit history can eliminate an innocent candidate from the applicant pool.

The best way to avoid the devastating impact of identity theft is to prevent it from happening in the first place by understanding how it happens and how you can protect yourself.

The Tallahassee/Leon County Commission on the Status of Women and Girls is co-sponsoring with Big Bend Crime Stoppers two public forums on “Identity Protection 101.” The forums will feature Kevin Gilpin, founder and program director of the National Crime Stop Program.

Please join us from 10 a.m.-11 a.m. Monday at the Leroy Collins Public Library, 200 W. Park Ave. or from 6:30 p.m.-7:30 p.m. on Wednesday at the Four Points Sheraton Hotel, 316 W. Tennessee St. These forums are free and open to the public. It will be a one-hour investment of time that can save you thousands of dollars and a great deal of heartache and frustration in the future.

Jane Johnson and Sharon Ofuani are commissioners on the Tallahassee/Leon County Commission on the Status of Women and Girls.

Read or Share this story: <http://on.tdo.com/1C6wD3U>



## Appendix G.2: Tallahassee Democrat "My View": CHSP

### Johnson: Increase in CHSP funding needed

Jane Johnson, My View 7:43 p.m. EDT March 21, 2015



"The true measure of any society can be found in how it treats its most vulnerable members." Variations of that quote have been attributed to different people over the years, but regardless of who said it first, it is a timeless call to action.

Each year, our community responds to the call to look out for our most vulnerable neighbors and friends through the Community Human Services Partnership. CHSP is an innovative collaboration through which funds from Leon County, the City of Tallahassee and the United Way of the Big Bend are combined to provide financial support to help those in our community who need it most.

The partnership is structured to assure that 100 percent of the CHSP funds are allocated to the areas of greatest need and opportunity, supporting direct client services where the most difficult social and economic conditions exist. Nonprofit human service organizations are invited to submit detailed applications for funding to

serve vulnerable city and county residents. Volunteer citizen evaluation teams are deployed to review each application and assess each agency's proposal to ensure the highest levels of integrity and objectivity in the award decision process.

This approach to supporting local human services is an effective alternative to funding traditional governmental programs. Nonprofits are the community – they reflect the local need, they are powered by local employees and volunteers and they are funded through private, state and federal grants and local donations. Those funds can be leveraged with CHSP dollars to create the greatest possible impact.

However, the need for services in our community far exceeds the available resources. And due to a number of factors including difficult economic conditions during the global recession, CHSP allocations have decreased nearly \$1 million from their historic high of \$5.3 million in 2010 to \$4.3 million last year.

The needs of our community are real. While poverty alone is an incomplete indicator, it is typically correlated with other serious social and economic challenges. In Leon County, 23.2 percent of residents live below the poverty line, compared to the statewide average of 16.3 percent.

The Tallahassee/Leon County Commission on the Status of Women and Girls is calling upon city and county commissioners to increase the city and county investment in CHSP to better address critical local needs. The programs funded by CHSP are keeping children safe and healthy, strengthening families, protecting victims of domestic violence, sheltering those without housing and giving thousands of individuals hope for a better life. The city and county's response to this vital need will indeed be a true measure of our community.

Jane Johnson is a commissioner on the Tallahassee/Leon County Commission on the Status of Women and Girls.

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### Appendix G.3: Tallahassee Democrat “My View”: StarMetro Survey

## Take survey to help improve StarMetro’s routes and times

Jane Johnson and Roxanne Hughes, My View 1:11 p.m. EDT May 11, 2015



If you are lucky enough to own a car, imagine yourself without it. Now go through your daily and weekly routines and solve for your transportation dilemma. The obvious answer for most is, “I would take the bus.” Many residents in our community do just that, though they might tell you that it can be challenging.

During the course of several community conversations last fall, the Tallahassee/Leon County Commission on the Status of Women and Girls (CSWG) gained insight about the challenges women and girls often face in trying to achieve or maintain economic security. One was the critical role that reliable and safe public transportation plays as a bridge to employment, higher education and personal well-being. We heard from

women who rely on StarMetro as their primary method of transportation and women who would rely on public transportation if it met their needs that:

- There are areas of Tallahassee and Leon County, such as Woodville, which are not served by the current bus routes.
- Parents who have to take a bus to work must make multiple stops to drop kids off and get to work – and many day care centers are not on bus routes – leading to early wake-up times and long commutes.
- Students who live far from campus may feel unsafe using public transportation when trying to get home from campus at night.
- Grocery shopping for older adults who no longer drive is difficult on the bus and so they must rely on friends and family to either take them to the grocery store or do their grocery shopping for them.
- The costs of owning and maintaining a car may exceed the cost of using public transportation, but the time and convenience tradeoffs you have to make to ride the bus can actually be more expensive in the long run.

Based on the feedback that we heard during our community conversations, it seems that StarMetro has done a good job of making public transportation affordable, but being able to afford the bus is only one piece of the puzzle — it also has to be able to get you where you need to go, when you need to get there.

The CSWG has collaborated with StarMetro to assess how service options for buses can be improved to meet the needs of women, girls and all residents working to build economic security for themselves and their families. Together with Brian Waterman, StarMetro’s transit planning manager, we have developed a short survey — now we need *your* help!

We urge all members of our community to participate in the Star Metro survey at: [www.starmetrosurvey.com](http://www.starmetrosurvey.com) by May 23 to provide important data which will inform StarMetro’s decisions about routes, times and other service issues next year and in the future.

Jane Johnson and Roxanne Hughes are Commissioners on the Tallahassee/Leon County Commission on the Status of Women and Girls.

#### PARTICIPATE:

Take the survey at [StarMetroSurvey.com](http://StarMetroSurvey.com) by May 23.



## Appendix G.4: Tallahassee Democrat "My View": Sexual Assault Policy Group Report

### Local sexual assault report shows progress, needs

Jessica Lowe-Minor, My View 3:40 p.m. EDT June 23, 2015



The statistics are staggering. Nearly one in five American women will be a victim of rape in her lifetime. In the vast majority of assaults, the perpetrator is someone who was known to the victim, and yet only 32 percent of rapes are ever reported to law enforcement and only 2 percent of rapists ever spend a day in jail.

Earlier this week, the Tallahassee/Leon County Commission on the Status of Women and Girls (CSWG) released its "Report on Sexual Violence Response in Tallahassee/Leon County." The report represents a 13-month effort to: 1.) learn what local policies, procedures and services were already in place; 2.) determine what are considered national "best practices"; and 3.) develop recommendations to improve response and prevention efforts.

The CSWG consulted with more than 50 stakeholders and community members who helped collect data and verify findings. There have been several institutional advancements in the past year.

- Tallahassee Community College's Police Department entered into a collaborative relationship with Refuge House.
- FSU established its "kNOw More Sexual Violence" campaign.
- FAMU implemented a new sexual misconduct policy.
- The Tallahassee Police Department partnered with End Violence Against Women International to update the department's sexual assault investigation policies as well as train its sworn personnel on best practices.
- The city of Tallahassee, Leon County and TCC all instituted improved personnel policies regarding domestic violence, sexual violence and stalking.
- Tallahassee Memorial Hospital and Refuge House began work on a new, standalone facility for victims of sexual violence.

These advances represent a major step in the right direction. Now we need to continue moving forward by ensuring that our local law enforcement agencies have enough personnel to conduct thorough investigations and that their staffs are specifically trained to work collaboratively with victims.

Additionally, we must do a better job with data collection. Because institutions maintain their own statistics, the community does not know the number of unique cases that are reported each year. Our community needs a shared data system to track locally occurring incidents of sexual violence.

Finally, we can do more to prevent sexual assaults from occurring in the first place. By implementing a community-wide bystander intervention program, we can address the root causes of sexual assault and empower concerned citizens to make a difference. Such training also focuses on cultural stereotypes about rape and helps foster a better understanding of gender dynamics, sexual violence and consent.

While there have been a number of positive steps taken over the past year, there is still much we can do to improve services to victims, hold perpetrators accountable and create a safer community for all of our residents.

Jessica Lowe-Minor is the Chair of the Tallahassee/Leon County Commission on the Status of Women and Girls. She can be reached via email at [Jessica.A.Lowe@gmail.com](mailto:Jessica.A.Lowe@gmail.com).

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## Appendix G.5: Tallahassee Democrat Letter to the Editor: Sexual Assault Interview Room

### Thursday letters

4:40 p.m. EDT July 1, 2015

#### **Sometimes small solutions are helpful**

On Monday, the Commission on the Status of Women and Girls released its "Report on Sexual Violence Response in Tallahassee/Leon County." As part of its examination of the issue, commissioners visited the room set aside for interviewing sexual assault victims at TPD.

One commissioner – Ruth Nickens – fully grasped the complexity of the problem of sexual assault, but also believed a small act could make a difference. She volunteered to re-decorate the interview room to provide a more comforting environment for traumatized victims. Nickens didn't solve the problem of sexual assault in our community, but her kind and generous actions will blunt the pain of those forced to live through it.

Don't underestimate the impact of regular acts of kindness and generosity – they can transform society.

JANE JOHNSON

Tallahassee

janeelizjohnson@hotmail.com



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Posted on April 19, 2016

## Appendix G.6: Capital Outlook: Sexual Assault Policy Group Report

# Sexual Violence: Current Dangers and Future Changes

PUBLISHED AUGUST 11, 2015



**By Ada Puryear Bumette, Ph.D.,  
Member of the Tallahassee/Leon County  
Commission on the Status of Women and Girls**

Past and Current data on the status of sexual violence against females in the United States of America are staggering. Almost 1 in 5 American women are victims of rape during their lifetimes. Although women of all ages are victims, 44 percent are under age 18 and 80 percent are under age 30. Four of the five assaults were committed by someone known to the victim although 68 percent of rapes are never reported to law enforcement and approximately only 2 percent of rapists ever spend any time in jail.

The incidences on college campuses in the United States have increased at an astonishing rate in recent years. The media has been most responsive recently to the ways in which Tallahassee has handled sexual violence. Some high profile cases clearly showed that the Tallahassee/Leon County Commission on the Status of Women and Girls (CSWG) had to perform a comprehensive study of how sexual assault cases have been and are handled.

This year-long study has resulted in a lengthy report that provided information on local policies, procedures and services related to sexual assault; determined models seen as best practices in the nation; and, developed significant recommendations designed to improve the response to and prevention of sexual violence in this community. Over 50 stakeholders, community members, and some CSWG members, the CSWG's Sexual Assault Policy Group, helped to collect the data and ensure the accuracy of the data. Information was gathered in the areas of prevention, medical care, follow-up, school and workplace

responses, investigation and prosecution, and interagency collaboration. The data clearly show that Tallahassee can take many steps to reduce sexual violence significantly and that there have been several institutional advances. Among these has been the Tallahassee Community College's (TCC) Police Department's memorandum of understanding with Refuge House, a community service program that deals with sexual assault. Florida A&M University implemented a sexual misconduct policy as part of its Student Code of Conduct. Florida State University created a full-time Sexual Violence Prevention Coordinator position and set up the 'kNOw MORE' Sexual Violence Prevention Campaign. The Tallahassee Police Department has partnered with End Violence Against Women International to update its sexual assault investigation policies and to train its personnel on best practices. The city of Tallahassee, Leon County, and TCC have put into practice improved policies for sexual violence, domestic violence, and stalking. Tallahassee Memorial Hospital and Refuge House are working together to establish a standalone facility where victims of sexual violence can receive forensic examinations, treatment, and advice.

A 2002 study showed that the majority of sexual assaults are committed by serial offenders. The best weapon against these predators is victims who have the courage to report their attacks and a system that treats victims with respect and sensitivity. Recommendations by the CSWG are to ensure that personnel in local law enforcement agencies are trained to work with victims, to investigate reported cases by increasing the number of staff assigned to this area, to respond to the needs of the victims, and to conduct thorough and consistent investigations. All agencies should develop a consistent method of collecting, cross-checking, getting data on victims and assailants, being confidential of victims, and installing procedures to prevent rape and sexual assault. Community members must be educated on sexual assault as well as prevention and reporting strategies. Tallahassee is on the right track to prevent sexual violence which is largely on females although males are also victims. Significant measures must be taken against all perpetrators and the Tallahassee/Leon Commission on the Status of Women and Girls is commended for its major actions.



## Appendix H: CSWG 2014-2015 Media Mentions

### Appendix H.1: Articles about CSWG Work

- February 21, 2015 “Dobson: Poverty exercise brings out real-life scenarios” by Byron Dobson, *Tallahassee Democrat*  
<http://www.tallahassee.com/story/opinion/columnists/dobson/2015/02/21/dobson-poverty-exercise-brings-real-life-scenarios/23796821/>
- May 05, 2015 “CSWG Encourages Public Participation in StarMetro Survey” *WCTV Eyewitness News*  
<http://www.wctv.tv/home/headlines/CSWG-Encourages-Public-Participation-in-StarMetro-Survey-302564441.html>
- June 22, 2015 “Stakeholders tackle sexual violence” by Sean Rossman *Tallahassee Democrat*  
<http://www.tallahassee.com/story/news/local/2015/06/22/stakeholders-tackle-sexual-violence/29136033/>
- June 22, 2015 “New Report on Sexual Violence in Tallahassee and Leon County” *WTXL News*  
[http://www.wtxl.com/news/new-report-on-sexual-violence-in-tallahassee-and-leon-county/article\\_bf592c2a-191d-11e5-83cf-6f6c6ade024f.html](http://www.wtxl.com/news/new-report-on-sexual-violence-in-tallahassee-and-leon-county/article_bf592c2a-191d-11e5-83cf-6f6c6ade024f.html)
- June 24, 2015 “Tallahassee Sexual Violence Report” by Joseph Zeballos *FSU News*  
<http://www.fsunews.com/story/news/2015/06/24/tpd-sexual-assault-report/29234001/>
- July 13, 2015 “Commission Set to Implement Bystander Intervention Program” by Rebekah Entralgo *WFSU News* <http://news.wfsu.org/post/commission-set-implement-bystander-intervention-program>
- July 20, 2015 “Tallahassee Committee Trying to Put End to Sexual Assault” *WTXL News*  
[http://www.wtxl.com/news/tallahassee-committee-trying-to-put-end-to-sexual-assault/article\\_101ecc7a-2f2e-11e5-8af6-67941f5e8c7e.html](http://www.wtxl.com/news/tallahassee-committee-trying-to-put-end-to-sexual-assault/article_101ecc7a-2f2e-11e5-8af6-67941f5e8c7e.html)
- August 24, 2015 “Upcoming Local Business Workshops To Target Women Veterans, Low-Income Women” By Sascha Cordner *WFSU News*  
<http://news.wfsu.org/post/upcoming-local-business-workshops-target-women-veterans-low-income-women>
- Sept 17, 2015 “The struggle is real’ regarding economic security for women, girls” *Tallahassee Democrat*  
<http://www.tallahassee.com/story/news/2015/09/17/struggle-real-regarding-economic-security-women-girls/72358660/>
- September 21, 2015 “Bridges to Economic Success: Education, Employment, Entrepreneurship Event Recap” *Tallahassee Woman Magazine Women Who Mean Business Newsletter*  
<http://us9.campaign-archive1.com/?u=a1b78093888847317ee673fce&id=4dbecaf703&e=706e708b34>



## Appendix H.2: Media Mentions of the CSWG and Commissioners

- May 31, 2014 “Community’s response to sexual assault in the spotlight” by Jennifer Portman, *Tallahassee Democrat*  
<http://www.tallahassee.com/story/news/local/2014/05/31/communitys-response-sexual-assault-spotlight/9830001/>
- January 17, 2015 “Celebrating the legacy of MLK, continuing his work” *Tallahassee Democrat* <http://www.tallahassee.com/story/opinion/2015/01/17/celebrating-legacy-martin-luther-king-jr-continuing-struggle/21919967/>
- March 18, 2015 “Business briefs: INIE selects Lowe-Minor as director” *Tallahassee Democrat*  
<http://www.tallahassee.com/story/news/money/2015/03/18/business-briefs/24996707/>
- March 18, 2015 “Tallahassee Democrat announces 25 Women You Need to Know 2015” by Gerald Ensley, *Tallahassee Democrat*  
<http://www.tallahassee.com/story/news/local/2015/02/28/best-brightest-women-need-know/24166967/?from=global&sessionKey=&autologin=>
- March 20, 2015 “Kelly Otte goes from founder to honoree at Oasis by C.E. Hanifin, *Tallahassee Democrat*  
<http://www.tallahassee.com/story/life/causes/2015/03/20/kelly-otte-goes-founder-honoree-oasis/25053921/>
- March 21, 2015 “Groups make case for more human services funding” *Tallahassee Democrat*  
<http://www.tallahassee.com/story/money/2015/03/21/groups-make-case-human-services-funding/25166351/>
- March 28, 2015 “Report highlights impact of human services” by Kelly Otte and Alyce Lee Stansbury, *Tallahassee Democrat*  
<http://www.tallahassee.com/story/money/2015/03/28/report-highlights-impact-human-services/70617732/>
- April 1, 2015 “Sha’Ron James: Passionate about the underserved” *Tallahassee Democrat*  
<http://www.tallahassee.com/story/news/2015/03/11/sharon-james-passionate-underserved/70171076/>
- August 5, 2015 “The Empowerment Project Coming to Tallahassee” by Kellie Bartolli, *WTLX News* [http://www.wtvl.com/community/the-empowerment-project-coming-to-tallahassee/article\\_80c5dc2c-3b4d-11e5-a19c-b7d354d7afb3.html](http://www.wtvl.com/community/the-empowerment-project-coming-to-tallahassee/article_80c5dc2c-3b4d-11e5-a19c-b7d354d7afb3.html)
- August 11, 2015 Ladies Learning to Lead by Tom Flanigan, *WFSU News*  
<http://news.wfsu.org/post/ladies-learning-lead>
- August 24, 2015 “#SoMuchMoreThanFootball” by David Walker. *Tallahassee Democrat*  
<http://www.fsunews.com/story/news/2015/07/16/somuchmorethanfootball/30225769/>



**URBAN AGRICULTURE ENTREPRENEURSHIP PROGRAM**  
**MEMORANDUM OF AGREEMENT BETWEEN**  
**CITY OF TALLAHASSEE, LEON COUNTY AND**  
**SUSTAINABLE TALLAHASSEE, INCORPORATED**

This Agreement is entered this 10<sup>th</sup> day of March, 2016 by and between the CITY OF TALLAHASSEE, a Florida municipal corporation, (hereinafter referred to as “the City”), LEON COUNTY, a political subdivision of the state (hereinafter referred to as “the County”), and SUSTAINABLE TALLAHASSEE, INC., a Florida not-for-profit corporation (hereinafter referred to as “ST”), collectively, the Parties.

**RECITALS**

WHEREAS, the City and the County are committed to continuing sustainable initiatives that engage neighborhoods, businesses, schools, universities, civic, faith-based and enhance our economic, social and ecological community; and

WHEREAS, Sustainable Tallahassee is a local non-profit organization operating in Tallahassee-Leon County, dedicated to promoting environmental stewardship and economic development through education and collaboration, and has coordinated an Eco Team program, Community Carbon Fund, and other unique efforts since October 1, 2012; and

WHEREAS, the Parties recognize the economic potential of the local food system; and

WHEREAS, the Parties recognize the need for business and community development that acknowledges environmental stewardship; and

WHEREAS, the Parties acknowledge the many community-based assets in Tallahassee-Leon County; and

WHEREAS, the Parties are committed to pursuing sustainable social solutions;

THEREFORE, in consideration of the mutual covenants and promises contained herein, the sufficiency of which being acknowledged by the Parties, the City, the County and ST enter into this agreement to engage residents, businesses and organizations in the **planning of an urban agriculture entrepreneurship program** to expand job opportunities, local production capacity and community resiliency in Tallahassee-Leon County for the period beginning January 1, 2016 and ending September 30, 2016.

**I. AGREEMENT PURPOSE, TERM, RENEWAL AND TERMINATION**

This Agreement provides for the planning of an Urban Agriculture Entrepreneurship Program (“Program”), an initiative of the City, the County and ST. As provided for in this Agreement, ST is the contractor for the initiative, and shall manage the Program in conformance with this Agreement and additional directions, as provided by the City and the County from time to time. The City and the County will direct all inquiries about the initiative to ST through its Executive Director.

This Agreement shall cover the period from January 1, 2016 through September 30, 2016, and shall end on September 30, 2016, unless extended upon the prior written mutual consent of the Parties.

Any Party may terminate this Agreement without cause prior to the end of the term of the Agreement by giving not less than sixty (60) prior written notice of such termination to the other Parties. This Agreement may be terminated for cause upon not less than three (3) days prior written notice of such termination to the other Parties.

## **II. SCOPE OF WORK**

ST shall coordinate and conduct primary and secondary research to (a) assess the feasibility, (b) develop a sustainable program design and (c) recommend an implementation plan for a holistic skills training program that uses urban agriculture and related sustainability concepts to expand entrepreneurial and employment opportunities for underserved residents of Tallahassee-Leon County, such as the under-employed, people recently released from incarceration and people experiencing homelessness.

- (a) Primary research will consist of the research plan, stakeholder inventory, needs assessment and community engagement to (1) map available service networks, (2) collect community input and buy-in, (3) and craft a cohesive, effective and sustainable program design.

Secondary research will include, but is not limited to:

- Regulatory climate;
- Industry/market analysis;
- Comparable program models;
- Public and private land inventory;
- Homelessness and recidivism analysis;
- Funding opportunities.

- (b) The Program outline, based on the research, could include, but is not limited to:

- Skill development in urban food production, recycling, composting, food waste reduction, construction and other related areas;
- Training and technical assistance;
- Business partnerships throughout the value chain;
- Academic and educational partnerships;
- Funding and operational partnerships.

- (c) The implementation plan will consist of actionable steps and recommendations for enacting the Program design in the following fiscal year.

### III. POTENTIAL PARTNERS

Numerous agencies, organizations and individuals have been contacted about Program participation and/or have been recommended by interested parties as partners to assist with research, design and recommending steps to develop the Program. Those noted with an asterisk (\*) have expressed interest in participating in the Program. Listed in alphabetical order, they represent stakeholders in agriculture, business, community development, education, employment, homelessness, land ownership, local food systems, mental health, public safety, social service delivery, societal re-entry and sustainability concepts.

211BigBend.org\*  
Ability 1<sup>st</sup> – The Center for Independent Living of North Florida\*  
The Apalachee Center\*  
Be Attitudes Foundation\*  
Big Bend Homeless Coalition/Continuum of Care\*  
Bread & Roses Food Co-op\*  
Career Source\*  
Carter's Corner\*  
City of Tallahassee EPER\*  
Compost Community\*  
Economic Development Council of Tallahassee-Leon County\*  
Ed Duffee Enterprises\*  
Florida A & M University  
Florida State University\*  
Frenchtown Neighborhood Improvement Association\*  
Frenchtown Revitalization Council  
Gadsden Re-Entry Center  
Grace Mission  
Institute for Nonprofit Innovation & Excellence\*  
Leon County Office of Resource Stewardship\*  
Leon County Sheriff's Office\*  
Living Stones Ministry International\*  
New Leaf Market  
The Plant Community Space\*  
Recovery Ministry\*  
Red Hills Small Farm Alliance  
Ripe City Farm  
Second Harvest  
South City Revitalization Council  
Sustainable Tallahassee\*  
Tallahassee Food Network\*  
Tallahassee Police Department  
Tallahassee Community College  
Turkey Hill Farms  
UF/IFAS Leon County Extension Office\*

#### IV. DELIVERABLES BY QUARTER

ST shall provide the following deliverables not later than ten (10) days following the end of each subject quarter:

A. Quarter 1: January – March

- **Literature Review and Analysis**  
Written review of at least five (5) comparable programs from around the country, including interviews with program operators where possible and side-by-side analysis of program models.
- **Primary Research Design**  
Written plan for conducting primary research elements including tools, processes and schedules for stakeholder inventory, community engagement meetings, and community assets and needs assessment.
- **Stakeholder Inventory & Asset Map**  
Written inventory of relevant stakeholders including a map of active partnerships and relevant assets, with participation commitments from at least ten (10) potential partners.
- **Regulatory Climate Analysis**  
Written analysis of the current regulatory environment as it relates to urban agriculture, job training programs and entrepreneurial platforms.

B. Quarter 2: April – June

- **Stakeholder Engagement**  
Arrangement and facilitation of at least three (3) meetings engaging stakeholders in Program design. Includes written meeting reports and content analysis.
- **Community Needs Assessment**  
Survey collection, processing and written analysis of community response regarding health and employment issues. Analysis may include recent and timely needs assessments conducted by project partners.
- **Business Needs Assessment**  
Survey collection, processing and written analysis of urban farmers and related industry regarding business and employment issues. Analysis may include recent and timely needs assessments conducted by project partners.
- **Target Client Analysis**  
Written analysis of recidivism and homelessness in Tallahassee-Leon County and the surrounding areas that impact Tallahassee-Leon County. Collected data will contribute to design of participant volume and, therefore, operational budget.



C. Quarter 3: July – September

- **Land Inventory**  
Compilation and assessment of potential Program and Program-related sites suitable for farming and/or training operations. Assessment will include public lands, and private property to the extent that information regarding privately held land is accessible. Preliminary discussions with private landowners indicate a diverse scale of property and potential investment in the Program.
- **Potential Funding & Leadership Analysis**  
Written report of potential funding sources including partner investments, grant opportunities and operational support options. Report will also include an analysis of leadership candidates to run an active, sustainable Program.
- **Urban Agriculture Entrepreneurship Program Outline**  
Robust Program outline will include descriptions of the operational model, collaborative structure, service delivery, potential locations, financial needs and partner commitments.
- **Action Plan & Recommendations**  
Written implementation plan for enacting the Program outline, including recommendations for continuing partner engagement and project development.

V. **QUARTERLY PROGRESS MEETINGS**

The Parties and/or their designated representatives will meet in person at least three times, to occur in April, in July and in September to discuss progress. During the July meeting, the Parties will discuss and decide the topic for the subsequent contract period, if any.

VI. **COMPENSATION**

1. The compensation to be paid to ST under this Agreement is \$17,600.00.
2. The compensation shall be paid by the City and the County, each paying ST four equal payments in the amount of \$2,200.00, with payments being due March 1, 2016; April 1, 2016; July 1, 2016 and September 30, 2016.
3. ST shall submit an invoice to the City and the County, respectively, for these payments.
4. In case of termination of this Agreement, only the costs actually accrued from the time of the last payment through the date of termination will be due and payable, unless termination is for cause.

VII. **NON-DISCRIMINATION**

No person, on the grounds of race, creed, color, national origin, age, gender, marital status, disability, or any protected class under City or County policies shall be excluded from

participation in, be denied the proceeds or benefits of, or be otherwise subject to, discrimination in the performance of this Agreement.

## **VIII. DISPUTES**

Any dispute concerning performance of the Agreement shall be resolved informally by the Agreement managers for the City, the County and ST. Any dispute that cannot be resolved informally shall be reduced in writing and delivered to the City Manager and the County Administrator who shall decide the dispute, reduce the decision to writing, and deliver copies of the decision to all parties. Their joint decision shall be binding upon all parties.

## **IX. AGREEMENT MANAGERS AND NOTICES**

All notices pursuant to this agreement shall be provided to the individuals designated below:

### **City of Tallahassee**

Sandra Manning, Director  
Office of Community Relations  
300 South Adams Street  
Tallahassee, FL 32301

### **Leon County**

Robert Mills, Director  
Office of Resource Stewardship  
Leon County Courthouse  
Tallahassee, FL 32301

### **Sustainable Tallahassee**

James E. Davis, Executive Director  
Sustainable Tallahassee  
P.O. Box 765  
Tallahassee, FL 32302

## **X. INDEMNIFICATION**

Sustainable Tallahassee agrees that it will indemnify, hold harmless and defend the City and the County and all their officials, agents and employees from any claim, loss, damage, or expense, including a reasonable attorney's fee, arising out of any act of neglect or omission by Sustainable Tallahassee, or by any of its participants, or members during the performance of the Agreement, whether direct or indirect, and whether to any person or property, to the City, to the County and to Sustainable Tallahassee, or to any individuals, participants, or associates of Sustainable Tallahassee.

## **XI. GENERAL PROVISIONS**

- (a) **Governing Law and Venue.** This Agreement shall be governed by and construed in accordance with the laws of the State of Florida. Any action to enforce any of the provisions of this Agreement shall be maintained in Tallahassee, Leon County, Florida.
- (b) **Waiver.** Failure to insist upon strict compliance with any term, covenant or condition of this Agreement shall not be deemed a waiver of it. No waiver or relinquishment of a right or power under this Agreement shall be deemed a waiver of that right or power at any other time.
- (c) **Modification.** This Agreement shall not be extended, changed or modified, except in writing duly executed by the Parties hereto.
- (d) **Binding Effect.** This Agreement shall be binding upon the successors and, subject to below, assigns of the Parties hereto.
- (e) **Assignment.** Because of the unique nature of the relationship between the Parties and the terms of this Agreement, no Party hereto shall have the right to assign this Agreement or any of its rights or responsibilities hereunder to any other person without the express written consent of each other Party to this Agreement, which consent shall not unreasonably be withheld.
- (f) **Entire Agreement.** This Agreement constitutes the entire agreement between the Parties with respect to the matters contained herein, and all prior agreements or arrangements between them with respect to such matters are superceded by this Agreement.
- (g) **Headings.** Headings in this Agreement are for convenience only and shall not be used to interpret or construe its provisions.
- (h) **Ambiguity.** This Agreement has been negotiated by the Parties with the advice of counsel and, in the event of an ambiguity herein, such ambiguity shall not be construed against any Party as the author hereof.
- (i) **Public Bodies.** It is expressly understood among the Parties that the City is a public body corporate under the laws of the State of Florida and that the County is a political subdivision of the State of Florida. Nothing contained herein shall be construed as a waiver or relinquishment by either of those Parties to claim such exemptions, privileges or immunities as may be provided to that Party by law.
- (j) **Force Majeure.** A Party shall be excused from performance of an obligation under this Agreement to the extent, and only to the extent, that such performance is affected by a "Force Majeure Event" which term shall mean any cause beyond the reasonable control of the Party affected, except where such Party could have reasonably foreseen and reasonably avoided the occurrence, which materially and adversely affects the performance by such Party of its obligation under this

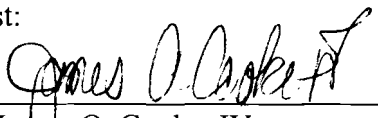
Agreement. Such events shall include, but not be limited to, an act of God, disturbance, hostility, war, or revolution; strike or lockout; epidemic; accident; fire; storm, flood, or other unusually severe weather or act of nature; or any requirements of law.

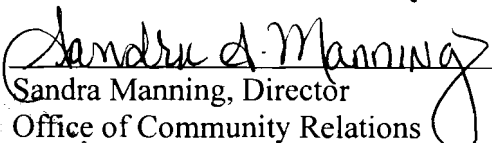
- (k) **Cost(s) and Attorney Fees.** In the event of litigation among the Parties to construe or enforce the terms of this Agreement or otherwise arising out of this Agreement, the prevailing Party in such litigation shall be entitled to recover from the other Party its reasonable costs and attorney's fees incurred in maintaining or defending the subject litigation. The term litigation shall include appellate proceedings.
- (l) **Severability.** It is intended that each Section of this Agreement shall be viewed as separate and divisible, and in the event that any Section, shall be held to be invalid, the remaining Sections and parts shall continue to be in full force and effect.
- (m) **Subject to Appropriation.** All payment obligations of the Parties, if any, set forth herein shall be subject to appropriation of funding therefore by the applicable legislative bodies; however, failure to appropriate funding adequate to meet such payment obligations shall be deemed a default under this Agreement.
- (n) **Survival of Obligations.** Cancellation, expiration, or earlier termination of this Agreement shall not relieve the Parties of obligations that by their nature should survive such cancellation, expiration, or termination.

THIS AGREEMENT is signed and approved by all parties hereto.


**CITY OF TALLAHASSEE**

Attest:

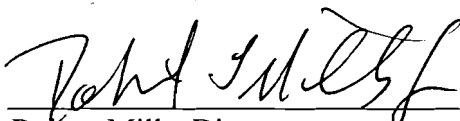
By:   
James O. Cooke, IV  
City Treasurer-Clerk

By:   
Sandra Manning, Director  
Office of Community Relations

APPROVED AS TO FORM:

By:   
Kristen L. Coons  
Assistant City Attorney

**LEON COUNTY, FLORIDA**

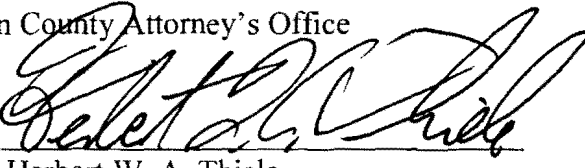
By:   
Robert Mills, Director  
Office of Resource Stewardship

ATTEST:

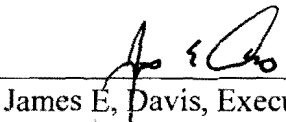
Bob Inzer  
Clerk & Comptroller  
Leon County, Florida

By: \_\_\_\_\_

APPROVED AS TO FORM:  
Leon County Attorney's Office

By: \_\_\_\_\_  
Herbert W. A. Thiele  
County Attorney

**SUSTAINABLE TALLAHASSEE, INC.:**

By: \_\_\_\_\_  
James E. Davis, Executive Director  
Sustainable Tallahassee

**Local Food TLC**  
**A Tallahassee-Leon County Project**  
**c/o Sustainable Tallahassee**

**Quarterly Report – Q1**

Sustainable Tallahassee, on behalf of the City of Tallahassee and Leon County, has conducted the activities outlined in this report under deliverable requirements for the Local Food TLC project. The project is undertaken to encourage the growth of the local food system, through promotion and support of local businesses and organizations, and also public education and outreach as it pertains to the production, distribution and consumption of local food.

Project activities are focused on the following objectives:

1. Increase awareness of local food initiatives.
2. Increase individual, civic and community involvement in the growing, selling, buying and consumption of local foods.
3. Increase community, school and home gardening in the city and county.
4. Support and promote other events and groups in their efforts to raise awareness of local food options.

**Report Period: (Q1) November – December 2014**

Project activities during the first quarter were primarily concentrated on development of reporting mechanisms, event promotions and scheduling related to spring planting event partnerships. A local food presentation was also developed and successfully delivered. Work performed addresses each of the four project objectives and is detailed below.

**Project Deliverables by Objective**

**1. Increase awareness of local food initiatives.**

Project contractor participated in “roundtable” discussions and an online survey for planning purposes associated with the Leon County Sustainable Communities Summit, “Food for Us: We’re All at the Table Together.”

Project contractor attended a webinar on food policy councils provided by Johns Hopkins Center for a Livable Future, took notes, formatted them for dissemination and distributed the document, including links to online resources, to 87 public, private and community advocacy contacts.

Project contractor assisted in the scheduling and planning of the first meeting (December) to convene a food policy work group, including development of the agenda and event promotion



through email and social media. Contractor served as facilitator for the meeting. Project contractor also assisted in the planning of the January meeting for the food policy work group, including site scheduling, agenda development and meeting reminders.

## **2. Increase individual, civic and community involvement in the growing, selling, buying and consumption of local foods.**

Project contractor and organization administration met to determine potential audiences for the local food presentation. Twenty prospects were developed and divided among the contractor, executive director and board president for contact and scheduling.

Project contractor developed a 45-minute Power Point presentation entitled, "Everybody Eats: The Case for Keeping it Local." The presentation explains the health, economic and environmental benefits of growing, buying and eating local food. The presentation contains information specific to the local area as well as publically available data with cited sources. Contractor developed a speaker's guide to accompany the presentation to facilitate delivery by anyone assigned to the task.

Project contractor delivered local food presentation, "Everybody Eats," to the Inquirer Class of First Presbyterian Church. The presentation was favorably received, with 10 of the 30 people in attendance providing their contact information for extended correspondence regarding local food outlets and initiatives. Topics of interest included: home gardening, local organic food sources, local food needs, politics, economics, social issues, growing food, farmers markets, community gardens.

Executive director scheduled a local food presentation with the local chapter of the Kiwanis Club, a group diverse in age, interest and professional affiliation. Project contractor corresponded with audience contact, providing a description of the presentation and speaker biography, and coordinating presentation logistics.

## **3. Increase community, school and home gardening in the city and county.**

Project contractor met with Pat Byrd, organizer of the Macon Community garden, to discuss planning needs for a healing herb extension to the community garden. The project's intent is to capture knowledge on food as medicine, preserving community heritage and increasing engagement between youth and elders. Project needs include funding research, planning timeline and promotions. Ms. Byrd indicated plans to involve youth in collecting data and plant information. Contractor scheduled a follow-up meeting for February.

Project contractor met with Anna Lee, organizer of the Tallahassee-Area Permaculture group, to discuss promotional needs and ways to incorporate permaculture concepts into home, community and school garden venues. Contractor performed networking support, connecting community and school garden contacts to the permaculture group.

**4. Support and promote other events and groups in their efforts to raise awareness of local food options.**

Project contractor provided event support to Seven Days of Local Delights by supplying A/V equipment and staff support to Florida Organic Growers representative's presentation on the danger of GMOs held at the Miccosukee Root Cellar.

Project contractor met with Stan Gramling to begin planning activity for Gramling's Centennial spring planting event. Mr. Gramling supplied a history of the business written by his uncle. Contractor developed an event plan and planning timeline, scheduling an additional planning session for January.

Project contractor distributed promotional material for the Leon County Sustainable Communities Summit through personal and professional Facebook pages and email contacts.

Project contractor scheduled a meeting with Tallahassee Nurseries to discuss event support for spring planting events.

Project contractor scheduled a meeting with Florida Department of Environmental Protection to discuss event support for Earth Day 2015.

Project contractor initiated correspondence with Leon County Library regarding promotions and arrangement of volunteer assistance for the launch of the seed library.

**Products/Proof of Work**

- Local food presentation, "Everybody Eats: The Case for Keeping it Local"
- Presenters guide
- Presentation tracking log
- Presentation appointment log
- Praise for local food presentation at First Presbyterian Church
- Gramling's Centennial event plan
- Food policy work group December agenda
- Food policy meeting scheduling correspondence
- Food policy meeting reminder
- Schedule of event support meetings (January)
- Event support scheduling correspondence

Report compiled by: Michelle Gomez  
Cc: Jim Davis, Executive Director  
Anthony Gaudio, President

# EVERYBODY EATS

how we benefit by keeping it local

## A Tallahassee-Leon County Project

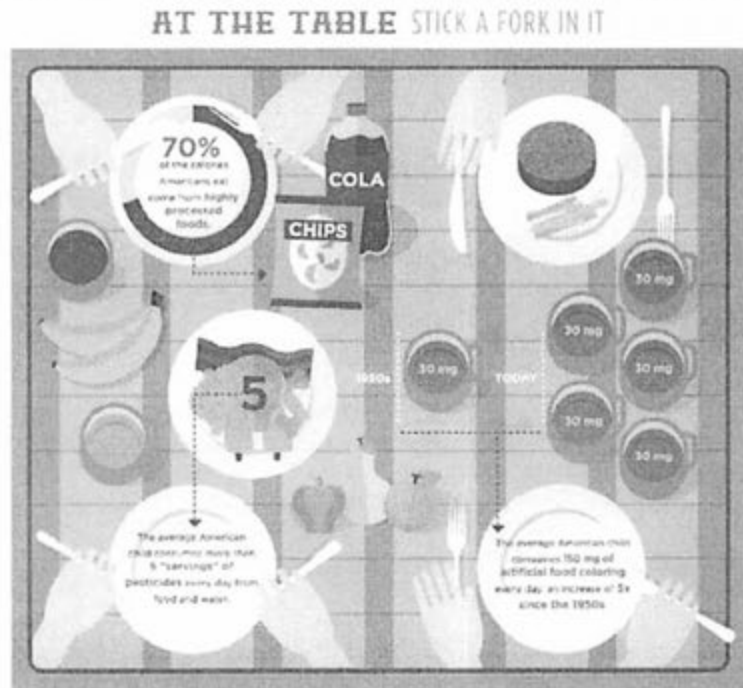
### Eating, Growing & Buying Local

- Economic Benefits
- Health Benefits
- Environmental Benefits



*Adapted by Christy Shi, Center for Environmental Farming Systems.*

# What are we eating?



## Leon County

Adults Who Get their 5 Servings: 35%

Kids Who Get their 5 Servings: 12%  
(middle & high school students)

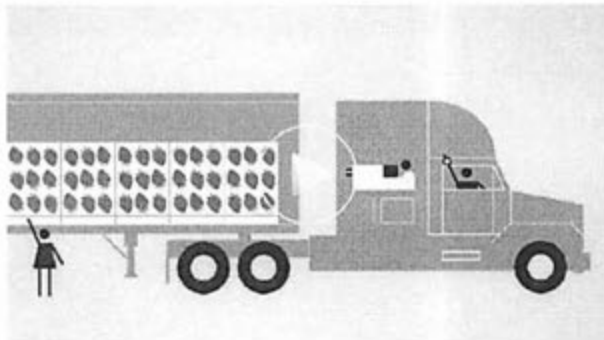
- Compared to eating less than one portion of fruit and vegetables, the **risk of death by any cause is reduced** by 14% by eating one to three portions, 29% for three to five portions, 36% for five to seven portions and **42% for seven or more.**

Sources: FloridaCHARTS.com (2012), UF/HEAT (2009), University College London (2013)

Where  
does  
our  
food  
come  
from?

www.nationalgeographic.com/foodbythenumbers/foodbythenumbers.html

### FOOD BY THE NUMBERS *Everything we eat adds up.*



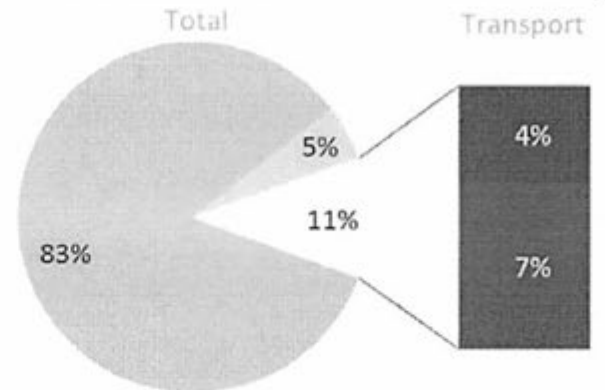
#### Berry Road Trip

©2010/2011/12, 2014

\*Some 80 percent of U.S. fruits and vegetables are grown on large farms and trucked hundreds

Eat Seasonal,  
Local Produce  
for a Smaller  
Carbon  
Footprint

## Food Emissions Breakdown (%)



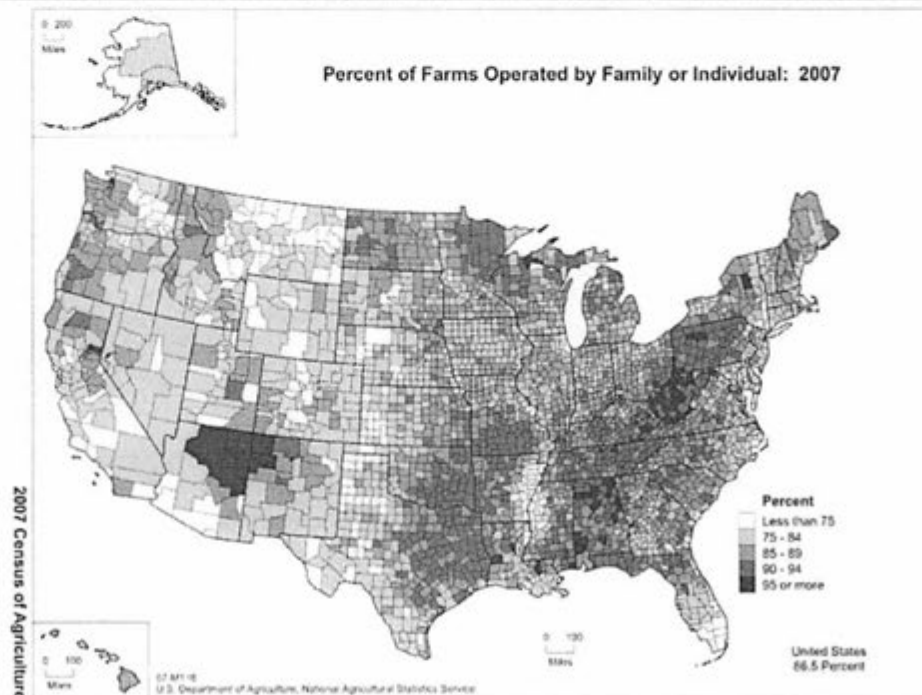
■ Production      ■ Wholesale and retail  
■ Final delivery transport      ■ Supply-chain transport

Source: Weber and Matthews 2008

Shrink That Footprint

Most  
farms are  
family  
farms

90% clear  
\$2,615/yr





Farm  
share

Marketing share



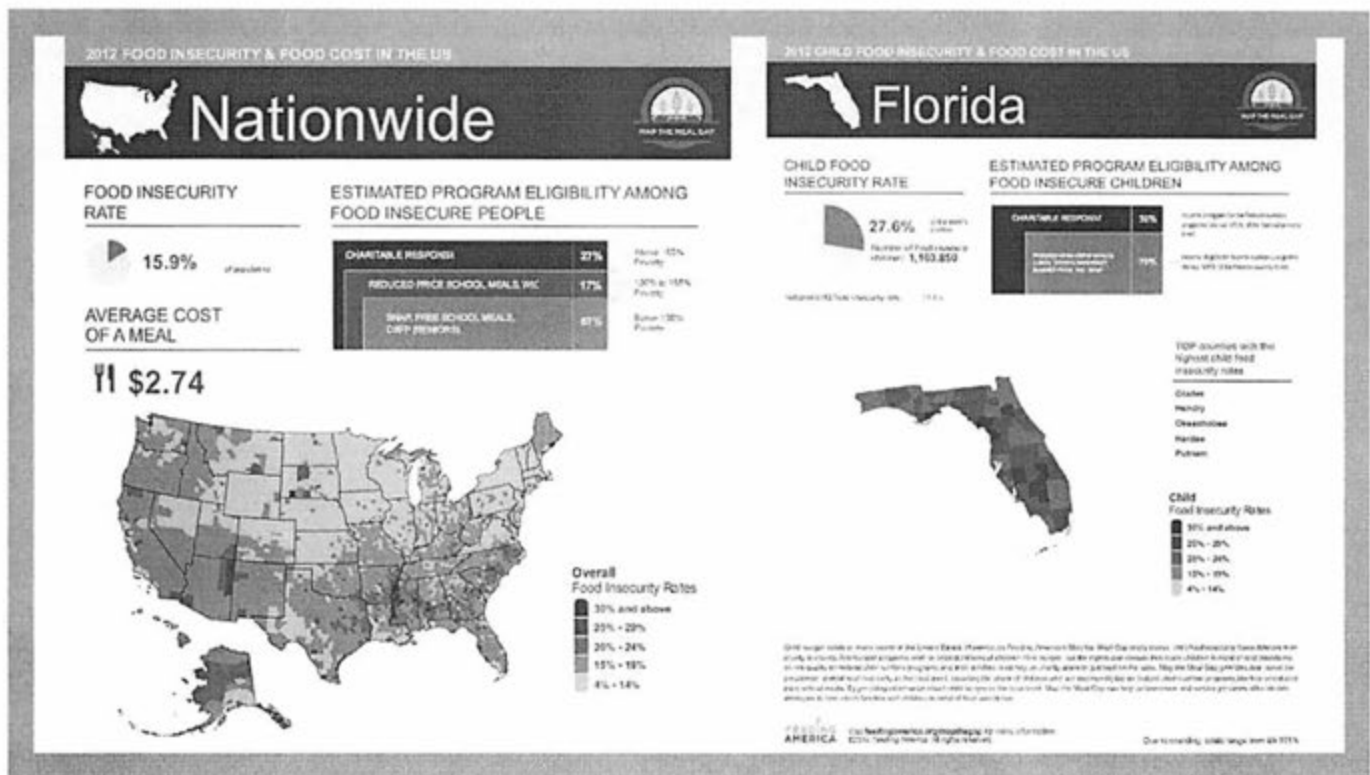
15.8¢

84.2¢

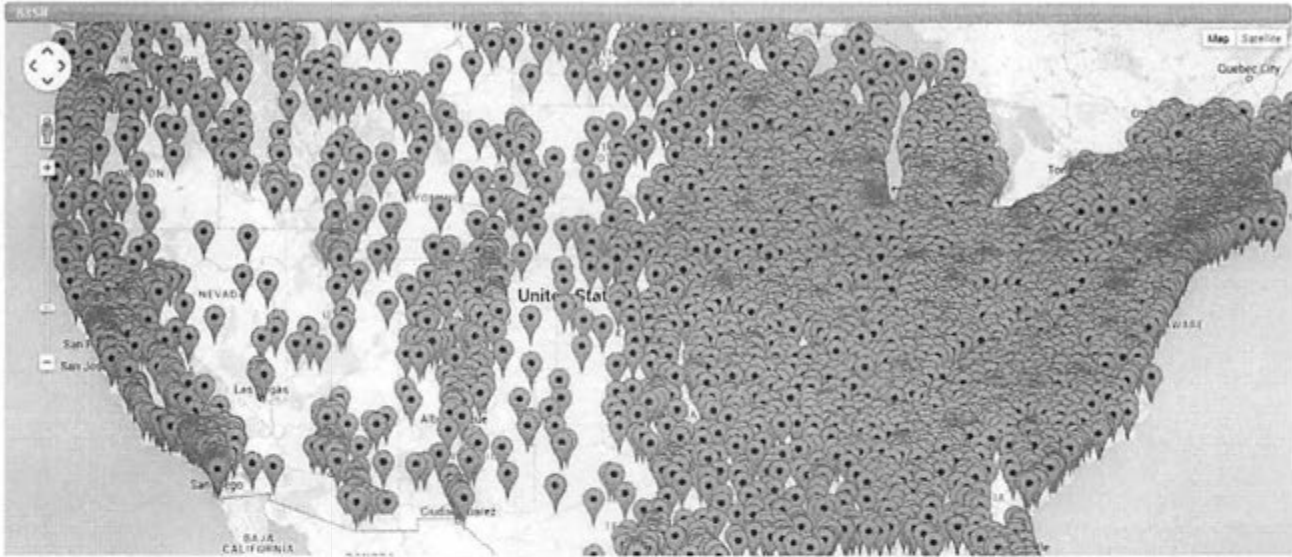
# \$410,514,877,000

United States Agricultural Cash Receipts: 2014 Forecast

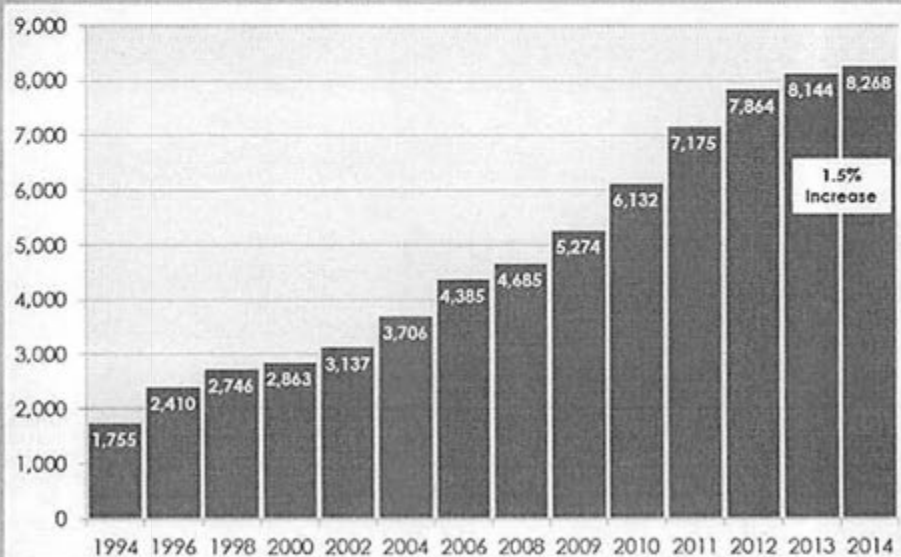
- 75% comes from 5% of farms
- 1 in 3 acres are planted for export
- California = \$43.5 Billion in agricultural revenue, 6 million people are food insecure
- **Florida = \$8.3 Billion in agricultural revenue, 3.5 million people are food insecure**



# 8,358 Farmers Markets in the US (USDA)

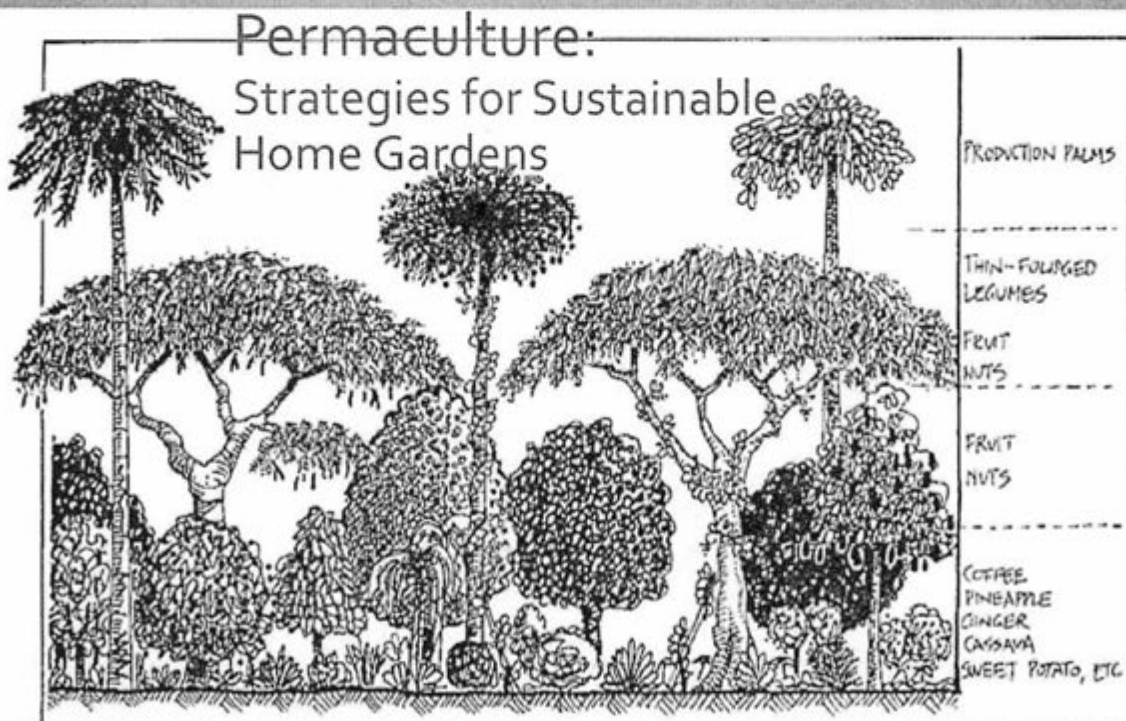


## National Count of Farmers Market Directory Listings



Source: USDA-AMS-Marketing Services Division

Farmers Market information is voluntary and self-reported to USDA-AMS Marketing Services Division



Permaculture  
classes  
available at  
Leon County  
UF/IFAS  
Extension  
Office

<http://leon.ifas.ufl.edu/>



## School Gardens

- Bond Elementary
- Hartsfield Elementary
- Astoria Pre-K
- Cornerstone Learning Community
- Richards High
- Fairview Middle
- Nims Middle
- Ghazvini Learning Center
- Sail High
- Apalachee Elementary
- Magnolia Elementary & Middle
- School for Arts & Sciences
- Grassroots School
- Kate Sullivan Elementary
- FAMU High
- PACE
- Roberts Elementary
- Gadsden Head Start
- Florida High
- Raa Middle
- Holy Comforter
- Oakridge Elementary
- Trinity Catholic

**Damayan Garden Project**  
[www.Damayan.org](http://www.Damayan.org)





Sustainable Tallahassee's Writer Series: Greening our Community Blogs @ [www.sustainabletallahassee.com](http://www.sustainabletallahassee.com)

## Community Gardens: 75 in Tallahassee



Tallahassee Food  
Network - TFN





## iGrow Youth Empowerment Program - TFN



- Leadership
- Food Advocacy
- Urban Farming
- Entrepreneurship

[www.tallahasseefoodnetwork.org](http://www.tallahasseefoodnetwork.org)

Market Sales @ the Farm: M/F 2:30 – 5:30pm  
514 Dunn Street

## Starting a Community Garden

City of Tallahassee

Link: Plan Work Government

About the City Departments

**Planning**

- Comprehensive Planning
- Design Works
- Land Use / Zoning
- Environmental
- Hazard Mitigation
- Planning
- Mobility Planning
- Publications/Studies
- Research/GIS
- Planning Commission
- Planning FAQ
- Placemaking
- Planning Home

**Environmental Planning**

**Community Gardening**

The City of Tallahassee is happy to assist citizens in the development of community gardens. From victory gardens during World War II to the creation of the Florida A&M Orange Avenue garden, Tallahassee has a long history of urban agriculture. Today, a new energy about local food and healthy living has swept the nation, reaching Leon County in various forms: community organizations, new small business, school curricula, community-supported agriculture, and a proliferation of farmer's markets.

The City encourages citizens to work with their neighbors to build, cultivate, and maintain gardens on public lands. The benefits are numerous. Not only can a household introduce fresh produce into their diet, but community gardening is an excellent way to build community that meet your neighbors. Exchange growing tips with a friend. Improve security by taking back a vacant lot.

We are here to assist in this endeavor. Please review the documents and resources provided below, and always feel free to contact our office at 891.6400.

**Are you not started?**

City staff is available to assist you and your neighbors in establishing a community garden. Please review the application materials listed below. Then, contact the Planning Department with any questions. Staff is also available to discuss potential city-owned properties in your neighborhood that are appropriate for gardens, garden design, and proper siting on the property.

**You May Also Like...**

- efix Login
- Your Ability Account
- Route 1000 A Schedule
- en Crime - Account Management Tool
- Online Journal
- Look up an Account by Address
- Search
- Add/Cancel Keys to Pay Your Utility Bill
- Applying for a Job
- Online Journal - Page

## More Ways to Get Involved: Local Events

- Tallahassee Food Network's Collards & Cornbread – monthly open meeting
  - Second Thursdays @ 1:30pm, 514 Dunn Street iGrow Farm
- New Leaf Farm Tour & 7 Days of Local Delights (October/November)
- Leon County Sustainability Summit: January 24<sup>th</sup>, 2015
  - "Food for Us: We're all at the Table"
- Sustainable Tallahassee's Green Drinks – monthly open
  - Last Wednesdays @ 5:30, 1019 N. Monroe Midtown Pass



Michelle Gomez &lt;gomezmichelle.e@gmail.com&gt;

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**MEETING REMINDER: Thursday, January 8 @ 6pm**

3 messages

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**gomezmichelle.e** <gomezmichelle.e@gmail.com>  
To: food-policy-work-group@googlegroups.com

Tue, Dec 30, 2014 at 11:24 AM

Greetings & Happy New Year!

At our initial meeting, we agreed to reconvene on Thursday, January 8th, 6:00-8:00pm. We'll meet in the same place: Leon County Health Department, 1515 Old Bainbridge Road, Bill Fagan Room.

Our main objective for this meeting is to plan the food policy workshop that we'll schedule for a convenient date in February and announce at the Leon County Sustainability Summit on 1/24/2015 in hopes of attracting public participation.

In preparation for the January meeting, please take a moment to look over the December meeting notes by both Tom and Alexis (posted to this group). We've already done good work identifying food policy issues specific to our area. Hopefully you have some time to review the significant documents that have been posted to this group and to post others you think impactful to our discussion.

I look forward to seeing you all again next week. Wishing you health and prosperity in the new year!  
Michelle Gomez

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You received this message because you are subscribed to the Google Groups "Food Policy Work Group" group. To unsubscribe from this group and stop receiving emails from it, send an email to [food-policy-work-group+unsubscribe@googlegroups.com](mailto:food-policy-work-group+unsubscribe@googlegroups.com).

To post to this group, send email to [food-policy-work-group@googlegroups.com](mailto:food-policy-work-group@googlegroups.com).

To view this discussion on the web, visit <https://groups.google.com/d/msgid/food-policy-work-group/bc81aca0-274c-4230-8c3a-d7eb4247455e%40googlegroups.com>.

For more options, visit <https://groups.google.com/d/optout>.

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**Alexis Simoneau** <simohno@gmail.com>  
To: "gomezmichelle.e" <gomezmichelle.e@gmail.com>

Tue, Dec 30, 2014 at 2:33 PM

Awesome awesome awesome, thanks for your leadership on this. I apologize for the delay on this - but you texted me something about uploading the policy documents the guy gave me at the meeting - are you talking about Mark Tancig and the files he gave me from the jump drive?

They are in the food policy folder as "Tallahassee Food Policy Notes (Mark Tancig)" - <https://drive.google.com/#folders/0B8IBpS1UZfIdUx5QIZGVGpQk0>

Is there something else I needed to upload that you can remember? I have had very limited time to use a computer the last couple weeks.

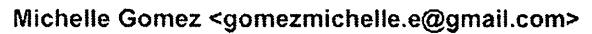
Thanks!

[Quoted text hidden]

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**Michelle Gomez** <gomezmichelle.e@gmail.com>  
To: Alexis Simoneau <simohno@gmail.com>

Tue, Dec 30, 2014 at 10:22 PM



3 messages

Thanks so much. I hope you're having a lovely holiday, and I look forward to talking with you soon.  
Michelle

[Quoted text hidden]

[Quoted text hidden]



Michelle Gomez &lt;gomezmichelle.e@gmail.com&gt;

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**Interest in hepling to promote seed library**

14 messages

**Jameson, Molly C** <mjameson@ufl.edu>

Fri, Dec 19, 2014 at 4:55 PM

To: Cay Hohmeister &lt;HohmeisterC@leoncountyfl.gov&gt;

Cc: Shelley Michelle Gomez - KCCI Frenchtown Heritage &lt;gomezmichelle.e@gmail.com&gt;

Hi Cay,

Shelley Gomez (Cced), representing Sustainable Tallahassee on behalf of the Tallahassee-Leon County Local Food Campaign, would love to help with promoting the seed library, recruiting packet party volunteers, etc.

Thank you,

-

Molly Jameson

*Sustainable Ag and Community Food Systems Ext. Agent**UF/IFAS Leon County Extension**615 Paul Russell Road**Tallahassee, FL 32301**mjameson@ufl.edu**(850) 606-5219*

---

**Michelle Gomez** <gomezmichelle.e@gmail.com>

Tue, Dec 30, 2014 at 12:57 PM

To: "Jameson, Molly C" &lt;mjameson@ufl.edu&gt;

Cc: Cay Hohmeister &lt;HohmeisterC@leoncountyfl.gov&gt;

Bcc: admin sustainabetallahassee &lt;admin@sustainabletallahassee.org&gt;

Hi Cay,

It's a pleasure to make your (virtual) acquaintance. I am personally excited about the seed library and professionally ready to help! I'd love to meet with you and find out more about what you need, though Molly told me the launch is coming up quickly and email may be more immediately useful. Perhaps we can do both.

I have next Thursday (Jan8) morning or early afternoon available (10:30am - 2:30pm), if some time in that range could work for you. In the meantime, if you have a moment, feel free to send details about your needs so I can get started - number of packing volunteers and event volunteers, event details, any launch planning assistance or support you might need beyond the launch of the program.

I look forward to learning more about how I can help.

## Gramling's 100-Year Anniversary Celebration

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Event Date: Saturday, March 14

Event Time: 9am – 3pm

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### **Event Activities**

Farm Stand A few farmers' booths set up by Gramling's customers, urban farmers and community gardens, to showcase the result of Gramling's products and to speak with event-goers about the use of Gramling's products (live testimonials). Possibly located on the grassy space across Blount St.

Hot Food A food booth selling healthy, festival-friendly food (preferably) by a local vendor that sources from the local farmers that shop at Gramling's. An attempt to demonstrate the full circle of local economy that Gramling's is an important part of.

Music Everybody loves live music. Space and budget are limited.

Proclamation City commissioners deliver proclamation to Mr. Gramling on site.

History Tour Walking and/or cart tour from the Downtown Marketplace to Gramling's. Tour begins at Gramling's original location @ Park/Adams, turns east at City Hall (second location), south past the Capitol, west one block on Gaines and south down Adams to the celebration.

Raffle Tickets for a relevant item donated by an event partner are pre-sold on social media, in store and online. Winners must be present, so the activity draws traffic to the event. Drawing in the afternoon on event day.

Pictures Gramling's through the years displayed in poster-sized photos throughout the store and grounds. Production possibly donated by City of Tallahassee, if photos can be added to city archives.

Spring Stock Gramling's spring stock on display throughout the store and in outdoor space.

Coupon Consider a come-back coupon for event-day sales. "Purchase \_\_\_\_\_, get \_\_\_\_% off your next purchase." Set valid time period.

---

### **Lead-up Promotions**

- Two-week run on radio & social media (possible radio sponsorship)
- March 7<sup>th</sup> – Advance publicity at Downtown Marketplace opening day
- March 8<sup>th</sup> – Announcements in Downtown & Southside church bulletins
- March 9<sup>th</sup> – Appearance on WTXL Home & Garden segment
- Week of March 9<sup>th</sup> – Proclamation delivered at Capitol by State Legislature
- Week of March 9<sup>th</sup> – Tallahassee Democrat feature article



### Planning Timeline

January 8	Michelle & Gramlings	Planning meeting: determine event time & components, preliminary site plan
January 15	Michelle	Pursue partnership with Downtown Improvement Authority and City of Tallahassee
January 30	Michelle	Identify event partner for raffle; Pursue media sponsor; Contact Blount St. landowner; Send proclamation text
January 30	Stan	Locate historical photos; client contact lists
February 6	Michelle	Recruit volunteers; Identify food & farm partners; Develop event schedule
February 15	Michelle	Develop & distribute press kit; Contact neighboring businesses to arrange for event parking; Schedule photo and tour map print production
March 1	Michelle	Develop copy for church bulletins, social media & emails; Launch online and radio promotions
March 1	Stan	Store and stock preparation
March 9 (week of)	Stan + TBD	Media/promo appearances
March 10	Michelle	Volunteer/vendor reminder email with assignments, event schedule and parking instructions
March 14		CELEBRATE!

### Meeting Notes

- Met with Jay Revel (Downtown Improvement Authority) on Wed 1/14. He is very supportive, will promote event, will contact COT planning department about production of materials, will arrange for City's proclamation and commissioners to attend event for presentation. Suggested contacting Tours of Tallahassee for help with walking tour idea.
- Meeting scheduled with Beth (Tours of Tallahassee) on Wed 1/21.
- **Suggest that Michelle and Gramlings touch base on Tuesday, February 3<sup>rd</sup>** to refine plan and determine any additional assignments.

# **Local Food Events – January Meeting Schedule\***

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5	6	7 DEP – Earth Day 2015 planning	8 Gramling's 100 <sup>th</sup> Ann planning  Food Policy Work Group	9	10
11	12 Presentation @ Kiwanis	13 Tallahassee Nurseries Saturday Talks planning	14	15	16	17
18	19	20	21	22	23	24 Leon County Summit "Food for Us"
25	26	27	28	29	30	31

\*Scheduled as of 12/31/2014

### Local Food Presentation Log

Organization	Presentation Address	Date	Expected Attendance	Actual Attendance	Further Interest
First Presbyterian Church, Inquirers Class	110 N. Adams Street	11/2/2014	30-40	30	10

### Scheduled Presentations

Organization	Presentation Address	Date	Expected Attendance	Actual Attendance	Further Interest
Tallahassee Kiwanis Club	1630 N. Monroe Street	1/12/2015	30-40		

## LC-COT Local Food Presentation Slide Map / Presenter's Guide

1. Everybody Eats: how we benefit by keeping it local (title slide)
2. Components of the local food system
  - a. Verbally review components
  - b. Encourage questions
3. Breakdown: What we're really talking about

Question: How often do you think about what's in your food? Or not in it?

Fun Fact: It would take 49 peaches to equal the nutrient content of one peach from 1950 (NPR)

4. Prevalence of processed food
  - a. Verbally review infographic
5. Servings & Health: Leon County statistics +
  - a. Sources listed in order of facts
  - b. Statistics in shaded box represent first study to link fruit and vegetable consumption with cancer and heart disease from all causes (2013 study)

Question: How far do you think your food travels to get to you?

Question: Do planes or trucks use more fuel?

6. "Berry Road Trip" – National Geographic Infographic Video
  - a. Fact: produce begins losing nutrients once its picked
  - b. Local food = more nutrients (fresh picked), fewer toxins (small-scale production)
  - c. Local food producers are more likely to engage in resource stewardship, nourishing the soil and protecting water resources to do more with less
7. Fewer carbon emissions with seasonal produce

Question: Does anyone have examples of seasonal produce?

8. What is seasonal for our area? – examples for each season

Question: Does anyone have a family experience with farming? (Allow/Invite a few stories from the audience)

9. Most farms are family farms
  - a. Family farms clear \$2600/year on average

## LC-COT Local Food Presentation Slide Map / Presenter's Guide

10. Farmer share of food dollar spent at corporate food retail chain
  - a. Farm worker share of that dollar is about \$0.01.
  - b. When buying directly from the farmer at a farmers market or CSA, 100% of your food dollar goes to the farmer. About \$0.85 of every locally-spent food dollar circulates in the local economy.
11. Agriculture production and receipts (income) for U.S. and states vs. food security of population

Question: Are you familiar with the term “food insecurity”? Can anyone explain it?

12. Food insecurity for U.S. and Florida
  - a. Leon County = 55,430 people food insecure
13. Revisit food system components with a local focus (diagram)
  - a. Verbally review diagram
  - b. Greater local control of, or share of, or contribution to the food system can result in:
    - i. Safer, more resilient communities (disaster preparedness) from larger reliance on local food supply and insulated economies
    - ii. Safer, more just food system
    - iii. Safer, more sustainable practices that support the environment and the local economy
  - c. The good news is that the Tallahassee-Leon County area has healthy citizen involvement in the local food system, and awareness of the benefits is growing

Question: How many of you shop at farmers markets? How many farmers markets do we have in the Tallahassee area?

14. Farmers markets in the U.S.
  - a. Florida = 200
  - b. Leon County = 10
15. Rise in farmers markets in past decade (U.S.)
16. Map of Tallahassee area farmers markets
  - a. Locations, schedules
  - b. Special features

## LC-COT Local Food Presentation Slide Map / Presenter's Guide

### 17. Frenchtown Heritage Market Vendors

- a. Location, schedule
- b. Special feature: Only market between Escambia and Duval Counties that can double SNAP benefits on the purchase of fresh produce, live plants and honey
- c. 2014 Season
  - i. Centralized EBT/SNAP capability
  - ii. Community-consciousness of organizers and vendors ("family")
  - iii. Total of 20 vendors since April, average 10 vendors each market day
    - 1. Half of vendors are from Frenchtown – economic opportunity for residents
    - 2. Half of vendors are new to food entrepreneurship – entry-level economic opportunity for citizens of broader area
  - iv. Average 130 customers each market day
  - v. Produce sales quadrupled from start of season

### 18. Community Supported Agriculture (CSA)

- a. What they are, where they are
- b. Way to support farmers when favorite farmers market might be out of season
- c. How to join, what to expect

### 19. Red Hills Online Market

- a. Explain ordering process, pick-up/delivery
- b. Note connection to Red Hills Small Farm Alliance – purpose and activities

Question: Who gardens? How long and what do you like to grow?

### 20. Permaculture: Strategies for sustainable home gardens

- a. Definition, examples
- b. Edible landscaping – pretty and useful, protection
  - i. Pineapple bush under a bedroom window to deter entry
  - ii. Raspberry bushes as hedge to deter entry

### 21. Food Forests

- a. Note recently installed food forest at Bond Elementary



## LC-COT Local Food Presentation Slide Map / Presenter's Guide

### 22. School gardens

- a. Note that students in Leon County cannot eat what they grow in the cafeteria
  - i. Policy work required to change that
    - 1. Success in Duval County – Local Food Policy Council has achieved county-wide agreement to procure 30% of food purchase from local sources
    - 2. Success in Pinellas County – Edible Peace Patch
      - a. Program installs/operates school gardens and has linked nutrition to improvement in STEM test scores
  - ii. Invite audience to sign up for more information and to stay informed on food policy council activity in Leon County

Question: Do you know of any school gardens not on this list? Do you work with any school gardens? (Invite audience to share a few stories)

### 23. Benefit of School Gardens (article) – Sustainable Tallahassee's *Greening Our Community* blog

### 24. Community Gardens in Tallahassee

- a. Purposes – community share, demonstration/teaching, food donation
- b. How to get involved with Tallahassee Food Network (TFN), request information or services

### 25. Map of community gardens in Tallahassee

- a. Diverse representation
- b. Garden establishment as strategy for improving health and economic opportunity

### 26. iGrow Youth Empowerment/Urban Agriculture, a program of TFN

### 27. Available resources for starting a community garden

### 28. Ways to get involved: Local Food Events

### 29. Ways to get involved: Farm-to-Table Restaurants / Extension Office classes

### 30. Additional material to be added

## **Tallahassee Food Policy/System Council Discussion**

### **6:00 Opening**

Quick introductions: name and group(s) represented  
Welcome and meeting purpose  
Meeting agenda and guidelines

### **6:15 A possible process for food system coordination (Tom Taylor)**

Overview of the food systems using infographic  
An example: the Multnomah Food Action Plan  
Present and seek consensus on a proposed process  
Ask for volunteers for a workshop planning meeting in January  
Select a day in January for the meeting

### **6:30 What could a food policy or system council look like in Tallahassee?**

Background on the food policy council in Tallahassee (Miss Mitchell/Dr. Boston)  
Suggest 2-3 issues/challenges Tallahassee needs to focus on

### **6:45 Food Policy (system) Council models from other cities, (Lauren, Toby, Michelle)**

Each suggest 2-3 issues/challenges Tallahassee needs to focus on

### **7:00 What are the priority issues for food policy/system council to address?**

Everyone adds to the suggestions of speakers  
Refine the list as needed (possibly create sub issues)  
Give everyone 2-3 votes for their most important issues and post votes  
Identify next steps for priority issues: do research, develop proposals, etc.

### **7:45 Closing**

Summary of meeting activities and results  
Concluding comments from participants

### **8:00 Adjourn**

## **GUIDELINES FOR SHAPING SHARED SOLUTIONS**

### **Facilitators' Roles:**

- The facilitators will guide discussions and seek consensus on insights.
- The facilitators will maintain a record of the meeting products.

### **The Participants' Roles:**

- Clarify whether you are speaking for yourself or for a group.
- Share in keeping to the agenda.
- Be focused and concise – balance participation.
- Ask questions and verify assumptions.
- Express and acknowledge differing views – no attacks or stereotyping.
- Seek shared understandings and consensus on insights.
- Make sure recording is accurate.

## **Possible Schedule for Creating Tallahassee Food Action Plan and Coordinating Council**

### **Tallahassee Food System Workshop Planning Meeting – January 10, 2015 2-4 PM**

#### **Food For Us Summit - Jan. 24, 2015, 10AM-2PM**

- Engage community to collaborate and inform
- (Planned by Leon County Sustainability Office)

#### **Tallahassee Food System Action Plan Workshop 1 - Feb. 7, 2015, 1-5PM**

- Seek consensus on the food system goals and participants
- Shape strategies for each goal in small groups and needed next steps
- Agree on the procedure and responsibilities for finalizing an action plan

#### **Tallahassee Food System Action Plan Workshop 2 – Mar. 14, 2015, 1-5PM**

- Strategy development reports from experts, groups and taskforces
  - Rate the acceptability of proposed strategies and refine as needed
  - Determine needed next steps and responsibilities to complete the plan
- Seek consensus on.

#### **Tallahassee Food System Action Plan Adoption and Celebration – Apr. 25, 2015, 1-5PM**

- Get stakeholders and public together;
- Introduce major efforts moving forward;
- Provide opportunities for more involvement.

#### **Implementation by Responsible Parties**

#### **Monitoring and Coordination by the Tallahassee Food Network or Another Group**

## **Multnomah Food Action Plan**

### **What Will We Accomplish? We can:**

1. Collaborate on solutions and speak with a collective voice to achieve our goals.
2. Provide a framework to guide collaboration and stakeholder efforts,
3. Secure funding and grants.
4. Create new economic opportunities.
5. Overcome barriers.
6. Catalyze policy change and investment.
7. Raise awareness and support with our community and policymakers.

### **Plan benefits for you and your organization:**

1. Provides a shared vision and common goals for our community around a transformed food system
2. Provides opportunity to collaborate and partner within a network of local food system stakeholders
3. Provides opportunity to inspire leaders to champion food system efforts and projects
4. Increases awareness and support in our community for food system issues
5. Supports grant applications and leveraging of funds for project and planning efforts
6. Promotes food system planning in our community and alignment with other regional plans
7. Supports the local economy: promotes regional food system jobs, a food system economic cluster concept, local food and service demand, and keeping our money local so that we maximize capital capture within our region
8. Provides opportunity for community recognition of stakeholder efforts

## **Discussion of Possibilities for a Tallahassee Food Policy/System Council 12-4-14**

### **Opening**

The evening began with everyone introducing themselves and saying what groups they represent. Alexis Simoneau welcomed everyone and introduced the facilitator Michelle Gomez. Tom Taylor reviewed the meeting agenda and guidelines (Appendix A).

[Note: Alexis Simoneau also took notes that are on our Google Doc. Much is similar and there is some info in each that is not in the other.]

### **A possible process for food system coordination**

Tom Taylor provided an overview of the food systems using the diagrams in Appendix B and C. He also proposed a process for developing a Tallahassee Food System Action Plan and organizing some type of a food policy or system coordination council Appendix D). This needs to be coordinated with the Leon County Food for Us Summit and possible follow-up meeting. The group agreed to meet on January 8 at 6 PM at the Health Department for the workshop planning meeting

### **What are the priority issues for food policy/system council to address?**

Michelle asked everyone to stand in places in the room corresponding to different components of the food system diagram in appendix B. This demonstrated that we had components that were not represented including food processing, preparation, aggregation, distribution, etc. The groups then identified these priority issues:

#### **General Food System Issues**

1. Inclusion of key players from the traditional and alternative food systems
2. Creating an appropriate food system diagram
3. Prioritization of issues and next steps

#### **Food Producers**

1. Land availability for young farmers, urban and rural
2. A middleman who can distribute to restaurants and retail outlets (food hub)
3. Build demand and marketing
4. Support for gardens/farms and the people.
5. Help people grow their own food
6. Desk high gardens for those who can't bend over or are in wheel chairs
7. Schools require GAP certifications. These and other certifications limit potential markets

## Waste

1. Show the benefits of separating and delivering or pickup of waste
2. Regulation on picking-up, processing and sales (it is hard to become a certified waste processor)
3. Farmers can't sell waste products

## Processing

4. Build local food processing capacity, (commercial kitchen for canning, drying, freezing, etc.); this includes meat processing and eggs.
5. Have technologies for small scale processing available

## Distribution

1. Create a food hub, a low cost middleperson between farmers and consumers
2. On-line for individual and institutional consumers (Red Hills Grown)
3. Get US Food and other traditional distributors to handle local food
4. Explore On-line deliver systems; especially to people who can't travel
5. Use schools (and other institutions) to serve/deliver food from residents and urban farms to the community.
6. Form a 100 mile food corporation; collect food and distribute to restaurants.
7. Use of alternative currencies and time banks (central vs. distributive)

## Education and motivation

1. Educate young people and others
2. Identify value added products
3. Educate people on how to process and prepare local foods.

## Equity

1. People in wheel chairs and other disabilities
2. Economically disadvantaged
3. Transportation disadvantaged

## Marketing

1. Define audiences, media and messages
2. Cost reduction and effectiveness of advertising
3. Get "wholesome food" and "growing" mindsets; change how we think about food.
4. Money to educate people
5. Utilize Extension better



6. Community engagement on food. Work with churches, bring them into the system
7. Having multi-education
8. Cultural component; talk their language not just ours.; help people appreciate food from other cultures
9. Work with the wholesalers/buyers and determine how to meet their specs
10. How do we match what is produced and the demand in terms of what types, quantity, sizes, etc?

#### Policies

1. Provide incentives for institutions to buy local.
2. Have minimum local food requirement for institutions.

#### Community Building

1. Need a Google group to share information
2. Use meet-up or facebook to schedule meetings, discussions and outreach.
3. Address food desert and equity issues.
4. Use collards and cornbread, extension and other resources for new farmers

#### Preparation, Consumption and Processing

### Closing

Tom provided a brief summary of meeting activities and results and asked everyone for concluding comments that included:

1. Phips ideas to be posted
2. Read the City's Green Print
3. Other players will come to workshops if there is an organized agenda
4. Tallahassee Time Bank exists, JOIN
5. Art Alley is nearing completion and there will be a big opening
6. Alternative Christmas Market
7. Riley Rocks Saturday at Cascades Park
8. Jan 17-18 Migel Alteri a Scientist 2 day workshop
9. Jan 26-27 Huber
10. April Infant Mortality and Food
11. Mon 8<sup>th</sup> Presentation to CRA Citizen Advisory Council by the Frenchtown Market Project Committee at Renaissance, 6 PM
12. COPE coming to end. They have won awards for their work on obesity.
13. Safire awards in April. Big Bend cares got \$100,000

## Appendix A

# Discussion of Possibilities for a Tallahassee Food Policy/System Council

### 6:00 Opening

Quick introductions: name and group(s) represented  
Welcome and meeting purpose  
Meeting agenda and guidelines

### 6:15 A possible process for food system coordination (Tom Taylor)

Overview of the food systems using a diagram  
An example: the Multnomah Food Action Plan  
Present and seek consensus on a proposed process  
    Ask for volunteers for a workshop planning meeting in January  
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Background on the food policy council in Tallahassee (Miss Mitchell/Dr. Boston)  
    Suggest 2-3 issues/challenges Tallahassee needs to focus on

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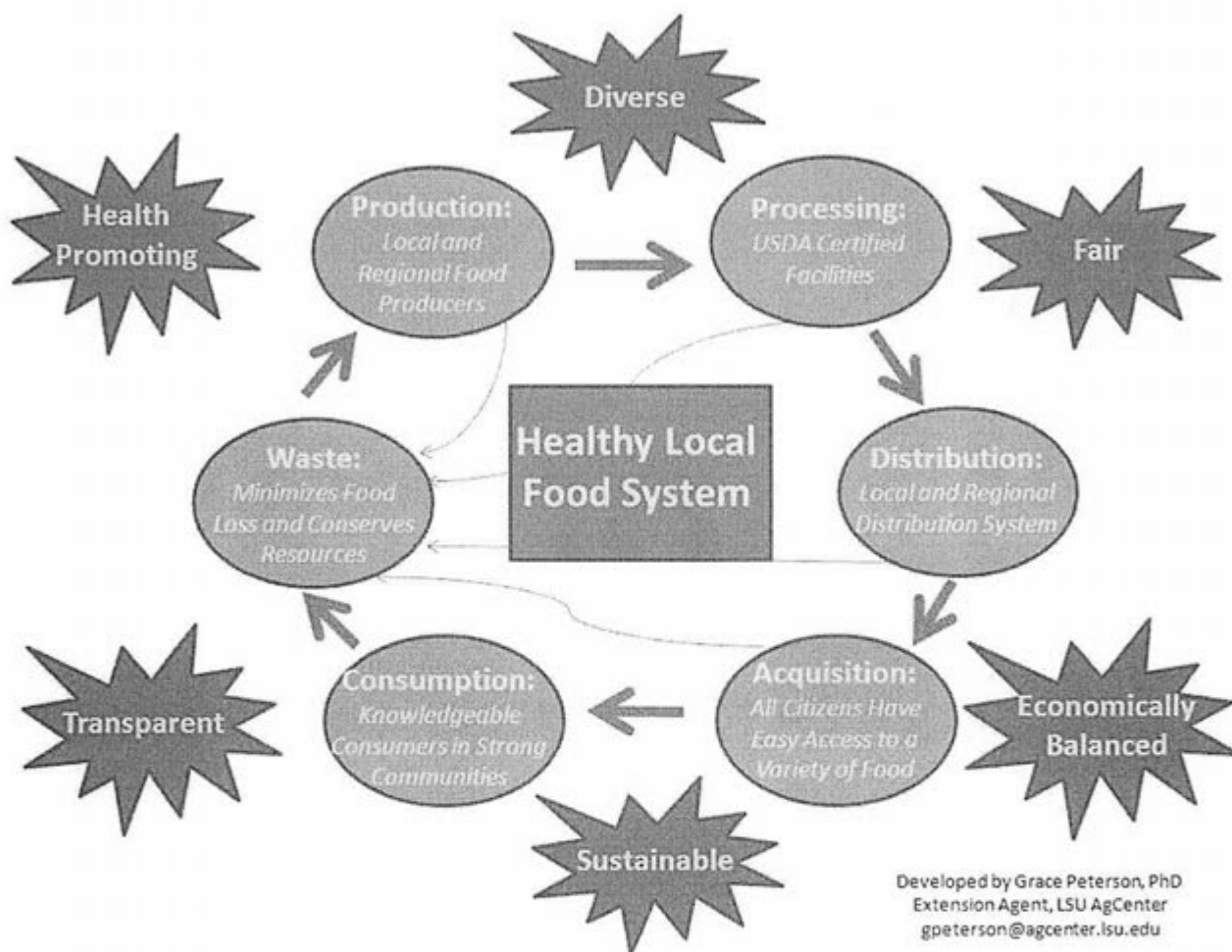
## Appendix B



*Adapted by Christy Shi, Center for Environmental Farming Systems.*

*From: Wilkins, J. and Eames-Sheavly, M. Discovering the Food System: An experiential learning program for young and inquiring minds. Cornell University, Departments of Nutritional Science and Horticulture. <http://www.discoverfoodsys.cornell.edu/>*

## Appendix C



Appendix D

**Possible Schedule for  
Creating Tallahassee Food Action Plan  
and Food Policy/System Coordinating Council**

**Tallahassee Food System Workshop Planning Meeting – January 8, 2015 6-8 PM**

**Food For Us Summit - Jan. 24, 2015, 10AM-2PM**

- Engage community to collaborate and inform
- (Planned by Leon County Sustainability Office)

**Tallahassee Food System Action Plan Workshop 1 - Feb.?**

- Seek consensus on the food system goals and participants
- Shape strategies for each goal in small groups and needed next steps
- Agree on the procedure and responsibilities for finalizing an action plan

**Tallahassee Food System Action Plan Workshop 2 – Mar.?**

- Strategy development reports from experts, groups and taskforces
  - Rate the acceptability of proposed strategies and refine as needed
  - Determine needed next steps and responsibilities to complete the plan
- Seek consensus on.

**Tallahassee Food System Action Plan Adoption and Celebration – Apr. ?**

- Get stakeholders and public together;
- Introduce major efforts moving forward;
- Provide opportunities for more involvement.

**Implementation by Responsible Parties**

**Monitoring and Coordination by the Tallahassee Food Network or Another Group**



Appendix E  
**Multnomah Food Action Plan**  
(Click to access the full plan)

**What Will We Accomplish? We can:**

1. Collaborate on solutions and speak with a collective voice to achieve our goals.
2. Provide a framework to guide collaboration and stakeholder efforts,
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**Local Food TLC**  
**A Tallahassee-Leon County Project**  
**c/o Sustainable Tallahassee**

**Quarterly Report – Q2**

Sustainable Tallahassee, on behalf of the City of Tallahassee and Leon County, has conducted the activities outlined in this report under deliverable requirements for the Local Food TLC project. The project is undertaken to encourage the growth of the local food system, through promotion and support of local businesses and organizations, and also public education and outreach as it pertains to the production, distribution and consumption of local food.

Project activities are focused on the following objectives:

1. Increase awareness of local food initiatives.
2. Increase individual, civic and community involvement in the growing, selling, buying and consumption of local foods.
3. Increase community, school and home gardening in the city and county.
4. Support and promote other events and groups in their efforts to raise awareness of local food options.

**Report Period: (Q2) January – March 2015**

Project activities during the second quarter were heavily focused on event support and promotion for local businesses. Additional local food presentations were developed and delivered, with scheduling achieved for future appointments in the third quarter. Food policy work continued to develop. Work performed addresses each of the four project objectives and is detailed below.

**Project Deliverables by Objective**

**1. Increase awareness of local food initiatives.**

Project contractor organized and participated in planning meetings for “Food Policy Workshop #1: Shaping our Local Food System,” held in February at the Leon County Extension Center. She developed the workshop agenda, organized multiple facilitators, and developed the workshop PowerPoint presentation and handouts. She also secured the participation of a member of the Tallahassee-Leon County Planning Department to give a presentation on the policy process and urban farming initiative. She created promotional material and distributed the material widely by email and social media. Twenty people attended the workshop and formed three committees – marketing, research and structure. Project contractor serves on the structure committee and met with committee members to develop structural concepts for the food policy group. She organized a committee workday in March that three members of each committee was

able to attend. Additional committee workdays are scheduled for April and May, with a second public workshop tentatively planned for June. Project contractor co-manages the food policy workgroup communication system (Google groups), schedules meetings and disseminates food policy-related information through the system. Group membership has grown to 33 people.

Project contractor attended a webinar on USDA Farm to School funding opportunities, analyzed salient options for local food producer organizations, Tallahassee Food Network and Leon County Schools. Contractor distributed the material to more than 40 contacts and suggested a meeting schedule to develop project ideas for the grant application. That meeting will take place in April.

Project contractor wrote an article for Greening Our Community that appeared in the Tallahassee Democrat in March. The article detailed the local food scene, promoted local food business and community organizations. It also gave information on current initiatives and ways readers can get involved.

## **2. Increase individual, civic and community involvement in the growing, selling, buying and consumption of local foods.**

Project contractor developed a 30-minute PowerPoint presentation entitled “Local Food T-LC: Eating, Growing and Buying Local,” and a speaking guide to accompany the presentation. She also developed and adapted handouts that display a seasonal produce chart for the Tallahassee-Leon County area (by Full Earth Farm/Red Hills Farm Alliance), a weekly calendar of farmers markets and list of restaurants that source locally, and a local food resource list (by Green Tallahassee). The presentation was delivered to the Capital City Kiwanis Club in January. The presentation was attended by 30 people. Group administrators requested the presentation for posting to the Capital City Kiwanis website to provide access for members unable to attend and to increase exposure of the material.

Project contractor developed a 90-minute PowerPoint presentation entitled, “Local Food T-LC: Eating, Growing and Buying Local,” and a speaking guide to accompany the presentation. The presentation was delivered to the Center for Inquiry in February. The presentation was attended by 15 people, though three times as many were expected. The presentation was well-received and audience members were engaged.

Project contractor has scheduled delivery of a 15-minute presentation to the FSU Student Dietetics Association in April. She will develop a presentation to fit the allowed time, as well as a speaking guide to accompany the shorter presentation. That same presentation will be given to FAMU Sustainability students as part of the Earth Week festivities later in April.

Board president facilitated the scheduling of the local food presentation at Montford Middle School. The presentations to six Life Skills classes are scheduled for May. The presentations will focus on local food activities happening in the Tallahassee-Leon County area and how the students can connect what they are learning at school with participation in community projects. The school garden and agriculture system at Montford Middle School is very advanced and has a

committed champion in Thomas Lynch, who is leading the significant efforts at the school. He wants the students to learn more about what is happening outside of the school so they can continue what they are learning during the summer months, and also understand more about why the knowledge they are developing through the school garden project is important. The presentation that the project contractor will deliver in May will focus information to support this goal.

### **3. Increase community, school and home gardening in the city and county.**

Project contractor provided information to a citizen working with Leon County to develop a community garden network. The project is intended to connect community garden enthusiasts across the Tallahassee-Leon County area to facilitate the sharing of resources and knowledge for starting and maintaining community gardens. She will continue to support the project through information networking and promotion.

Project contractor met with Tallahassee Nurseries to develop ideas for their Saturday speaker series. For the resulting events, “Leon County Day” and “A Month of Fantastic Local Farmers,” project contractor provided feedback on promotional material, organized local food vendor participation and made connections to supply new speakers for the events. “Leon County Day” was held in March and included informational booths by Leon County Extension Master Gardeners, soil test kits, featured speakers and local food vendors. “A Month of Fantastic Local Farmers” featured a different local farmer each Saturday starting in March. Two of the four speakers were new to Tallahassee Nurseries events as a result of work performed under this local food promotions contract.

Project contractor met with Native Nurseries to develop ideas for increasing awareness of the unique features of the business. Needs of the business include promotional reach to develop newsletter membership and event planning support. Project contractor discussed opportunities with social and print media, radio and web exposure. She also analyzed event opportunities and suggested an August event that ties in with the business’ feature of beekeeping and local honey during that time. Discussions continue regarding ways to increase traffic to the business.

### **4. Support and promote other events and groups in their efforts to raise awareness of local food options.**

Throughout the second quarter period, project contractor planned and carried out Gramling’s Centennial Celebration. Activities included more than ten meetings with Gramling’s management, staff and marketing firm; consistent digital communication with the marketing firm regarding graphics, press and advertising needs for the event; development and communication of the event theme; development of raffle concept to promote sales leading up to the event; organization, drafting and processing of a proclamation by the City of Tallahassee; recruitment of local food vendors for event day; arrangement of event parking through Florida Department of Management Services; recruitment of history tour vendor, development of tour route and story; arrangement of two-week radio sponsorship; drafting and distribution of press release with

article published in Tallahassee Democrat; organization of VIP brunch with drafting and distribution of invitation, and contacts made with local and state government, agriculture and restaurant lobbying groups, community organizations and private businesses; recruitment and organization of event volunteers; drafting of site plan and onsite event coordination. Sustainable Tallahassee board members and Leon County Extension Master Gardeners participated as event volunteers. The event brought more than 500 individual sales receipts for Gramling's, more customers than the 100-year old business has seen on a single day in its entire history. Reports from Gramling's management indicate that customer traffic in the weeks following the event remains elevated over the sales figures of previous years.

Project contractor met with Florida Department of Environmental Protection (DEP) representative to discuss event support for Earth Day 2015. She provided planning notes and suggestions as a result of that meeting. She also provided exhibitor contacts in the economy category as requested by the DEP contact. She was subsequently informed that the DEP contact had changed and then began coordinating planning needs with the new contact. Contractor participated on two conference calls with City of Tallahassee and DEP to further discuss event planning needs. She has assisted with volunteer coordination, exhibitor and entertainer registration, and development of the local food component of the event. She helped to craft local food parameters for event participation and engaged local producers for food sourcing. She will serve as onsite volunteer coordinator for the event.

### Products/Proof of Work

- PowerPoint Presentations, "Local Food T-LC": 30- and 90-minutes
- Presenters guides for 30-minute and 90-minute presentations
- Presentation handouts
- Food Policy Workshop Agendas: general and facilitator
- Food Policy Workshop PowerPoint presentation
- Food Policy Workshop handout: organizational structure
- Food Policy Workshop advertisement
- Food Policy Workshop post-workshop document
- Gramling's Centennial Celebration press release
- Gramling's Centennial Celebration planning meeting notes (Feb 2)
- Gramling's Centennial Celebration event description, map and schedule
- Gramling's Centennial Celebration VIP brunch invitation and contact log
- Gramling's Centennial Celebration proclamation copy and talking points
- Earth Day 2015 planning meeting notes
- Earth Day 2015 Food Vendor planning notes (Mar 5)
- Earth Day 2015 Food Truck advertising notes
- Earth Day 2015 planning meeting notes (Mar 19)
- Tallahassee Democrat article: "Developing a Food Conscience Can Help Save the Planet"

**Report compiled by:** Michelle Gomez  
**Cc:** Jim Davis, Executive Director  
Anthony Gaudio, President



Earth Day 2015

Exhibitors

Making Awesome (meets Wed 6pm @ 1009 Commercial Blvd – Railroad Square)

**BACKYARD FARM**

**monticello**[pam@farmerpam.com](mailto:pam@farmerpam.com) rocket stoves



Michelle Gomez <gomezmichelle.e@gmail.com>

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## Bullets for Food Truck Flyer – Earth Day 4/25/15

1 message

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**Michelle Gomez** <gomezmichelle.e@gmail.com>  
To: "Murray, Tony" <Tony.Murray@talgov.com>

Mon, Mar 9, 2015 at 3:31 PM

### Bullets for Food Truck Flyer – Earth Day 4/25/15

Seeking food truck operators with the following business features to participate in the COT-DEP Healthy Communities Earth Day Celebration at Cascades Park:

- Healthy cooking methods (no deep-fried foods)
- Recipes that highlight local variety
- Use of locally-sourced produce, meats, dairy
- Menu items that detail local food sourcing and nutrient/calorie content

We will help connect food truck chefs with local food producers, if needed, as well as gather information on available items from local food producers.



Michelle Gomez &lt;gomezmichelle.e@gmail.com&gt;

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**Food Vendor Coordination**5 messages

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**Murray, Tony** <Tony.Murray@talgov.com>

Thu, Mar 5, 2015 at 9:31 AM

To: "Michelle Gomez &lt;gomezmichelle.e@gmail.com&gt; (gomezmichelle.e@gmail.com)" &lt;gomezmichelle.e@gmail.com&gt;

Shelley,

Good talking with you on coordination for the food trucks; I wanted to get down our action items to make sure that we are on the same page.

For me:

- 1) Coordinate with the Cascade Park – Recreation group and see if cooking is allowed on site – this is aside from the food vendor trucks; such as a large grill;
- 2) Obtain the Usage agreement and determine if there are additional considerations for the food vendors; one consideration would be for locally produced hometown homebrew; however this may not be within the venue being sought or may not even be allowed at the park; sometimes special permits are allowed (not discussed)

Overall in our coordination we will attempt to get 3 food trucks and 3 other food vendors by emphasizing local production, locally sourced food items; we will do so by creating a quick flyer to invite them to submit for our consideration specifically for healthy, locally produced food and done so by locally owned/operated businesses. Also we discussed maybe requesting Lofty Pursuits for homemade ice creams and or some other flavored shaved ice with natural and locally produced flavors.

Additional consideration may be for other Restaurants that cater and have emphasized local food productions.

For you:

- 1) A quick set of key bullet items for the flyer
- 2) A general paragraph of our scope, direction and intent – with this info we will generate and informational flyer and then get it to the Food Truck Coordinator and/or visit the trucks and ask for their consideration in joining the event – per our request for locally sourced food products
- 3) Contact with suppliers on what type, volume of supplies may be available for cooking with
- 4) Considerations on additional products such as cheeses, meats, etc.

We also discussed an educational aspect, maybe with signage, to create a scavenger hunt for kids to visit and explore exhibitors and food vendors to reinforce the local food theme; which you may be able to facilitate through a volunteer or intern; this is not part of our direct scope but may be overall value to the effort (i.e. scope creep).

Per time frame – how about we reconnect about Tuesday (March 10<sup>th</sup>?)

Please see if this captures our conversation and gives us direction/time frames? Please correct, delete, clarify, etc. as you deem needed.

I look forward to working with you on this project.

Best Regards,

T.

Tony Murray

Coordinator of Environmental Regulation Compliance

Policy & Program Development

Environmental Policy and Energy Resources (EPER)

City of Tallahassee

300 South Adams Street

Tallahassee, FL 32301

850.891.8704 (office)

850.891.8277 (fax)

Tony.Murray@Talgov.com

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Michelle Gomez <gomezmichelle.e@gmail.com>

Thu, Mar 5, 2015 at 4:44 PM

To: "Murray, Tony" <Tony.Murray@talgov.com>

This looks great, thorough. I don't have anything to add.

I'll have bullets to you tomorrow. Reconnecting on March 10th works for me. I can do a phone call or in-person meeting at 12 or after.

It's been a pleasure so far! I appreciate your creativity and your time. It's gonna be fun!

Shelly

[Quoted text hidden]

Thu, Mar 5, 2015 at 5:25 PM

891-8704

[Quoted text hidden]

[Quoted text hidden]

[Quoted text hidden]



Michelle Gomez &lt;gomezmichelle.e@gmail.com&gt;

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**HCF- Food Vendors**

3 messages

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**Taylor, Koren L** <Koren.Taylor@talgov.com>  
To: Michelle Gomez <gomezmichelle.e@gmail.com>

Thu, Mar 19, 2015 at 11:22 AM

Hi Michelle!

Can you send me a brief update on food vendors? (I'd ask Tony this, but he's out with kids on spring break.)

No registrations yet, so we're wondering about the discussions.

Thanks! Koren

~~~~~  
*Koren L. Taylor, P.G.*

Environmental Programs Coordinator

City of Tallahassee  
Environmental Policy and Energy Resources  
300 S. Adams St. A-10  
Tallahassee, FL 32301  
850-891-8703 o  
koren.taylor@talgov.com

**P**

Please consider the environment - print this e-mail only if necessary

**PLEASE NOTE: Florida has a very broad public records law. Most written communications**

**to or from government officials are public records available to the public and media upon request.**

**Your email communications may be subject to public disclosure.**

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**Michelle Gomez** <gomezmichelle.e@gmail.com>  
To: "Taylor, Koren L" <Koren.Taylor@talgov.com>

Fri, Mar 20, 2015 at 12:11 PM

Hi Koren,

Here's what we discussed at our meeting on March 10th:



1. Because of Cascade Park event vendor requirements, our first option is recruitment of food trucks that source locally and/or assisting them in sourcing produce from local farmers.
  - Prior to this meeting we developed bullet points for an advertisement to recruit the food truck operators. These parameters included healthy cooking methods and local food sourcing.
  - The information (to my understanding) was sent to the City's communications department and was scheduled to be distributed to the food truck operators/association on March 18th (I do not know if this took place). The deadline for response is 3/27.
  - We also discussed attending Food Truck Thursday at Lake Ella to speak with operators directly. I did not go yesterday, but can put it on my schedule for next week.
2. The second option is contacting restaurants with catering functions that are known to source locally. Midtown Pass and Kool Beans Cafe are two of these. I can reach out to them early next week to suss out the feasibility of participation.
3. The third option is Keiser University Culinary Arts program. I'll also reach out to them next week.
4. I was supposed to find out from you and/or Jackie about any food vendor registrations. You've said there aren't any. The requirement of liability insurance etc in the Cascades vendor agreement will likely exclude the farmers market vendors from participation.

In other news, John Leeds, Sustainable Tallahassee's volunteer coordinator, has said he will address pre-event needs for volunteer coordination. Let me know what those next steps are and I can plug him in. He will be out of town on event day, so I can perform the on-site volunteer coordination.

Shelly

[Quoted text hidden]

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**Taylor, Koren L** <Koren.Taylor@talgov.com>  
To: Michelle Gomez <gomezmichelle.e@gmail.com>

Fri, Mar 20, 2015 at 3:35 PM

Thank you J

**From:** Michelle Gomez [mailto:gomezmichelle.e@gmail.com]  
**Sent:** Friday, March 20, 2015 12:11 PM  
**To:** Taylor, Koren L  
**Subject:** Re: HCF- Food Vendors

[Quoted text hidden]

**GRAMLING'S**  
CENTENNIAL CELEBRATION  
**1915-2015**

**SATURDAY**  
**March 14th**  
**10 AM - 3 PM**



1010 South Adams Street  
Tallahassee, FL 32301  
(850) 222-4812



10AM

CHAMBER'S RIBBON CUTTING

10AM - 3PM

WALKING HISTORY TOURS, GARDENING  
WORKSHOP, FARM STAND, LOCAL FOOD, RAFFLE

SPONSORS



1010 South Adams Street  
Tallahassee, FL 32301  
(850) 222-4812

**FOR IMMEDIATE RELEASE**

February 10, 2015

MEDIA CONTACT: Michelle Gomez (850) 766-6505

PHOTOS/VIDEOS: [www.Gramlings.com](http://www.Gramlings.com); [www.facebook.com/Gramlings](http://www.facebook.com/Gramlings);  
[www.pinterest.com/Gramlings](http://www.pinterest.com/Gramlings)

## LOCAL BUSINESS MAKES 100 YEARS, REMAKES ITSELF



TALLAHASSEE, FL – In case you weren't alive in 1915, Gramling's Centennial Celebration offers the chance to glimpse a Tallahassee you never knew.

On Saturday, March 14<sup>th</sup>, you can join local leaders, farmers and regular folk as they celebrate the family-owned business that has been growing roots in this city for a century.

Beginning in the heart of downtown Tallahassee, Gramling's moved to its current location at 1010 South Adams Street in 1927.

To step inside the original feed and seed warehouse is to walk into a living history.

Wide wooden planks line the floor, worn smooth with time. Vintage metal signs advertise Carnation calf formula and Greenwood seed corn. Shelves stacked with old-fashioned washboards and shiny metal washbasins make you wonder if you left your horse tied up outside.

"I can tell you my granddaddy would be amazed we're still here," says Stan Gramling, third generation owner of Gramling's, Inc.

Thirty years ago, Stan left music, his life's dream, to keep the family business alive. The old store was his second home during childhood and he had worked there as a teen. Family always came first.

That type of commitment shows in the service Gramling's gives and the care that customers get – along with 100 years of knowledge on feed and field, horses, pets and home gardens. Gramling's has character you can't buy, and value you can't find anywhere else.

Heirloom vegetable seeds are scooped from wooden bins and weighed out on antique iron scales. They also come bagged by the ¼-pound in hand-labeled, brown paper sacks. There has never been a genetically-modified seed among the bunch.

(more)

While much of the old feel remains, the business has changed over the years. The catalogue customers, buying livestock feed, farming equipment and field seed, disappeared with rise of online shopping and dominance of the big box stores.

Many longtime residents of the area, like Leon County Commissioner Bill Proctor's parents, are favorite customers of Gramling's. But even with a loyal customer base, the business needs to reach new people to survive.

Kiersten Lee, owner of Paisley Café in Midtown, urges her customers and friends to visit the store, calling Gramling's "a true local treasure."

In its latest incarnation, Gramling's is the anchor of an emerging local food revival. Gardening supply is now the focus of the business. And everyone – from growers, to restaurateurs, to people who eat food – benefits from the vital role Gramling's plays in the local economy and the environment.

Home gardeners in the know, community garden enthusiasts, innovative educators and a new crop of young farmers turn to Gramling's for products and for knowledge. It is the place to come to learn about sustainable growing practices.

"We cater to earthy people like us," says Stan. "Regular families who want to start growing their own food. The Nathan Ballentines of the world, that's who we're here for."

Stan recalls the Man in Overalls coming into the store as a kid, asking questions and soaking up farming wisdom. As an adult, Ballentine, a recent Jefferson Award recipient, shares what he's learned through a blog with an international following.

The Man in Overalls will be on hand at Gramling's Centennial Celebration, giving free raised bed gardening workshops as a tribute to the business that treated him like family.

"Like I said in my letter to the editor," offers Ballentine, "we need Gramling's around for another 100 years."

The Centennial Celebration of this "local treasure" will take place at Gramling's current location, 1010 South Adams Street, on March 14<sup>th</sup>, from 10am to 3pm. The party begins with a ribbon cutting ceremony by the Greater Tallahassee Chamber of Commerce and proclamations by state and local lawmakers.

Festivities include walking history tours by Guided Tours in Tallahassee, gardening workshops by the Man in Overalls, fresh produce from Ripe City Farm, locally-made sausage from Limestone Meathouse and a chance to win a raised bed installation by Pro One Landscaping.

Sponsors include iHeart Radio, Sustainable Tallahassee, Tallahassee Downtown Improvement Authority, Pro One Landscaping, Paisley Café, Frenchtown Heritage Marketplace and Tallahassee Food Network.

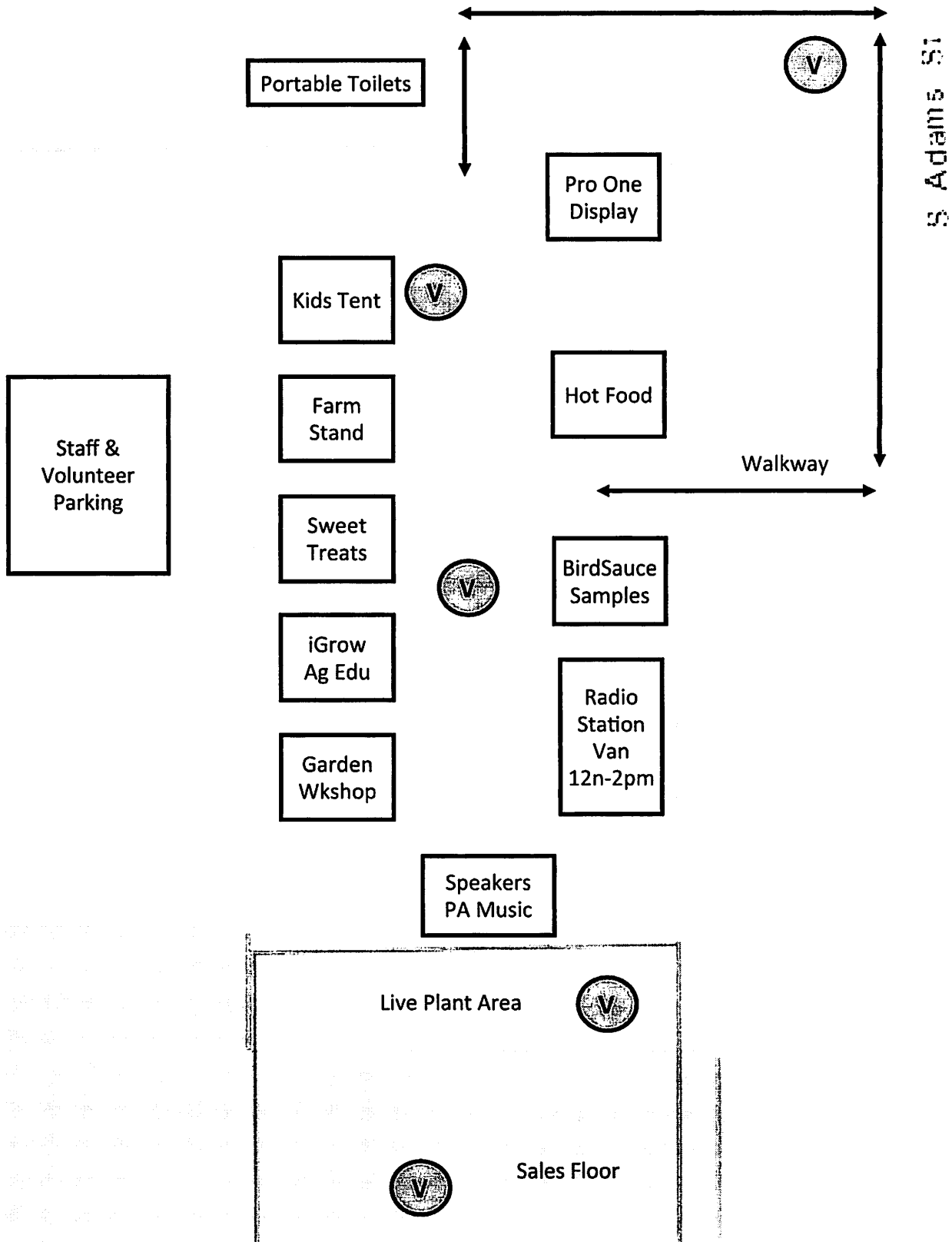
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# Gramling's Centennial Celebration—Saturday 3/14/15 10am-3pm

Blount St

Event Parking in Garage  
Across Adams Street

S Adams St





## Gramling's Event Schedule—3/14/15

|         |                                               |                                                         |
|---------|-----------------------------------------------|---------------------------------------------------------|
| 8am     | Store Opens<br>Portable toilet drop off       | Volunteers arrive, assignmts<br>Paisley Café Set-up     |
| 9am     | Private brunch begins<br>Exhibitors arrive    | Volunteers assist with VIP<br>parking, exhibitor set up |
| 10am    | Public event starts<br>Chamber Ribbon Cutting | History tour leaves from<br>downtown                    |
| 10:30am | NFIB Dir. Herrle intro<br>Rep. Workman speaks | History tour arrives at event                           |
| 11am    | Local food vendors open<br>(until 2:30pm)     | Gardening Workshop<br>Tour return transportation        |
| 12noon  | Ripe City Farm stand<br>Kids tent/facepaining | History tour leaves from<br>downtown                    |
| 1:30pm  | Gardening workshop                            | Tour return transportation                              |
| 2:00pm  | Raffle entry deadline                         | Final history tour leaves                               |
| 2:45pm  | Raffle drawing                                | History tour arrives at event                           |
| 3:00pm  | Event close<br>Clean up begins                | Final tour return transpo                               |
| 4:00pm  | End of clean up                               | High fives and naps begin                               |



WHAT: GRAMLING'S CENTENNIAL CELEBRATION

WHEN: MARCH 14<sup>TH</sup>, 9AM – 3PM

WHERE: 1010 SOUTH ADAMS STREET, TALLAHASSEE, FL

Gramling's Centennial Celebration showcases Tallahassee's thriving local food economy, and the vital role that this historic business plays within that system. A walking tour of downtown Tallahassee takes a step back in time to paint a scene of the city 100 years ago, ending at a party that rejoices in the present-day small farm revival. City leaders deliver a proclamation to Stan Gramling, the third generation owner who is maintaining traditional farming knowledge that only Gramling's can offer and focusing on the future of local food in the Capital City.

The festivities include live jazz and bluegrass, delicious treats by Paisley Café and Limestone Meats, gardening workshops by The Man in Overalls, fresh produce by Ripe City Farms and an opportunity to win a raised bed installation by Pro One Landscaping.

[www.Gramlings.com](http://www.Gramlings.com)

[www.facebook.com/Gramlings](https://www.facebook.com/Gramlings)

[www.pinterest.com/Gramlings](https://www.pinterest.com/Gramlings)

**Sponsors:**

Downtown Improvement Authority (confirmed)

Sustainable Tallahassee (pending)

Frenchtown Heritage Marketplace (pending)

City of Tallahassee (pending)

Clear Channel Communications (pending)

Pro One Landscaping (processing)

Paisley Café (processing)

## **Gramling's Anniversary Event – Planning Meeting 2/2/2015**

Attending: Stan Gramling, Cindy Gramling, Duncan  
Audrey Bell, Kyle Salas, Craig Winger  
Michelle Gomez, Beth LaCivita

### **1. Event Components**

- Chamber of Commerce Ribbon Cutting Ceremony – 10am
- City of Tallahassee Commission Proclamation – 10:30am
- Walking History Tour
  - 10am, 12n, 2pm
  - 30 minute walking tour starting from Adams @ Park
  - Return ride
- Hot Food
  - Paisley Café 10am-12n
  - Jason Connell/Limestone Meats 12n-2:30pm
  - Other
- Farm Stands
  - iGrow/TFN
  - Ripe City Farm
  - Damayan Garden Project
  - Tent/table donation by FNIA
- Music
  - Sound/stage?
  - Opener
  - Stan on stage
  - Afternoon?
- Raffle
  - Item/partner?
  - Mar1-14 Gramling's purchase, Facebook "like"
  - End of event winner

### **2. Lead-up Events**

- State Proclamation
- WTXL Home & Garden Appearance
- Other

## **Gramling's Anniversary Event – Planning Meeting 2/2/2015**

### **3. Promotions**

- Press Kit
  - By 2/6
  - Tallahassee Democrat, WCTV+, Florida Memory, Tallahassee Magazine, City Archives, Garden Writers Assoc., NFIB
  - Promo Sponsorship – Clear Channel
- Graphics
  - Billboard, yard signs
  - Poster, flier
  - Components – specs, schedule highlights

### **4. Event Name**

### **5. Parking**

### **6. Volunteers**

- Sustainable Tallahassee, FSU Student Sustainability Initiative, FAMU Future Health Professionals

### **7. Schedule**

- Planning timeline
- Event day including set-up & break-down

## Proclamation by the City Commission of Tallahassee, Florida

WHEREAS, Gramling's, Inc. was begun in 1915 by Owen I. Gramling, Sr., in the Old Union Bank building, which was located at that time in the 100 block of Adams Street; and

WHEREAS, the business moved in 1922 to the present-day site of City Hall and then in 1925 to its current location near the railroad tracks at 1010 South Adams Street because railway was the main mode of shipping at that time; and

WHEREAS, the business has supported the farming community since opening in 1915, becoming an important element of the rich agrarian history of North Florida, and still exclusively carries heirloom seed varieties; and

WHEREAS, Gramling's is actively involved in the local food movement, supporting community and school gardens, rural and urban agriculture, grower and consumer education, sustainable and natural practices; and

WHEREAS, the business has remained family-owned and operated for three generations and has been owned for the past 30 years by E. Stanley Gramling II, who honors his family traditions while supporting the farmers and food producers of the future; and

WHEREAS, this year marks the 100<sup>th</sup> year of business for Gramling's, Inc., an historic family operation that represents a vital link within the local economy.

THEREFORE, BE IT PROCLAIMED BY THE BOARD OF CITY COMMISSIONERS OF TALLAHASSEE, FLORIDA, that we recognize and honor

### Gramling's Inc.

for providing 100 years of exemplary and continuous service, and contributing to the unique fabric of our great city.

DATED this 14<sup>th</sup> day of March, 2015.

## Talking Points for Gramling's Proclamation by the City of Tallahassee

- There were fewer than 10,000 people living in Tallahassee when Stan Gramling's grandfather, Owen I. Gramling, Sr., opened the business in 1915.
- Much of the land North Florida at that time was used for agriculture.
- Gramling's has survived a nearly 20-fold increase in population, and has lasted through decades of decline in agriculture to emerge as a central fixture in the recent revival of home gardening, urban agriculture and small farms.
- The business has moved from the heart of downtown at Park and Adams, to the site of modern-day City Hall, to its current location built in 1925. The 90-year old warehouse was built by the railroad tracks to receive stock by railcar at a time when much of the country's goods traveled that way. A half-ton door in the back of the store would be opened with some effort, and heavy sacks of feed and field seed stacked onto heart pine floor boards. All except the railcars still exist.
- Being adaptive to the changing needs of the city and responsive to the interests of customers has kept Gramling's in business for a century. In addition to livestock feed, field seed, discount groceries, hardware, gardening tools, horse tack and pet health products have all been sold at one time.
- Home gardeners, community food advocates, young urban and micro farmers, long-time livestock farmers, teachers and community garden organizers all turn to Gramling's for heirloom seed varieties and advice on growing food, managing pests and seasonal changes. Gramling's is where old fashioned service still matters and the customer comes first.
- Stan Gramling has owned the business for more than 30 years, succeeding his father and uncle who took over when O.I. Gramling, Sr. died in 1961.

| <b>Target Name</b> | <b>Organization/Business</b> | <b>Contact Name</b> |
|--------------------|------------------------------|---------------------|
| Gwen Graham        | U.S. Congress - 2nd District | Eva Gavrish         |
| Halsey Beshears    | Florida House                | Hope Lossing        |
| Betsy Gray         | GT Chamber of Commerce       | Betsy Gray          |
| Mary Ann Lindley   | Leon County Commission       | Mary Ann Lindley    |
| Jim Davis          | Sustainable Tallahassee      | Jim Davis           |
| Bill Montford      | Florida Senate               | Marilyn Barnes      |
| Marc               | Pro One Landscaping          | Marc                |
| Director Herrle    | NFIB                         | Kristen Butler      |
| Shonda Knight      | WCTV                         | Shonda Knight       |
| Julie Montanaro    | WCTV                         | Julie Montanaro     |
| Byron Dobson       | Tallahassee Democrat         | Byron Dobson        |
| Gerald Ensley      | Tallahassee Democrat         | Gerald Ensley       |
| Susan Nardizzi     | FDACS-Div of Mktg & Devel    | Susan Nardizzi      |
| Carol Dover        | Florida Restaurant (FRLA)    | Emily Macrae        |
| Mercer Fearington  | Southern Strategy Group      |                     |
| Bill Proctor       | Leon County Commission       |                     |
| Andrew Gillum      | Mayor                        |                     |

| Contact Email                                                                                | Phone           | Invite | Response |
|----------------------------------------------------------------------------------------------|-----------------|--------|----------|
| <a href="mailto:eva.gavrish@mail.house.gov">eva.gavrish@mail.house.gov</a>                   | (202) 225-5235  |        |          |
| <a href="mailto:hope.lossing@myfloridahouse.gov">hope.lossing@myfloridahouse.gov</a>         | (850) 717-5007  | X      |          |
| <a href="mailto:bgray@talchamber.com">bgray@talchamber.com</a>                               | (850) 879-0678  | X      |          |
| <a href="mailto:lindley@leoncountyfl.gov">lindley@leoncountyfl.gov</a>                       |                 | X      | Y        |
| <a href="mailto:jimdavis@sustainabletallahassee.org">jimdavis@sustainabletallahassee.org</a> |                 | X      | Y        |
| <a href="mailto:barnes.marilyn@flsenate.gov">barnes.marilyn@flsenate.gov</a>                 | (850) 487-5003  | X      |          |
| <a href="mailto:marc@proonelawn.com">marc@proonelawn.com</a>                                 | (850) 545-1188  |        |          |
| <a href="mailto:kristen.butler@nfib.org">kristen.butler@nfib.org</a>                         | (850) 681-0416  | X      |          |
| <a href="mailto:shonda.knight@wctv.tv">shonda.knight@wctv.tv</a>                             | (850) 893-9221  |        |          |
| <a href="mailto:julie.montanaro@wctv.tv">julie.montanaro@wctv.tv</a>                         | (850) 893-9221  | X      | N        |
| <a href="mailto:bdobson@tallahassee.com">bdobson@tallahassee.com</a>                         | (850) 599-2258  |        |          |
| <a href="mailto:gensley@tallahassee.com">gensley@tallahassee.com</a>                         | (850) 599-2310  | X      | N        |
| <a href="mailto:susan.nardizzi@freshfromflorida.com">susan.nardizzi@freshfromflorida.com</a> | (850) 617-7300  |        |          |
| <a href="mailto:emacrae@frla.org">emacrae@frla.org</a>                                       | 8502242250 x222 |        |          |



*Stan & Cindy Gramling*

*and the staff of Gramling's, Inc.*

*Cordially invite you to a private brunch*

*given by Paisley Cafe*

*in honor of*

*Gramling's Centennial Celebration*

*Saturday, March 14th*

*9am-10am*

*1010 South Adams Street*



RSVP by March 2nd  
[marketing@gramlings.com](mailto:marketing@gramlings.com)

## Food Policy Workshop #1: Shaping Our Local Food System

### Settle & Refreshments (5min)

### Welcome (10min) [Shelly]

Hello – Identify facilitators and meeting support staff

Rules – Respect, Inclusion, Participation

Agenda – Review of topics we'll engage

“Priorities Post-its” – Category headings (identified during our first gathering in December) have been placed around the room. Participants are invited to write down priorities for our local food system and post them on the wall in an appropriate category throughout the meeting. Just write them down as the thoughts strike you and stick them to the wall. (Will be used in dot-voting activity later in the agenda.)

### Introduction (15min)

“Who’s Here” – [Tom] Participants raise hands in response to questions that allow people to self-identify their “category” and/or reason for coming: food producers, processors, distributors, sellers, servers, eaters, system managers, others.

Common Language – [Rosa] Brief glossary of terms is reviewed so we all understand the language that will be used during the workshop.

“6-Word Visions” – [Hanah] A la the 6-word memoir, participants are asked to craft a sentence that defines what they want from their food system and for their community/city using only six words. Participants submit their work to support staff. (Will be used in collaborative visioning activity later in the agenda).

### Foundation (15min)

Our Purpose – [Shelly] Brief description of the type of activity a food policy work group would undertake is reviewed.

Policy in Action – [Shelly] An example of existing policy work that has resulted from efforts of a food policy work group is shared.

Group Share – [Molly] Participants are invited to share food policy work they are aware of that has impressed them and/or policy work they would like to undertake in the next 12 months. (Under two minutes each.)

\*For segments that don’t require preparation, I’ll ask the group for volunteers to facilitate.

\*Facilitators participate in small group work unless leading that particular segment. If leading, then required to keep time and monitor small group process.

## Food Policy Workshop #1: Shaping Our Local Food System

### **Our Food System (30min)**

Our Food Systems Diagram – [Lauren] An introduction to the food systems asset map housed on Proper Channel, potential for the tool and how to interact with it is provided. Participants discuss where they fit in the custom diagram.

Visioning Our Food System – [Toby] A word cloud is created (by software) from the 6-word visions composed by participants during the introduction segment. Common themes expressed as larger words in the image are discussed. Consensus on a vision statement is attempted.

### **Break (10min)**

### **Food Policy Workgroup (40min)**

City Status – [Jiwuan] An overview of the municipal policy-making process and summary of current local food action by the City of Tallahassee is provided.

Mission – [Molly] Participants break into small groups to craft a mission statement for the food policy workgroup. A word cloud is created from small group products. Common themes expressed as larger words in the image are discussed. Consensus on a mission statement is attempted.

Structure – [Shelly] Summary of several possible organizational structures is provided. Participants break into small groups (different groupings than mission statement work) to assess the pros and cons of each organizational arrangement. Groups designate a speaker to share findings with the larger gathering.

### **Action (45min)**

Local Priorities – [Hanah] Facilitator explains the dot voting process. Participants start with five “votes.” Participants wander around the room to read the ideas on the “priority post-its” and choose their favorites. Each vote must be placed on a different priority. Voting rounds continue until the top two priorities in each category have been chosen. Participants are given three votes for subsequent rounds.

Next Steps & Assignments – [Tom] Participants break into small groups to identify 3-5 next steps. Next steps relate to group formation, representation, organizational structure, etc., rather than identified priorities, i.e. what are the very next three things we need to do to. Small groups select a member to present findings to the larger group. Common themes are recorded and three next steps are identified. Participants self-select a “next-step committee,” exchange contact information and set a committee meeting date.

### **Close [Shelly] Group identifies a date for Workshop #2**

\*For segments that don’t require preparation, I’ll ask the group for volunteers to facilitate.

\*Facilitators participate in small group work unless leading that particular segment. If leading, then required to keep time and monitor small group process.

## **Food Policy Workshop #1: Shaping Our Local Food System**

- 9:05      **Welcome**
- Discussion Guidelines
  - Priorities Post-its
- 9:15      **Workshop Introductions**
- Who's Here
  - Common Language
  - Visioning Exercise Part 1
- 9:30      **Foundational Discussion**
- What a food policy group is and does
  - Examples of food policy work in action
  - Group share – work that has impressed us and work we want to do
- 9:45      **Our Food System**
- Food Systems Diagram
  - Custom Diagram / Living Document
  - Visioning Exercise Part 2
- 10:15      **Break**
- 10:25      **Our Food Policy Work Group**
- Policy Process Overview
  - Status of City of Tallahassee's Urban Ag Policy Work
  - Mission Statement Workshop
  - Organizational Structure Workshop
- 11:00      **Work Group Action**
- ~~Local Priorities Workshop~~
  - Next Steps & Committees
- 11:45      **Close & Thank You**

TLHfoodpolicy@gmail.com

**Food Policy Workshop #1**

Shaping Our Local Food System

Leon County Extension Office  
615 Paul Russell Road

**Saturday, February 21st  
9am—12noon**

Chefs  
Farmers  
Citizens  
Planners  
Educators  
Economists  
Lawmakers  
Distributors  
Entrepreneurs  
Health Advocates  
Market Managers  
Conservationists  
Community-Organizers

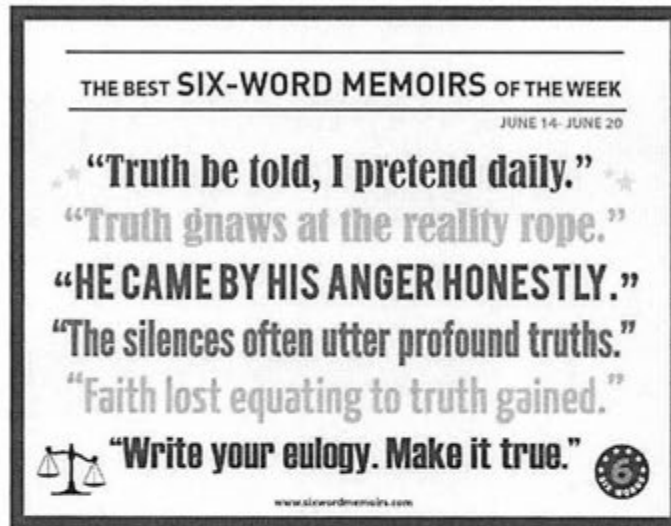
## Common Language

**Policy** – definite course of action and method of action  
(what we're going to do and why to address a particular need)

**Food System** – everything it takes to get the food we eat onto our tables and what happens after all of those steps

# Visioning Our Food System

In six  
words...



## What is a Food Policy Council?

The central aim of most food policy councils is to **identify** and **propose** innovative **solutions** to improve local or state food systems, spurring local economic development and making food systems more environmentally sustainable and socially just.

Foodfirst.org

## Projection: 250 FPCs across the U.S. in 2015

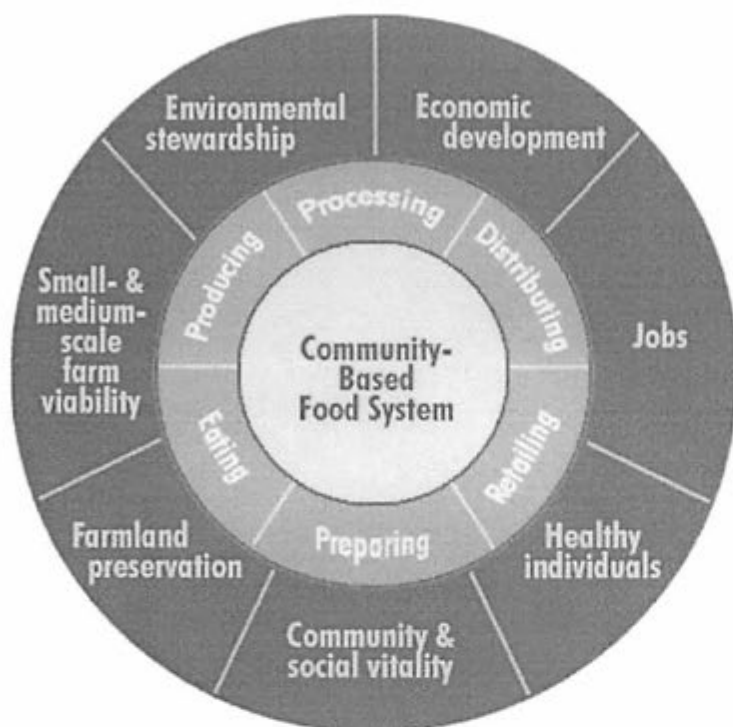
- Connect economic development, food security efforts, preservation and enhancement of agriculture and environmental concerns
- Support the development and expansion of locally produced foods
- Review proposed legislation and regulations that affect the food system
- Make recommendations to government bodies
- Gather, synthesize and share information on community food systems
- Conduct food assessments and prepare food plans that develop a regional vision for change in the food system

Mark Winne, author of Closing the Food Gap

## Examples of food policy in action

<http://www.ihsp.edu/research/centers-and-institutes/johns-hopkins-center-for-a-livable-future/projects/FPN/legislation/local.html>





## Food System Diagram

## Our Food System Vision...



# Mission Statement Workshop

## Group 1

To establish a sustainable local food system that promotes economic development through access to affordable, fair, health food for all.

## Group 2

To create a local food system that is equitable and sustainable, collaboratively promoting health, nutrition and education about open-sourced food.

## Group 3

To create a community-based, sustainable and equitable food system centered around education and regional agricultural production that fosters the local economy and provides healthy and affordable food for all people in the Tallahassee-Leon County area and surrounding counties.

# Examples of Organizational Structure

## **Oakland Food Policy Council**

Began forming in 2007 following a recommendation in the Oakland Food System Assessment. By 2009, a Development Committee was reviewing applications for members. Approved members serve for three years on a 21-seat volunteer council that meets 10 times per year. First youth member was approved in 2010. Now a fiscal project of Earth Island Institute with paid staff and interns.

## **Vermont Farm 2 Plate Network**

Formed by legislative action in 2009. Vermont Sustainable Jobs Fund serves as the backbone organization for a network of 350+ organizations working together to implement the Farm to Plate Strategic Plan. Five working groups with elected chairs break into smaller task forces. A steering committee with government and working group representation guides the overall partnership.

## **Massachusetts Food Policy Council**

Created through legislation in 2010. Government members are selected from the state house, senate and executive bodies. The governor chooses seven members from the food production and marketing chain. Other stakeholder groups are chosen to serve on an advisory council.

## **Pittsburgh Food Policy Council**

Formed in 2009 when a group of local stakeholders began convening to address community issues. A collaborative advisory organization is housed in the Cooperative Extension Office. Three levels of membership include a 15-member Steering Committee, general membership and working groups.

## Local Priorities - Dot Voting

- Postponed to Workshop #2
- Priorities lists compiled to be shared with email group

## What do we need to do next?

- Develop a structure and mission statement for this group.
- Compile the research that has been done. Use Google group (or an alternative) to network and share resources. Kim Wiley, Lowell Collins,
- Create a marketing committee.
  - Have a legislative (state and local) day.
  - Combine efforts with other groups/events/meetings.
  - Engage people from the community, TMH, other institutions farmers, local grocery stores, etc. who are not here. Promote conversation to a wider audience.
  - Promote our next workshop and efforts with flyers, notices.
  - Print business cards.
  - Develop our local food information using Proper Channel
- Schedule our next workshop

3 Committees:  
Marketing, Research & Structure

Next event: Committee Work Day  
Saturday, March 21<sup>st</sup> 10am-12noon  
LC Extension Office, 615 Paul Russell

## Organizational Structure

### Non-Profit FPC

#### Strengths

More control by food advocates  
Fewer bureaucratic restraints  
Diverse sources of funding

#### Weaknesses

Less public accountability  
Lack of official standing with elected officials  
Lack of staffing

### Public Sector FPC

#### Strengths

Public accountability/legitimacy  
Public involvement  
Access to government staff  
Coordination of food system across different departments

#### Weaknesses

Bureaucratic inefficiency  
Political infighting  
Less attention to community desires  
Changing levels of support

#### Coalition:

A pact or treaty among individuals or groups, during which they cooperate in joint action, each in their own self interest, joining forces together for a common cause. An alliance that may be temporary or a matter of convenience among those with overlapping interests.

#### Collaboration:

Working with others to do a task and to achieve common goals by sharing knowledge, learning and building consensus. Form of leadership is usually social within a decentralized and egalitarian group.

#### Collective Impact:

The approach calls for multiple organizations or entities from different sectors to abandon their own agenda in favor of a common agenda, shared measurement and alignment of effort. Unlike collaboration or partnership, Collective Impact initiatives have centralized infrastructure – known as a backbone organization – with dedicated staff whose role is to help participating organizations shift from acting alone to acting in concert.

[TLHfoodpolicy@gmail.com](mailto:TLHfoodpolicy@gmail.com)

Chefs

Farmers

Citizens

Planners

Educators

Economists

Lawmakers

Distributors

Entrepreneurs

Health Advocates

Market Managers

Conservationists

Community-

Organizers

# Food Policy Workshop #1

## Shaping Our Local Food System

Leon County Extension Office  
615 Paul Russell Road

**Saturday, February 21st**  
**9am—12noon**

Chefs  
Farmers  
Citizens  
Planners  
Educators  
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Market Managers  
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Community-Organizers

TLFoodPolicy@gmail.com

## Food Policy Workshop #1

Shaping Our Local Food System

Leon County Extension Office  
615 Paul Russell Road

**Saturday, February 21st**  
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### Common Language

**Policy** – definite course of action and method of action  
(what we're going to do and why to address a particular need)

**Food System** – everything it takes to get the food we eat onto our tables and what happens after all of those steps

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### Visioning Our Food System

In six words...

THE BEST SIX-WORD MEMOIRS OF THE WEEK

"Truth be told, I pretend daily."

"Truth gnaws at the reality rope."

**"HE CAME BY HIS ANGER HONESTLY."**

"The silences often utter profound truths."

"Faith lost equating to truth gained."

**"Write your eulogy. Make it true."**

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### What is a Food Policy Council?

The central aim of most food policy councils is to identify and propose innovative solutions to improve local or state food systems, spurring local economic development and making food systems more environmentally sustainable and socially just.

Foodfirst.org

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### Projection: 250 FPCs across the U.S. in 2015

- Connect economic development, food security efforts, preservation and enhancement of agriculture and environmental concerns
- Support the development and expansion of locally produced foods
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Mark Winne, author of *Closing the Food Gap*

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### Examples of food policy in action

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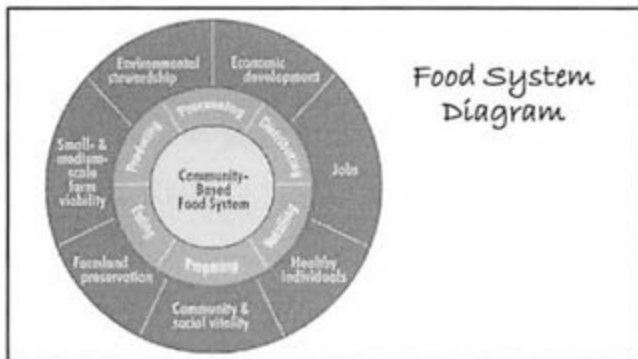
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**Mission Statement Workshop**

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## Examples of Organizational Structure

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### Pittsburgh Food Policy Council

Formed in 2009 when a group of local stakeholders began convening to address community issues. A collaborative advisory organization is housed in the Cooperative Extension Office. Three levels of membership include a 15-member Steering Committee, general membership and working groups.

## Local Priorities – Dot Voting

- Everyone gets 5 dots for the first round
- Only one vote per priority (you can stick all five dots on one thing)
- Second round, we get 3 dots
- Goal = Identify top two priorities in each category

## What do we need to do next?

- 1.
- 2.
- 3.

Committee Sign-ups

Date for Workshop #2: Developing the Plan



## TALLAHASSEE FOOD RESOURCES

**COMMUNITY GARDENS:** No space to grow? There are community gardens in which you can obtain a plot to nurture veggies and swap gardening advice while meeting friends and new people. Leon County and the City of Tallahassee provide grants and technical assistance, if you want to start a community garden or need help finding one.

*City program:* It takes a group of at least ten people who want to build and maintain the garden together. Plots are located on city-owned property. Contact the City Community Garden Coordinator at: [Koren.Taylor@talgov.com](mailto:Koren.Taylor@talgov.com) Or, see the city's Community Garden website at: <http://www.talgov.com/planning/planning-envirom-gardening.aspx>

*Leon County:* Provides plots on county property for community and stakeholder gardens. There are three kinds of support: a grant program for financial assistance, if needed, material assistance through mulch, compost bins and rain barrels and technical consultation through the Leon County Cooperative Extension Office. Contact Trevor Hylton at [trevor.hylton@famu.edu](mailto:trevor.hylton@famu.edu). Or for more information on the county's Community Garden program, see: <http://www.growinggreen.org/docs/garden/about.pdf>

### WEBSITES AND RESOURCES to get you started:

**Growing Green Map** of community gardens, local farms and farmers' markets - in progress  
<http://www.growinggreen.org/map/>

**Leon County Extension Demonstration Center** <http://leon.ifas.ufl.edu/>

**VegHeadz** <http://northfloridavegheadz.blogspot.com/> a blog on gardening and community resiliency

**Green Food Tallahassee** <http://greenfoodtallahassee.com> a blog with resources, vegan links, an extensive listing of local (100 mile radius) farms and CSA's and food news from the Red Hills region

**Florida Farm to School Program** is dedicated to linking local farms to school food service to increase fresh, local produce for students.  
<http://www.farmtoschool.org/our-network/Florida>

**Damayan Garden Project** is a small non-profit that goes into schoolyards, community centers, and low-income housing communities providing everything needed to establish a raised-bed vegetable garden. [www.damayan.org](http://www.damayan.org)

**Tallahassee Food Network** is a local nonprofit that helps connect people with all aspects of the local food movement: production, sales, advocacy, education.  
[www.tallahasseefoodnetwork.org](http://www.tallahasseefoodnetwork.org)

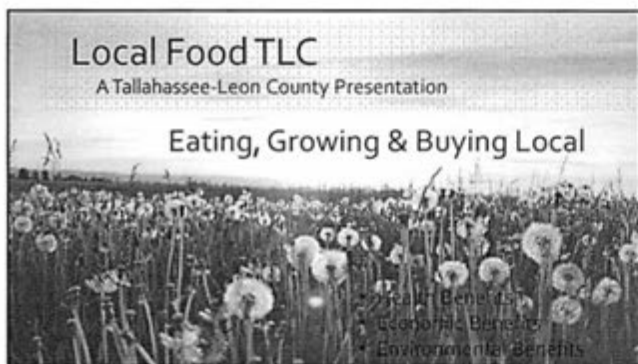
Special thanks to the *Tallahassee Food Network* and *Green Food Tallahassee* for compiling this information. October 2013 US creative common license: Attribution-NonCommercial-ShareAlike. You are free to share, copy, redistribute for non-commercial purposes. Just credit the source. Thanks! (Update: ST 1/2015)

| Name | Contact | Interest Area |
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Presentation:      Center for Inquiry      Sunday, February 8, 2015

| Name | Contact | Interest Area |
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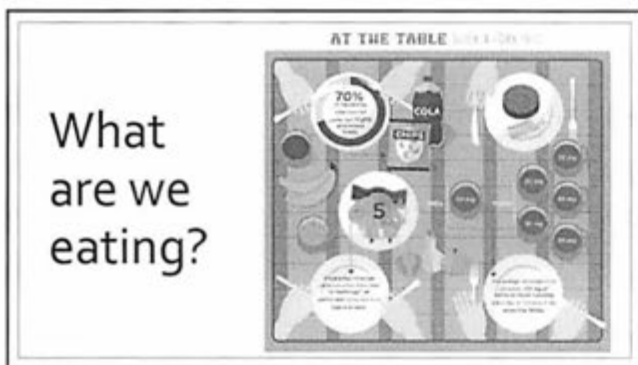
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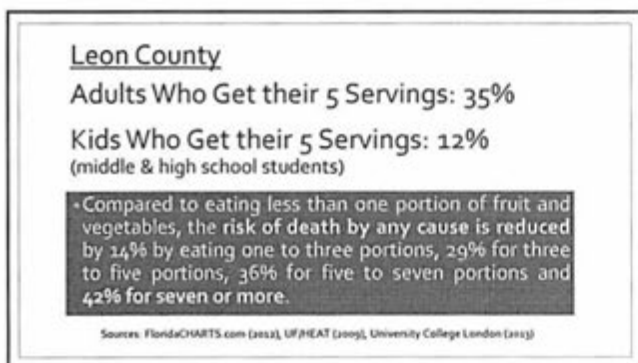
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**Where does our food come from?**

- 80% of food is grown on large farms (though 95% of farms are small, family-owned) and trucked to chain retail locations
- 2.6 million semi trucks on U.S. roads on any given day, most of them carrying agriculture
- Average piece of fruit travels 5,120 miles from field to store

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Tallahassee ranked highest in the state in local food purchase as a percentage of total food purchase at **40%**

Impact of local food purchase in Florida (2012)

- 183,625 jobs
- \$19 billion in industry revenues
- \$851 million in business taxes to local, state and federal government

Source: Local Food Systems in Florida, UF 2013

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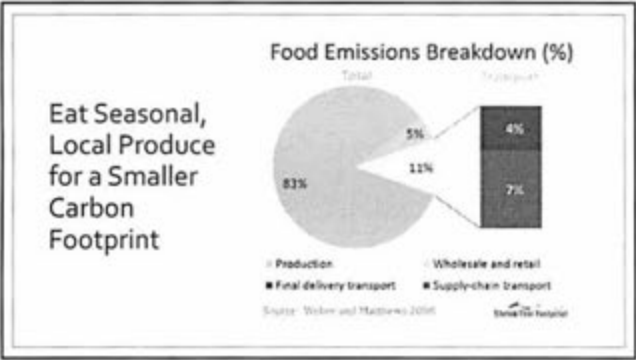
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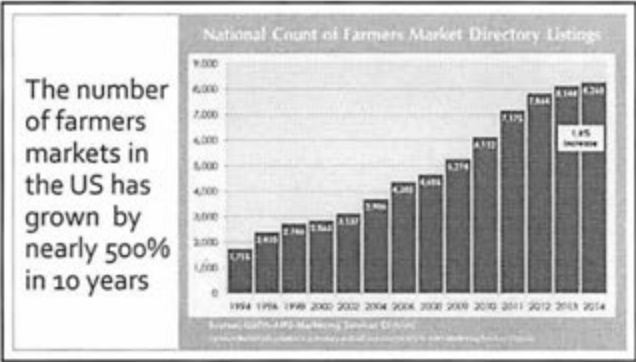
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**Community Supported Agriculture**

Ripe City Farms  
Spring season starts January 26<sup>th</sup>

Sanguon's Organics  
Organic web site  
Weekly delivery of produce and wild edibles

Owen River Farm  
Special orders from the weekly newsletter

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**Community Gardens: 75 in Tallahassee**



Tallahassee Food Network - TFN

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**Permaculture: Strategies for Sustainable Home Gardening**

Classes available at Leon County UF/IFAS Extension Office

<http://leon.ifas.ufl.edu/>



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### iGrow Youth Empowerment Program - TFN



- Leadership
- Food Advocacy
- Urban Farming
- Entrepreneurship

[www.tallahasseefoodnetwork.org](http://www.tallahasseefoodnetwork.org)

Market Sales @ the Farm: M/F 2:30 - 5:30pm  
514 Dunn Street

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### Get Involved: Local Food Events

- Leon County Sustainability Summit: **January 24<sup>th</sup>**  
"Food for Us: We're all at the Table" @ FSU Turnbull Center  
Register Now! [www.growinggreen.org](http://www.growinggreen.org)
- Local Food Policy Workgroup: **February 21<sup>st</sup>**  
Leon County Extension Office
- Gramling's 100<sup>th</sup> Anniversary: **March 14<sup>th</sup>**  
1010 South Adams Street
- Earth Day 2015 @ Cascades Park: **April 25<sup>th</sup>**

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### Get Involved: Local Food Monthly Meetings Free & Open to the Public

- Tallahassee-Area Permaculture Meet-up  
**First Sunday @ 2pm**, Lululand, Chairs Cross Road
- Edible Garden Club  
**First Monday @ 6pm**, Winthrop Park, 1601 Mitchell Ave
- Tallahassee Food Network's Collards & Cornbread  
**Second Thursday @ 1:30pm**, iGrow Farm, 514 Dunn Street
- Sustainable Tallahassee's Green Drinks  
**Last Wednesday @ 5:30**, Midtown Pass, 1019 N. Monroe

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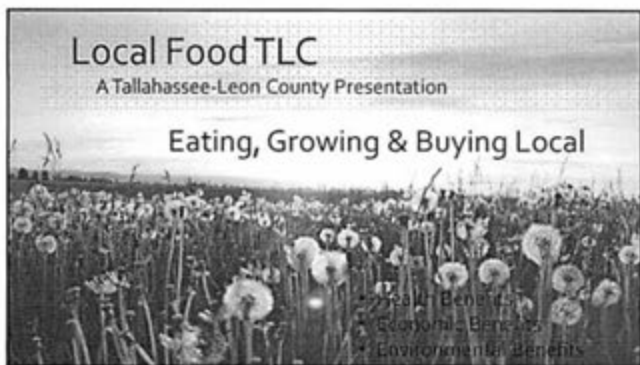
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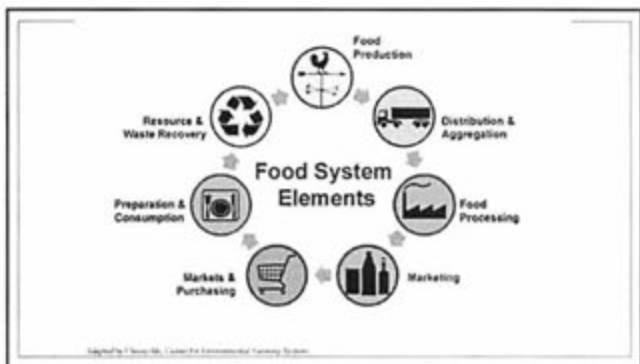
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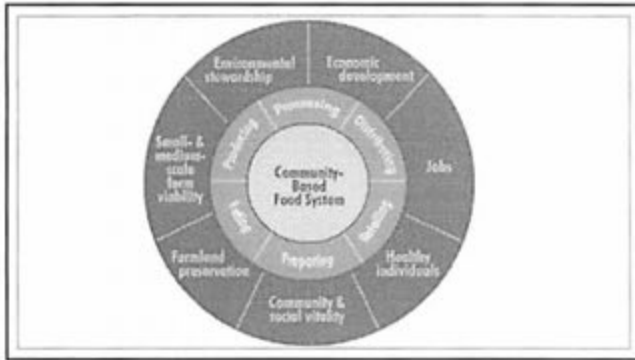
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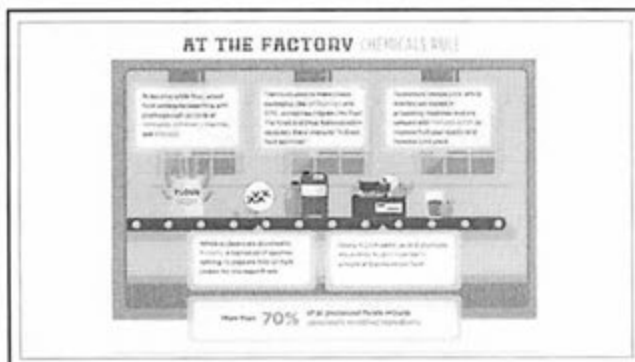
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### Leon County

Adults Who Get their 5 Servings: 35%

Kids Who Get their 5 Servings: 12%  
(middle & high school students)

Compared to eating less than one portion of fruit and vegetables, the risk of death by any cause is reduced by 14% by eating one to three portions, 29% for three to five portions, 36% for five to seven portions and 42% for seven or more.

Sources: FloridaCHARTS.com (2013), UP/HEAT (2009), University College London (2013)

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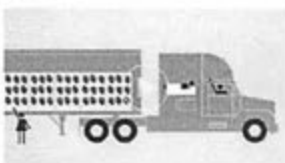
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Where  
does  
our  
food  
come  
from?

### FOOD BY THE NUMBERS



Berry Road Trip

Source: Berry Road Trip, a project of the Berry Road Trip Foundation

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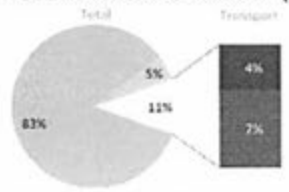
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Eat Seasonal,  
Local Produce  
for a Smaller  
Carbon  
Footprint

### Food Emissions Breakdown (%)



Source: Willet and Matthews 2009  
Berkshire Food Security

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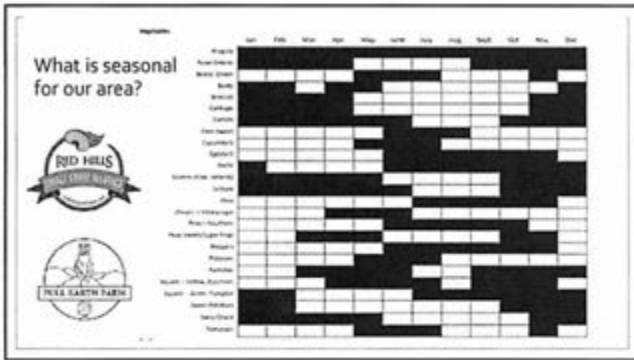
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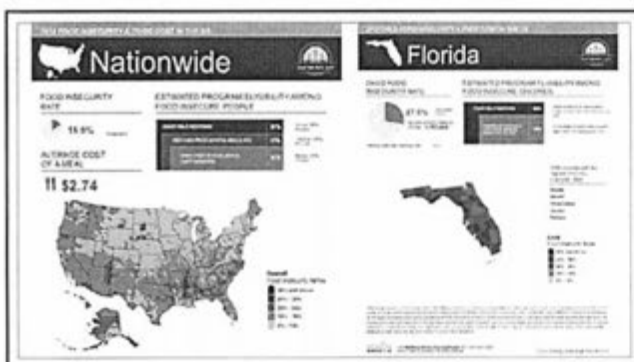
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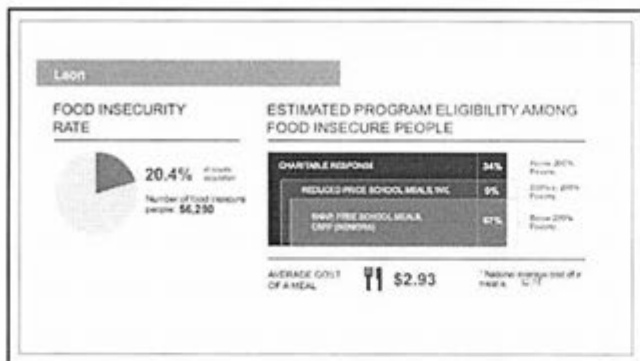
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**Purchase Incentives:  
Addressing Fresh Food Access**



**EBT & Fresh Access Bucks**

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Tallahassee ranked highest in the state in local food purchase as a percentage of total food purchase at 40%

Impact of local food purchase in Florida (2012)

- 183,625 jobs
- \$19 billion in industry revenues
- \$851 million in business taxes to local, state and federal government

Source: Local Food Systems in Florida, UF 2013

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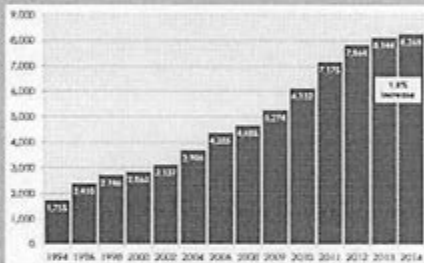
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The number of farmers markets in the US has grown by nearly 500% in 10 years

National Count of Farmers Market Directory Listings




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Tallahassee-area Farmers Markets



| City                    | UP                      | TP                      | TP                      | TP                      | TP                         | TP                      |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|----------------------------|-------------------------|
| Sunshine Growers Market | Kilbuck Farmers Market  | Greenway Market         | Howe Lafayette Organic  | Kilbuck Farmers Market  | Tallahassee Farmers Market |                         |
| Green Growers Market    | Greenway Market         | Greenway Market         | Greenway Market         | Greenway Market         | Greenway Market            | Greenway Market         |
| Red Hills Online Market | Red Hills Online Market | Red Hills Online Market | Red Hills Online Market | Red Hills Online Market | Red Hills Online Market    | Red Hills Online Market |

Markets in bold are open year-round

Source: USDA Agricultural Marketing Service (AMS) (2013)

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### Community Gardens: 75 in Tallahassee



Tallahassee Food Network - TFN

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### Starting a Community Garden




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- Launched January 24<sup>th</sup>
- Reopening Feb/Mar

**Volunteers Needed!**



Check out packets a month  
Nothing to return - no late fees!  
100 different vegetables to start from seed  
Seeds available at willowdale

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## iGrow Youth Empowerment Program - TFN



- Leadership
- Food Advocacy
- Urban Farming
- Entrepreneurship

[www.tallahasseefoodnetwork.org](http://www.tallahasseefoodnetwork.org)

Market Sales @ the Farm: M/F 2:30 - 5:30pm  
514 Dunn Street

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Sustainable Tallahassee's Writer Series: Greening our Community Blogs @ [www.sustainabletallahassee.com](http://www.sustainabletallahassee.com)

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## School Gardens

- |                                  |                                |                       |
|----------------------------------|--------------------------------|-----------------------|
| • Bond Elementary                | • Sail High                    | • Roberts Elementary  |
| • Hartsfield Elementary          | • Apalachee Elementary         | • Gadsden Head Start  |
| • Astoria Pre-K                  | • Magnolia Elementary & Middle | • Florida High        |
| • Cornerstone Learning Community | • School for Arts & Sciences   | • Raa Middle          |
| • Richards High                  | • Grassroots School            | • Holy Comforter      |
| • Fairview Middle                | • Kate Sullivan Elementary     | • Oakridge Elementary |
| • Nims Middle                    | • FAMU High                    | • Trinity Catholic    |
| • Ghazvini Learning Center       | • PACE                         |                       |

**Damayan Garden Project**  
[www.Damayan.org](http://www.Damayan.org)

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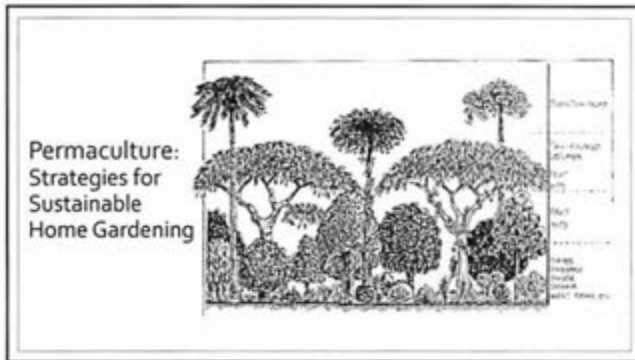
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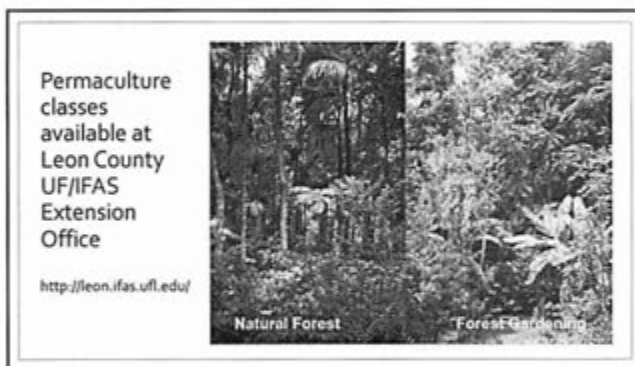
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**Get Involved: Local Food Events**

- Potato Day @ Gramling's: February 14<sup>th</sup>  
[www.Gramlings.com](http://www.Gramlings.com)
- Local Food Policy Workgroup: February 21<sup>st</sup> 9a-12n  
Leon County Extension Office, 615 Paul Russell Road
- Gramling's 100<sup>th</sup> Anniversary: March 14<sup>th</sup> 10a-3p  
1010 South Adams Street
- Earth Day 2015 @ Cascades Park: April 25<sup>th</sup> 9a-3p

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Get Involved: Local Food Monthly Meetings  
Free & Open to the Public

- Tallahassee-Area Permaculture Meet-up  
First Sunday @ 2pm, Lululand, Chairs Cross Road
- Edible Garden Club  
First Monday @ 6pm, Winthrop Park, 1601 Mitchell Ave
- Tallahassee Food Network's Collards & Cornbread  
Second Thursday @ 1:30pm, iGrow Farm, 514 Dunn Street
- Sustainable Tallahassee's Green Drinks  
Last Wednesday @ 5:30, Midtown Pass, 1019 N. Monroe

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## LOCAL FOOD TLC – 30min

Please sign in. Indicate your interests. I will do my best to keep you connected with what interests you.

**Slide 1** – Title, Tallahassee-Leon County. Presentation focus - three benefits. Dandelions – one of the gentlest detoxifiers available. Ironically, also one of the most heavily poisoned plants. Can eat it out of the yard, provided you don't spray it with Roundup or fertilize your lawn with chemicals.

**Slide 2** – What we are eating, review stats

**Slide 3** – Nearly 2/3 of Leon County adults do not get recommended servings, barely 10% of adolescents do. 2013 UK study first to scientifically link produce servings to health.

**Slide 4** – produce begins losing its vitamin content (health benefits) the moment it is picked. Watch Berry Road Trip, if you get a chance, less than two minutes. Many compelling graphics and interesting articles at [www.natgeofood.com](http://www.natgeofood.com).

**Slide 5** – When dollar is spent at corporate/chain grocery, the farmer gets about 15 cents. That ratio flip-flops when food dollar is spent at farmers market or CSA. Local multiplier – spending food dollar on locally-sourced products returns three times as much money to the local economy. SOURCE: American Independent Business Alliance, 2012.

**Slide 6** – yet only 2% of agricultural products produced in the US are purchased in the local food system. Potential for (even more) significant impact to our local economy. SOURCE: Congressional research service, 2012.

**Slide 7** – Distance food travels has an environmental impact, but it's actually the production of industrial-scale, non-seasonal farming that creates the overwhelming effect. Understand how to make the responsible choice as often as you can – (handout) shows what is seasonal for us.

**Slide 8** – Popularity of local food growing. Farmers markets on the rise.

**Slide 9** – No matter what day you need to shop, there's a farmers market open. Also farm-to-table restaurants (handout).

**Slide 10** – Community Supported Agriculture is the most direct support for local farmers. Unique features and character, healthier, often at cheaper prices than chain grocery stores. Don't just have to "see what you get" any more with Owen River Farm.

**Slide 11** – Grow your community while you grow food. (Handout) gives resources for starting or joining a community or school garden in your neighborhood.

**Slide 12** – Learn new techniques at Extension. Edible & functional landscaping – pineapple under bedroom window, raspberry hedge

**Slide 13** – And teach them at iGrow

**Slide 14** – also Jan17 @ FAMU Viticulture (6506 Mahan Drive) Agroecology: The Search for Truly Sustainable Ag, Dr. Miguel Altieri. (same place) Jan26 – Healthy Farms, Healthy Lives with Don Huber & Jim Gerristen (\$\$\$)

**Slide 15** – Free monthly meetings. Share those you know.



## Tallahassee Area Seasonal Fruit and Vegetable Calendar



As popular as shopping and eating local are becoming, it's important to know what grows in our area and when it's generally available. When we eat "in season," we eat produce that is of high quality and nutrient dense because it is freshly harvested. It would be impossible to list everything that can be grown within 100 miles of the Capitol on one page so this is a sampling. Availability of different crops can vary by a few weeks, a month or more due to weather conditions and individual farm practices. Growers are working hard to bring new crops to the region as well as maintain classic favorites. Use this guide to help you plan for eating in season.

Key:  = in season  = not in season

### Vegetables

|                           | Jan. | Feb. | Mar. | Apr. | May | June | July | Aug. | Sept. | Oct. | Nov. | Dec. |
|---------------------------|------|------|------|------|-----|------|------|------|-------|------|------|------|
| Arugula                   |      |      |      |      |     |      |      |      |       |      |      |      |
| Asian Greens              |      |      |      |      |     |      |      |      |       |      |      |      |
| Beans- Green              |      |      |      |      |     |      |      |      |       |      |      |      |
| Beets                     |      |      |      |      |     |      |      |      |       |      |      |      |
| Broccoli                  |      |      |      |      |     |      |      |      |       |      |      |      |
| Cabbage                   |      |      |      |      |     |      |      |      |       |      |      |      |
| Carrots                   |      |      |      |      |     |      |      |      |       |      |      |      |
| Corn-Sweet                |      |      |      |      |     |      |      |      |       |      |      |      |
| Cucumbers                 |      |      |      |      |     |      |      |      |       |      |      |      |
| Eggplant                  |      |      |      |      |     |      |      |      |       |      |      |      |
| Garlic                    |      |      |      |      |     |      |      |      |       |      |      |      |
| Greens (Kale, collards)   |      |      |      |      |     |      |      |      |       |      |      |      |
| Lettuce                   |      |      |      |      |     |      |      |      |       |      |      |      |
| Okra                      |      |      |      |      |     |      |      |      |       |      |      |      |
| Onions – Vidalia type     |      |      |      |      |     |      |      |      |       |      |      |      |
| Peas – Southern           |      |      |      |      |     |      |      |      |       |      |      |      |
| Peas-Sweet/Sugar Snap     |      |      |      |      |     |      |      |      |       |      |      |      |
| Peppers                   |      |      |      |      |     |      |      |      |       |      |      |      |
| Potatoes                  |      |      |      |      |     |      |      |      |       |      |      |      |
| Radishes                  |      |      |      |      |     |      |      |      |       |      |      |      |
| Squash – Yellow, Zucchini |      |      |      |      |     |      |      |      |       |      |      |      |
| Squash – Acorn, Pumpkin   |      |      |      |      |     |      |      |      |       |      |      |      |
| Sweet Potatoes            |      |      |      |      |     |      |      |      |       |      |      |      |
| Swiss Chard               |      |      |      |      |     |      |      |      |       |      |      |      |
| Tomatoes                  |      |      |      |      |     |      |      |      |       |      |      |      |

### Fruits

|                    |  |  |  |  |  |  |  |  |  |  |  |  |
|--------------------|--|--|--|--|--|--|--|--|--|--|--|--|
| Blackberries       |  |  |  |  |  |  |  |  |  |  |  |  |
| Blueberries        |  |  |  |  |  |  |  |  |  |  |  |  |
| Melons             |  |  |  |  |  |  |  |  |  |  |  |  |
| Figs               |  |  |  |  |  |  |  |  |  |  |  |  |
| Grapes – Muscadine |  |  |  |  |  |  |  |  |  |  |  |  |
| Lemons – Meyer     |  |  |  |  |  |  |  |  |  |  |  |  |
| Peaches            |  |  |  |  |  |  |  |  |  |  |  |  |
| Pears              |  |  |  |  |  |  |  |  |  |  |  |  |
| Persimmons         |  |  |  |  |  |  |  |  |  |  |  |  |
| Strawberries       |  |  |  |  |  |  |  |  |  |  |  |  |
| Satsuma Tangerines |  |  |  |  |  |  |  |  |  |  |  |  |

# Tallahassee-area Farmers Markets



Source: USDA Agricultural Marketing Service (AMS) 1/2015

| Su                            | M                                        | Tu                                                 | W                                         | Th                                      | F                                            | Sa                                                          |
|-------------------------------|------------------------------------------|----------------------------------------------------|-------------------------------------------|-----------------------------------------|----------------------------------------------|-------------------------------------------------------------|
|                               | Sunshine<br>Growers<br>Market<br>11a-2pm | Killearn<br>Farmers<br>Market<br>2p-dusk           | Growers<br>Market<br>Lake Ella<br>3p-dusk | New<br>Lafayette<br>Organics<br>3p-dusk | Killearn<br>Farmers<br>Market<br>2p-dusk     | Tallahassee<br>Farmers<br>Market<br>8am-1pm                 |
|                               | Green<br>Grocers<br>Market<br>3pm-5:15   | Growers<br>Market<br>@Purple<br>Martin<br>3pm-6:00 |                                           |                                         | iGrow<br>Farm<br>Sales<br>2:30pm –<br>5:30pm | Frenchtown<br>Heritage<br>Marketplace<br>Apr-Nov<br>9am-1pm |
| Red Hills<br>Online<br>Market | Red Hills<br>Online<br>Market            | Red Hills<br>Online<br>Market                      | Red Hills<br>Online<br>Market             | RHOM<br>Pick-up<br>Day                  |                                              | Downtown<br>Marketplace<br>Mar-Nov<br>9am-2pm               |

Markets in bold are open year-round

## Restaurants that source locally:

**Bread & Roses Kitchen**, 915-2 Railroad Avenue  
**Cypress**, 320 East Tennessee Street  
**The Grain**, 112 All Saints Street  
**Higher Taste Café**, 1350 East Mahan Drive  
**Indigo Bistro**, 1690 Raymond Diehl Road  
**Juicy Blue (Sheraton)**, 316 West Tennessee Street

**Kool Beans Café**, 921 Thomasville Road  
**Miccosukee Root Cellar**, 1311 Miccosukee Road  
**Sage**, 3534 Maclay Boulevard South  
**Soul Vegetarian**, 1205 South Adams Street  
**Sweet Pea Café**, 832 West Tharpe Street  
**Vertigo Burgers & Fries**, 1395 East Lafayette Street

## Local Food Presentation (90min) – Slide Guide

1. Title slide
  - a. **Any herbalists in the room? Anybody eat weeds?**
  - b. Dandelions = one of the most gentle tonics, cleanses the body of toxins; also one of the most heavily sprayed with poison (home)
2. Food System Diagram
  - a. **What is a food system? What do you think about this diagram?**
3. FS Diagram – extended
  - a. Community-based perspective, can get complicated
4. FS Diagram – cleaner
  - a. Health of environment, people, local economy all come into play when thinking about food system from a local perspective.
5. What are we eating – infographic
  - a. **How many people think about what's in your food, or not in it? (49 peaches)**
  - b. **What have you noticed about flavor trends in “conventional” fresh produce?**
  - c. Produce begins losing nutrients once its picked, and (therefore) favor
  - d. **How about flavor trends in processed foods?**
6. Factory chemicals – infographic
  - a. **Are there things you stay away from?**
  - b. **Did you see the article in Mother Jones magazine on BPA/BPA-free plastics?**  
(Share experience)
7. Leon County rates of produce consumption / College of London study (2013)
  - a. First-ever study measuring health benefit of produce servings
8. Where does our food come from – video
  - a. **How many people look for local food?**
  - b. **How far do you think food travels to get to you? (5,120mi)**
  - c. **Do planes or trucks use more fossil fuel? (2.6mil semis)**
  - d. Local food = more nutrients (fresh picked), fewer toxins (small-scale production)



## Local Food Presentation (90min) – Slide Guide

9. Eat seasonal for smaller footprint – Production largest component of emissions
10. Seasonal produce chart
11. Most farms are family farms
  - a. **Anyone a farmer? Come from a farming family?** (Share experience)
12. Farm share of dollar
  - a. Ratio flips when spent at farmers market
  - b. Farm worker share of dollar = \$0.01
13. Local economic return of indies vs chains
  - a. Widely quoted figure is 2-3.5 times; heard as high as 8 (local to LC)
14. US Agricultural receipts
  - a. Ag is big business
  - b. 1/3 exported
  - c. States with highest ag revenues have some of the highest food insecurity rates
15. Nationwide & Florida food insecurity
  - a. **What is food insecurity?**
  - b. Florida infographic is specific to children
16. Leon County food insecurity
  - a. One third (or more than 19,000 people) don't have adequate access to or availability of fresh food, yet do not qualify for assistance programs.
17. Fresh Access Bucks
  - a. Frenchtown Heritage Marketplace is the only farmers market that takes EBT centrally; only retail food location between Duval and Escambia Counties with the Fresh Access Bucks program (through Florida Organic Growers)

## Local Food Presentation (90min) – Slide Guide

### 18. Frenchtown Heritage Marketplace

- a. Season opens Saturday, April 11<sup>th</sup> in conjunction with National Public Health Week and FAMU Institute of Public Health – corner of
- b. Needs donations/sponsors to fund market operations; tax-deductible; donate online
- c. Planned indoor market and local food support hub – mid-2015; **complete survey**

### 19. Tallahassee supports local food / Local food impact in Florida

### 20. Farmers markets in US

### 21. Tallahassee-area farmers markets

- a. How many people realized there is a farmers market available every day of the week, multiple times per day?

### 22. Red Hills Online Market

- a. Home delivery, new hub @ New Leaf

### 23. CSA

- a. Best for farmers
- b. Sanguon offers half shares, most economical
- c. ORF – delivery and special orders

### 24. Restaurants – list is growing

- a. More on handout
- b. **Know of any others?**

### 25. Community gardens

- a. TFN can help with technical assistance
- b. Gardens in public housing communities need help with spring planting, maintaining
- c. **Is anyone involved with a community garden? (Share experience)**

### 26. Programs at both the City and County to help start a community garden

- a. Grants, in-kind and material support

## Local Food Presentation (90min) – Slide Guide

27. Seed library – **interested in volunteering?** Put name on sheet

28. iGrow

- a. Volunteer
- b. Collards & Cornbread
- c. **Any iGrow volunteers here?** (Share experience)

29. School gardens teach life skills

- a. All academic subjects and other essential non-academics – respect, stewardship, patience, collaboration; also therapy, coping strategies

30. School gardens – Damayan

- a. Damayan volunteers have installed most of the existing school gardens
- b. **Any Damayan volunteers here?** (Share experience)
- c. Very small organization, need funding support & volunteers

31. Permaculture as home gardening

- a. **Anybody involved in permaculture?** (Share experience)
- b. Edible and functional landscaping – Pineapple under bedroom window, raspberry hedge

32. Permaculture at Extension

33. Local Events

- a. Volunteers for Gramling's Centennial
- b. Volunteers for Earth Day 2015

34. Monthly meetings

- a. **Any other local food-related groups?** (Share information)

## Q&A

# Developing a food conscience can help save planet

Michelle Gomez, Sustainable Tallahassee 10:33 p.m. EDT March 29, 2015



(Photo: Joe Rondone/Democrat files)

We are at a strange place in human history. Obesity and hunger are simultaneous health issues. Most of what we eat no longer resembles a plant or animal. If it does, it likely traveled farther to get to the grocery shelf than many of us will roam in our lifetimes.

This disconnection from our food sources, and resulting culture of absent-minded eating, has devolved the delicate balance of personal health, economic vitality, social connectivity and environmental sustainability. Food choices impact them all.

Food grown locally tastes better, because its nutrient content is higher. Local farmers care about the land and serve as stewards of our forests and waterways.

A community garden offers opportunity for social interaction and sharing of food costs. A backyard garden is the ultimate in food security.

Money spent at a local business stays in the local economy, and keeps circulating.

The City of Tallahassee and Leon County governments have both recognized the central role that food plays in our collective health. They have enlisted Sustainable Tallahassee to help promote the benefits of buying, growing and eating locally-sourced food.

In that effort, Sustainable Tallahassee is supporting local businesses, like Gramling's Seed & Feed Store and Native Nurseries, with event organization and promotion.

Gramling's Centennial Celebration drew over 500 customers to the store. More people came than the 100-year-old business has ever seen on a single Saturday, buying goods and getting advice for starting or maintaining their home gardens.

Sustainable Tallahassee has also developed interactive presentations that detail the health, economic and environmental benefits of locally-sourced food. The customized presentations have received enthusiastic response by churches, community organizations, business clubs and school groups.

The timing is right to tip the scales in local food's favor.

Nearly a decade of work on the local food scene is beginning to show in big ways. The number of restaurants sourcing locally seems to grow by the day. Red Hills Small Farm Alliance, with more than 50 member farms, is developing producer capacity to meet an expanding demand.

Tallahassee Food Network has launched a Southside location of its successful urban agriculture and youth education program known as iGrow Whatever You Like.

Frenchtown Heritage Marketplace, with the support of Tallahassee-Leon County Community Redevelopment Agency, is working to expand fresh food access among low-income residents and increase economic diversity through food entrepreneurship. A multi-service location is scheduled to open this summer.

Innovative projects, like Tallahassee Aquaponics, are engineering food production methods that mimic the species integration of natural ecosystems to reduce waste and energy use.

Amazing things are happening, but we're not there yet. There is a need to coordinate activity and address policy barriers that hinder local food production and consumption. Local government is listening to the community and working to address master plans that are largely silent on these issues.

If it seems overwhelming, remember that it's actually very simple. Think about what you're eating. You can help yourself, your neighbor, your city, and your planet by making a conscious choice to make it local.

Michelle Gomez is working on behalf of Sustainable Tallahassee, Leon County, and the City of Tallahassee to promote the production and consumption of locally-sourced food. Sustainable Tallahassee is a member of the Capital Area Sustainability Council that brings you "Greening Our Community" articles. Learn more at [www.SustainableTallahassee.org/CASC](http://www.SustainableTallahassee.org/CASC).

Read or Share this story: <http://on.tdo.com/1CnRygS>

**Local Food TLC**  
**A Tallahassee-Leon County Project**  
**c/o Sustainable Tallahassee**

**Quarterly Report – Q3**

Sustainable Tallahassee, on behalf of the City of Tallahassee and Leon County, has conducted the activities outlined in this report under deliverable requirements for the Local Food TLC project. The project is undertaken to encourage the growth of the local food system, through promotion and support of local businesses and organizations, and also public education and outreach as it pertains to the production, distribution and consumption of local food.

Project activities are focused on the following objectives:

1. Increase awareness of local food initiatives.
2. Increase individual, civic and community involvement in the growing, selling, buying and consumption of local foods.
3. Increase community, school and home gardening in the city and county.
4. Support and promote other events and groups in their efforts to raise awareness of local food options.

**Report Period: (Q3) April – June 2015**

Project activities during the third quarter focused on event support, and development of school and community gardening initiatives. Additional local food presentations were developed and delivered, with scheduling achieved for future appointments in the fourth quarter. Work performed addresses each of the four project objectives and is detailed below.

**Project Deliverables by Objective**

**1. Increase awareness of local food initiatives.**

Project contractor participated as a local food representative in Leon County Extension Office's annual review. She informed the review panel, made up of members from various regions about Tallahassee-Leon County local food initiatives. Topics included food safety and farming certifications, resident education and promotion of a local food brand; those were Extension has been and can be significant support to farmers, retailers and residents.

Project contractor delivered a presentation to the Capital Area Sustainability Council, as requested by that group, to familiarize members with the local food promotion project and give notice of upcoming activities to engage more agencies and organizations in the project. As a result of the presentation, Leon County Schools Policy Coordinator Bill Berlow offered to

arrange a videotaping of the upcoming presentation to Montford Middle School (September) to use throughout the district to promote awareness and use of local food in schools and students' homes.

Project contractor pursued contacts and scheduled fourth-quarter local food presentations with Green Drinks (July), Capital Rotary Club (July), Whole Child Leon (August) and Montford Middle School (September).

## **2. Increase individual, civic and community involvement in the growing, selling, buying and consumption of local foods.**

Project contractor developed and delivered a presentation on the health, environmental and economic benefits with a focus on local food security as it relates to personal nutrition to the Florida State University Student Dietetics Association. More than 30 students were in attendance. As a result of that presentation, the project contractor was later contacted by one of the students who had just started a summer internship at a health department in South Florida. The student's preceptor voiced interests in urban gardening and the student reached out to the project contractor for contacts and information. The contractor connected the student with community, school and urban gardening experts, furthering Tallahassee-Leon County as an information source for local food practices.

Project contractor developed and delivered a presentation on the health, environmental and economic benefits with a focus on environmental factors and local food in student life to an audience of at least 30 FAMU students and faculty in the Sustainability and Public Health Schools. Students were very engaged, asking questions and voicing interest in expanding sustainability efforts and local food options on campus. The presentation included a local food sampling bar with salad greens, tomatoes, cheeses, breads and berries, with source information intact.

Sustainable Tallahassee Board Member delivered a presentation on the health, environmental and economic benefits to an audience of 50 people at the Sunshine Rotary Club. The presentation was well received and several people requested additional information on community-supported agriculture (CSA). Community-supported agriculture is one of the most sustainable ways to support local farmers, a buy-direct program that supports the farmer through purchase of crop shares. Project contractor provided local options for CSAs including Red Hills Online Market, Sanguon's Organic and Ripe City Urban Farm.

Project contractor attended the Kids Incorporated Stepping Up Ceremony for Brandon's Place at Lincoln Center as a guest speaker. Contractor spoke to 40 parents, staff and teachers about the budget expansion potential when buying local food at the Frenchtown farmers market. That farmers market provides SNAP access and a SNAP match program that can significantly extend a family's food buying capabilities when spent on local produce, honey or live plants. Economic

opportunity for entering the marketplace to earn extra money as a farmer or food entrepreneur was also discussed.

### **3. Increase community, school and home gardening in the city and county.**

Project contractor gathered numerous stakeholders, representing a wide array of community partners and municipal organizations, to the table to discuss an application to the USDA Farm to School Grant Program to develop a viable project concept for the benefit of Tallahassee-Leon County students, families, schools and provider organizations. The multiple planning discussions resulted in an implementation proposal for support services that involves uniform collection of extensive baseline data to support understanding of the needs and opportunities present for Tallahassee-Leon County Farm to School initiatives. Project contractor wrote and submitted the grant application on behalf of Tallahassee Food Network and partners including Leon County Health Department, Leon County Schools, Damayan Garden Network, Agrinauts Training Program, Titus-CHAMPIONS and other interested parties.

Because of the effort performed to convene the Farm to School stakeholder group and the resulting project concept, the project contractor was asked to help identify appropriate public and private stakeholders that should be present in discussions as they develop their Farm to School programming. The project contractor participated in two meetings and a field trip to Alachua County to view the Lofton High School Farm to School operation. Delivered a presentation that included trip notes and photographs as research regarding successful strategies in an effort to inform what practices can be adapted to our area.

Project contractor participated as a support member to develop the Community Garden Network. The initial meeting for the group was held in June. Participants discussed strategies for network development, fundraising and policy development. Project contractor took meeting notes and provided pertinent information related to current local food projects. The Community Garden Network is a new group formed with the intention of expanding the existence and functionality of community gardens in Tallahassee-Leon County.

### **4. Support and promote other events and groups in their efforts to raise awareness of local food options.**

Project contractor participated in the Healthy Communities Festival, a joint effort between Tallahassee-Leon County and the Florida Department of Environmental Protection. She provided planning support, volunteer coordination support, as well as event day coordinator and labor. She met with City staff to develop recruitment advertising for food vendors that highlighted local sourcing, sustainable production and healthy cooking methods.

Project contractor provided planning support for Jubilee Orchards First Annual Family Day. She connected event organizers with local food suppliers and provided marketing support, developing an event logo, flyers and social media promotional content. When the organizers



decided to hold the public event in 2016 instead, she connected Jubilee Orchards with Native Nurseries so the two companies could take advantage of cross-promotional opportunities related to the private fundraising event that remained scheduled. The two companies connected through mutual benefit and the private event was a success.

Project contractor met with Tallahassee Nurseries to discuss promotional support. She helped to develop an event concept for the business' Saturday speaker series that focuses on farm-to-school activities targeting teachers (August). She provided local food contacts to support the event planning efforts. She also scheduled to write a blog article for Good Green News/Tallahassee Democrat that focuses on fall planting practices and supplies available at Tallahassee Nurseries (September).

Project contractor provided funding application support and product consultation to a local farmer for development of a value-added product to be marketed as a Tallahassee-Leon County brand. The product could be used in development of additional "Tallahassee" signature drinks and food items. The funding is related to a planning grant for a market feasibility study and business plan development of the product. The product extends the revenue potential for the new farmer, who is facing significant competition from outside the region and pressure from increasingly unpredictable weather, by making use of early and late crop yield that would otherwise be wasted.

### Products/Proof of Work

- (2) PowerPoint Presentations, "Local Food T-LC": Diet and Environment focuses (15-min)
- Presenters guides for diet and environment presentations
- Farm-to-School field trip photos
- Extension Farm-to-School meeting agenda
- USDA Farm-to-School Project meeting notes
- USDA Farm-to-School Program grant narrative
- Community Garden Network meeting notes
- Tallahassee Nurseries correspondence
- Jubilee Orchards special event graphics
- Jubilee Orchards & Native Nurseries correspondence
- Extension Review invitation/notice
- Bill Berlow (LCS) correspondence

Report compiled by: Michelle Gomez  
Cc: Jim Davis, Executive Director  
Anthony Gaudio



Michelle Gomez &lt;gomezmichelle.e@gmail.com&gt;

## Farm to School Meeting June 16th, 1:30 pm, Extension Office

2 messages

Jameson, Molly C &lt;mjameson@ufl.edu&gt;

Tue, Jun 2, 2015 at 12:16 PM

To: Amy Bradbury LCS <bradburya@leonschools.net>, Heidi Copeland <Copelandhe@leoncountyfl.gov>, "yahrootz@gmail.com" <yahrootz@gmail.com>, Michelle Gomez <gomezmichelle.e@gmail.com>, "agrinauts@gmail.com" <agrinauts@gmail.com>, "LCollins239@gmail.com" <LCollins239@gmail.com>, "tobydavine@gmail.com" <tobydavine@gmail.com>, "Prevatt,Stefanie L" <sduda1@ufl.edu>, Lauren Chappell Harris <ChappellL@leoncountyfl.gov>, "Osgood,Laurie" <osgoodlb@ufl.edu>, "Walmer,Christina" <cbwalmer@ufl.edu>, Kristi Hatakka <kristi@damayan.org>, "Marshall-Hirvela,Chelsea Anastasia" <camhirvela@ufl.edu>, "Burnett,Robbie N" <robbie4363@ufl.edu>, "Zamojski,Kendra" <hughson@ufl.edu>, "Campbell,David N" <campbell@ufl.edu>, Tonda Nelson FAMU 4-H Ext <tondamnelson@yahoo.com>, eva goldman <ezzieg23@gmail.com>, Trevor Hylton <HyltonT@leoncountyfl.gov>

Greetings Everyone,

Our next Farm to School/Farm to Community meeting is scheduled for **Tuesday, June 16th, at 1:30 pm in the Extension Office (615 Paul Russell Rd) auditorium.**

At this meeting we hope to have representation from many important partners, including UF/IFAS Extension, FAMU Extension, Leon County School Board, Damayan Garden Project, Tallahassee Food Network, iGrow, the Agrinauts, and other organizations and supporters.

Some of us were able to attend the Lofton High School Farm to School tour in Gainesville on May 29th, in which David Banes, and Exceptional Student Education Transition Specialist, and ESE students gave us a very thorough tour and great information about how their program functions and insight into successes and failures they've encountered along the way. Many of the components of Alachua's program are excellent examples for Leon County - especially given their success over such a short time period - and may help us as we build our Farm to School efforts.

I hope to see everyone at the meeting on June 16th, at 1:30 pm.

Thank you,

-

Molly Jameson

*Sustainable Ag and Community Food Systems Ext. Agent*

*UF/IFAS Leon County Extension*

*615 Paul Russell Road*

Tallahassee, FL 32301

mjameson@ufl.edu

(850) 606-5219

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**Kristi Hatakka** <kristi@damayan.org>

Thu, Jun 4, 2015 at 4:38 PM

To: "Jameson, Molly C" <mjameson@ufl.edu>

Cc: Bakari McClendon <bakari.mcclendon@gmail.com>, Michelle Gomez <gomezmichelle.e@gmail.com>

Hello Molly

Thank you for the invite. Unfortunately I will not be able to attend. I hope to send someone in my place to represent Damayan at the table. If not, I may be able to call into the meeting at least to listen in and here what everyone is sharing this round. Please let me know what number to call and if that would be a possibility.

Here is a link to the life lab's page on regional support models. Please share with the group. I like the concept and while Leon County will certainly develop a grand Farm to School program its always good to see how other groups have supported the school garden movement in their region.

<http://www.lifelab.org/for-educators/schoolgardens/toolbox/regional-support-models/>

Edweb is another great resource. They have a webinar on regional school garden models that can be viewed after signing up for the "growing school gardens" online community.

<http://www.edweb.net/schoolgardens>

**Kristi Hatakka** 850-339-7406

**Damayan Garden Project**

[www.damayan.org](http://www.damayan.org)

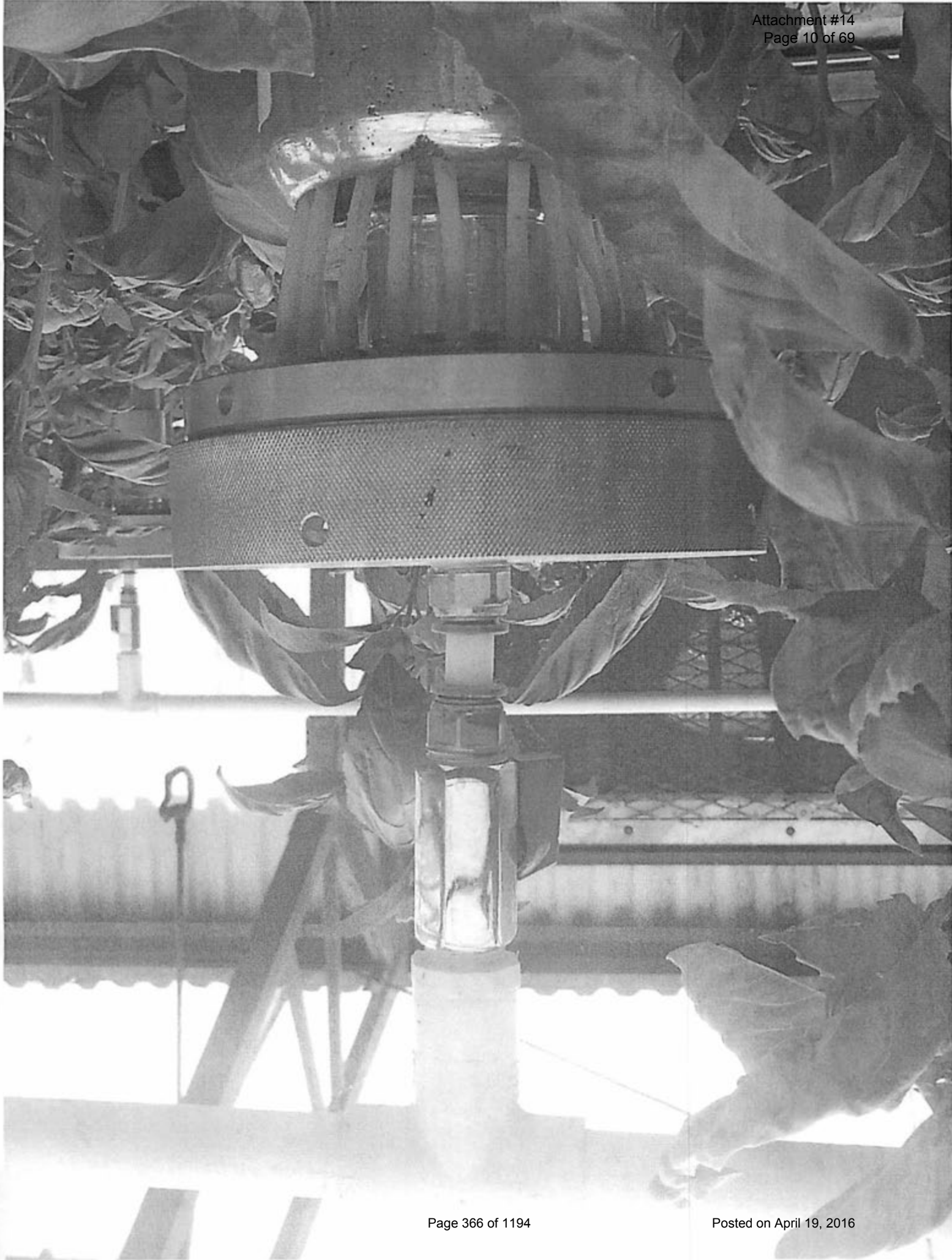
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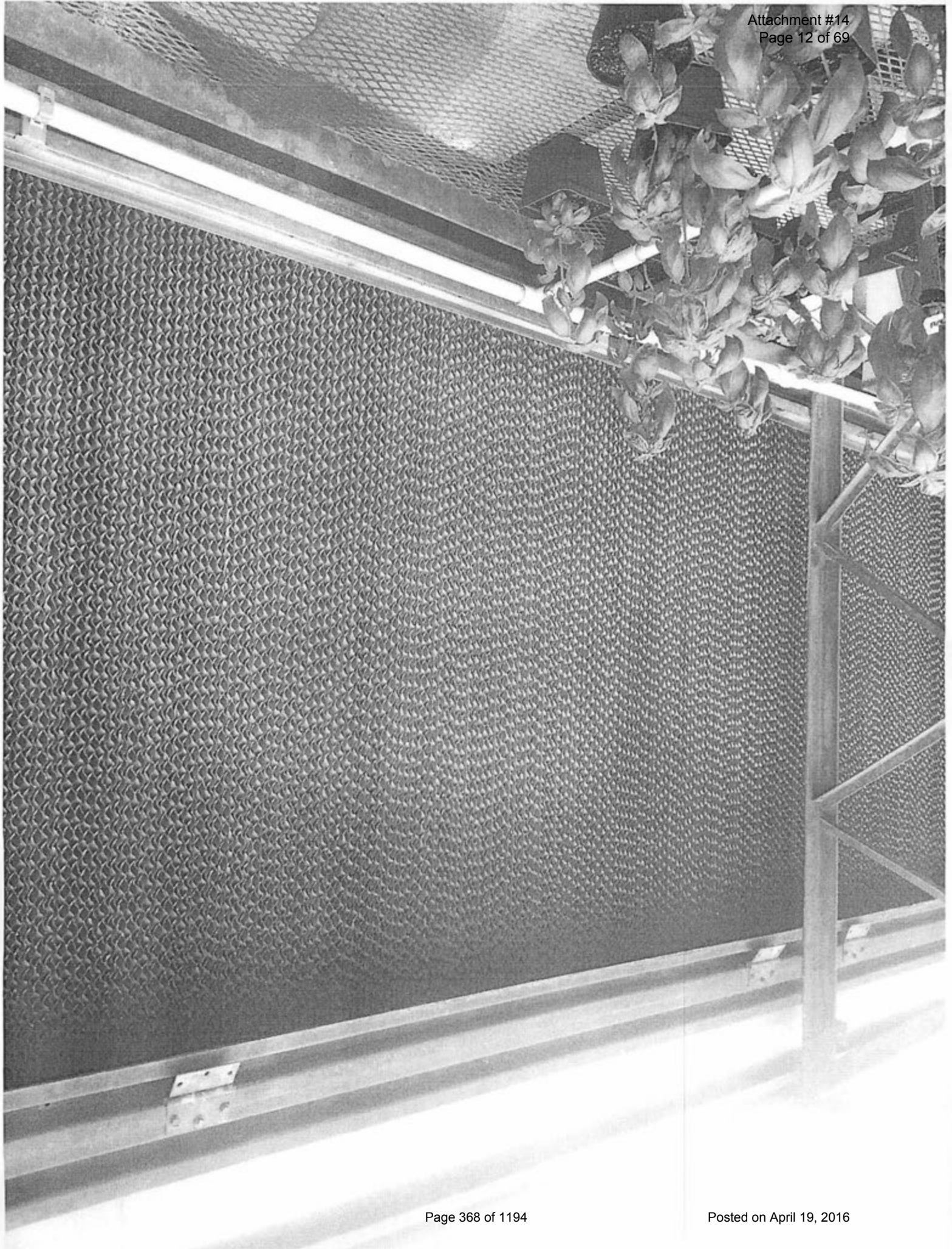














Cantaloupe

### CANTALOUPE FACTS:

- Cantaloupes are named for the papal gardens of Cantalupo, Italy, where some historians say this species of melon was first grown.
- Cantaloupe is a good source of vitamin A, vitamin C and potassium.

**CANTALOUPE ARE  
PREDOMINANTLY  
GROWN IN:**  
Alachua, Hardee,  
Hillsborough, Jackson,  
Manatee, Washington

### MyFloridaTray

*Eat right. Eat local. Exercise. Have fun!*

|           |       |      |
|-----------|-------|------|
| Protein   | Grain | Milk |
| Vegetable | Fruit |      |

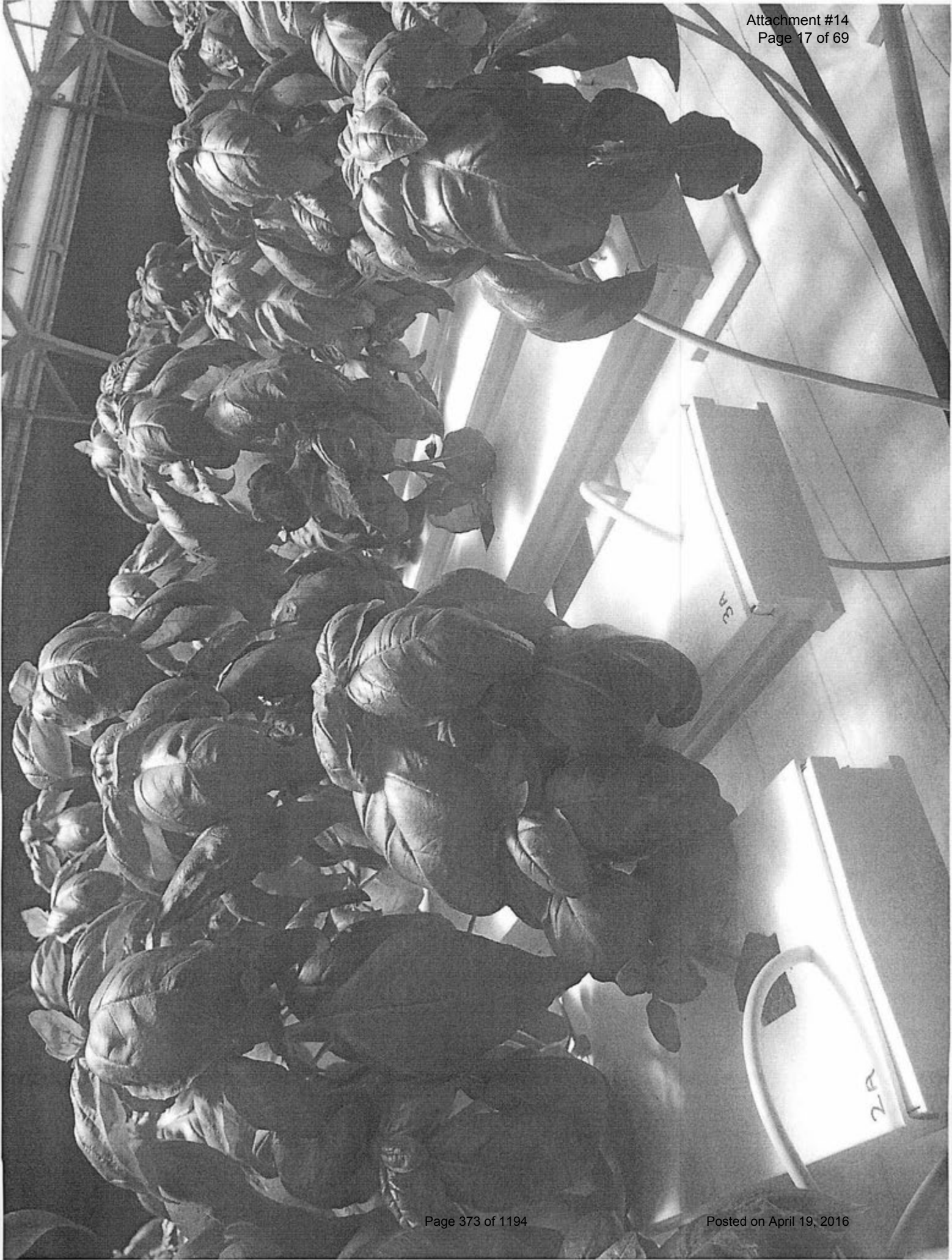
















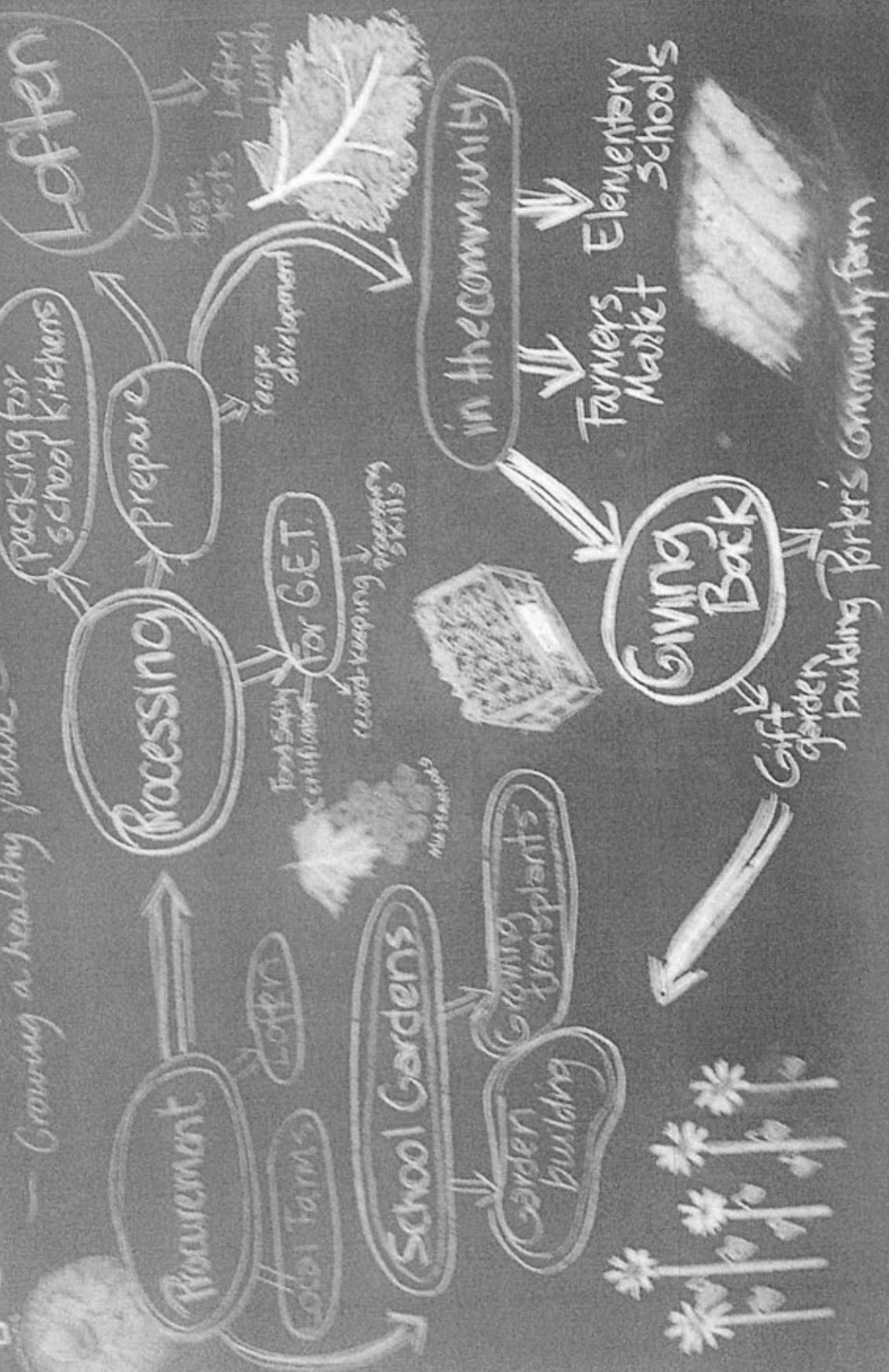




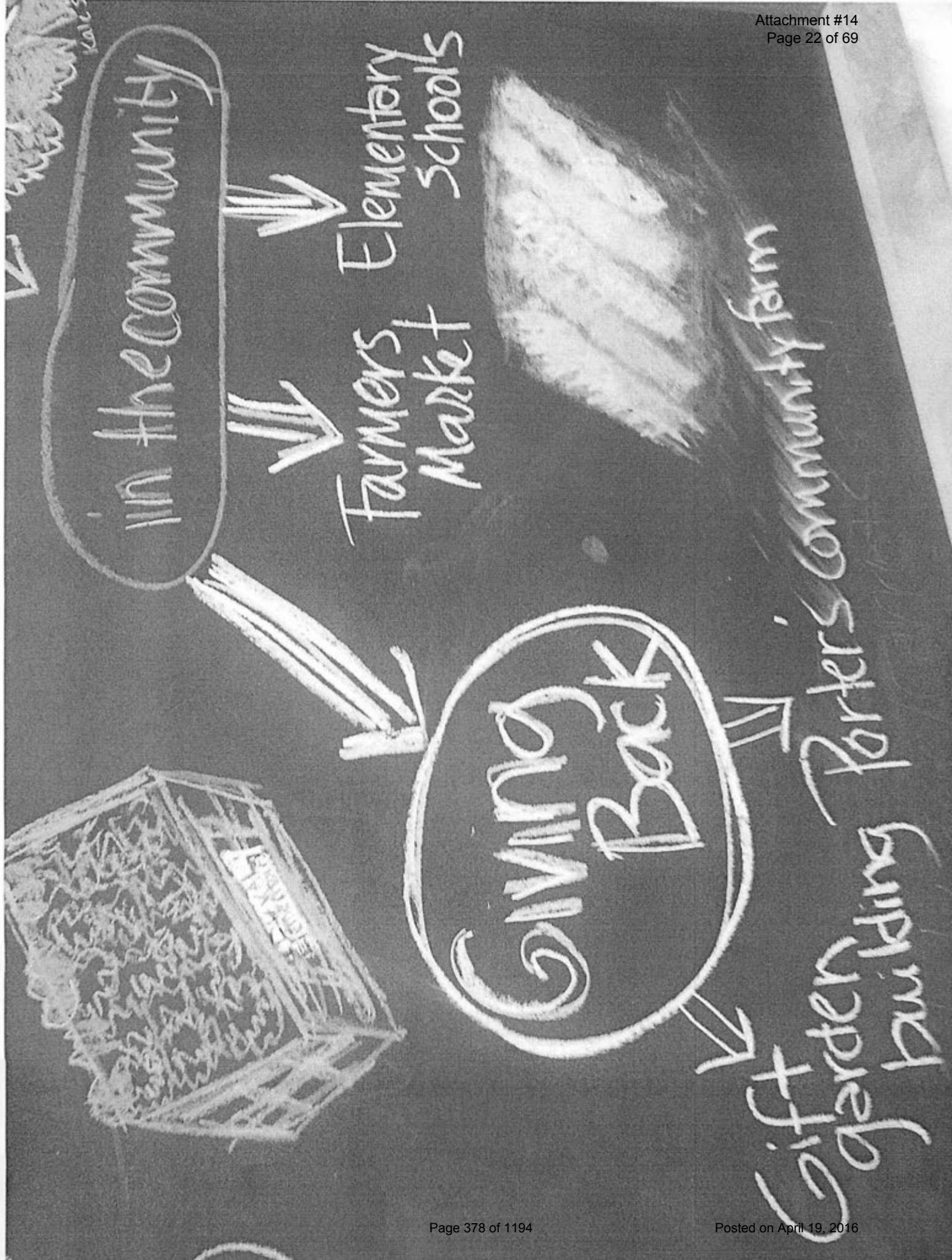


# Farm to School to Work Hub

Growing a healthy future







# WorK Hub

Packing for  
School Kitchens

Prepare

Recipe  
development

taste  
tests

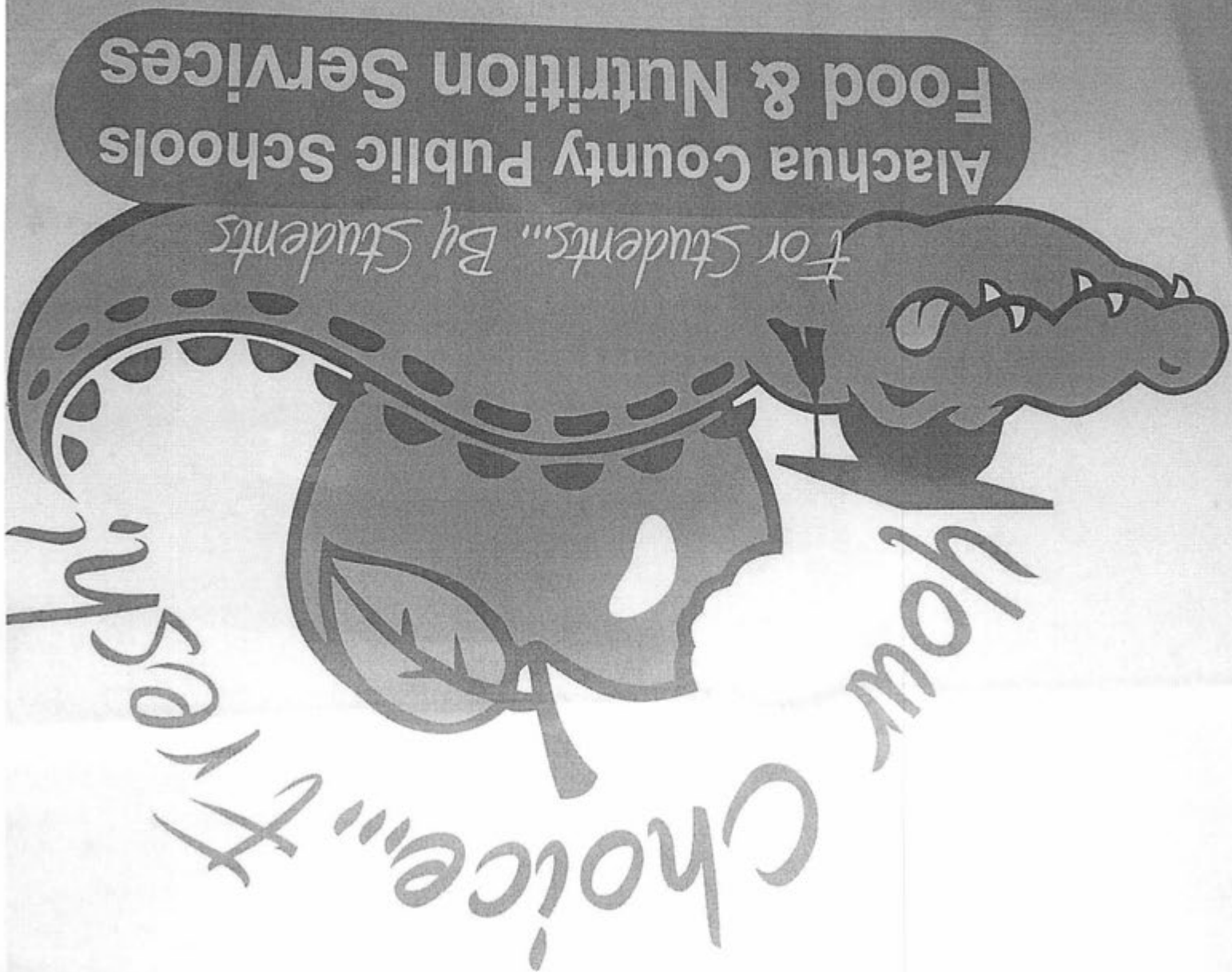
Loft  
Lunch

Loft











Jubilee Orchards' First Annu

Blueberry!

Bash

Family  
Fun Day

May  
9th

0:30am  
2:00pm

An event  
to benefit

whole  
child  
LEON



Donations: \$100/car Jubilee Orchards @ 12008 Miccosukee Road

Jubilee Orchards' First Annual



*Bud & Kitty Chiles invite you to enjoy their farm for the day.*

**Tour** an historically accurate replica of a nineteenth-century homestead and stroll through mature fruit orchards. **Savor** a farm-fresh buffet lunch with tasty and nutritious food from local farmers. **Recapture** your childhood and win prizes in sack races and family games while local musicians **Play**. Fill your bag with **luscious local blueberries** and recipes for the few that make it home!

*Limited tickets available! Get yours now at:*



[EventBright Link]

Jubilee Orchard  
logo/link

Native Nurseries  
logo/link

Whole Foods /  
Tallahassee  
Museum logos

COT/LC logos,  
Sustainable  
Tallahassee logo

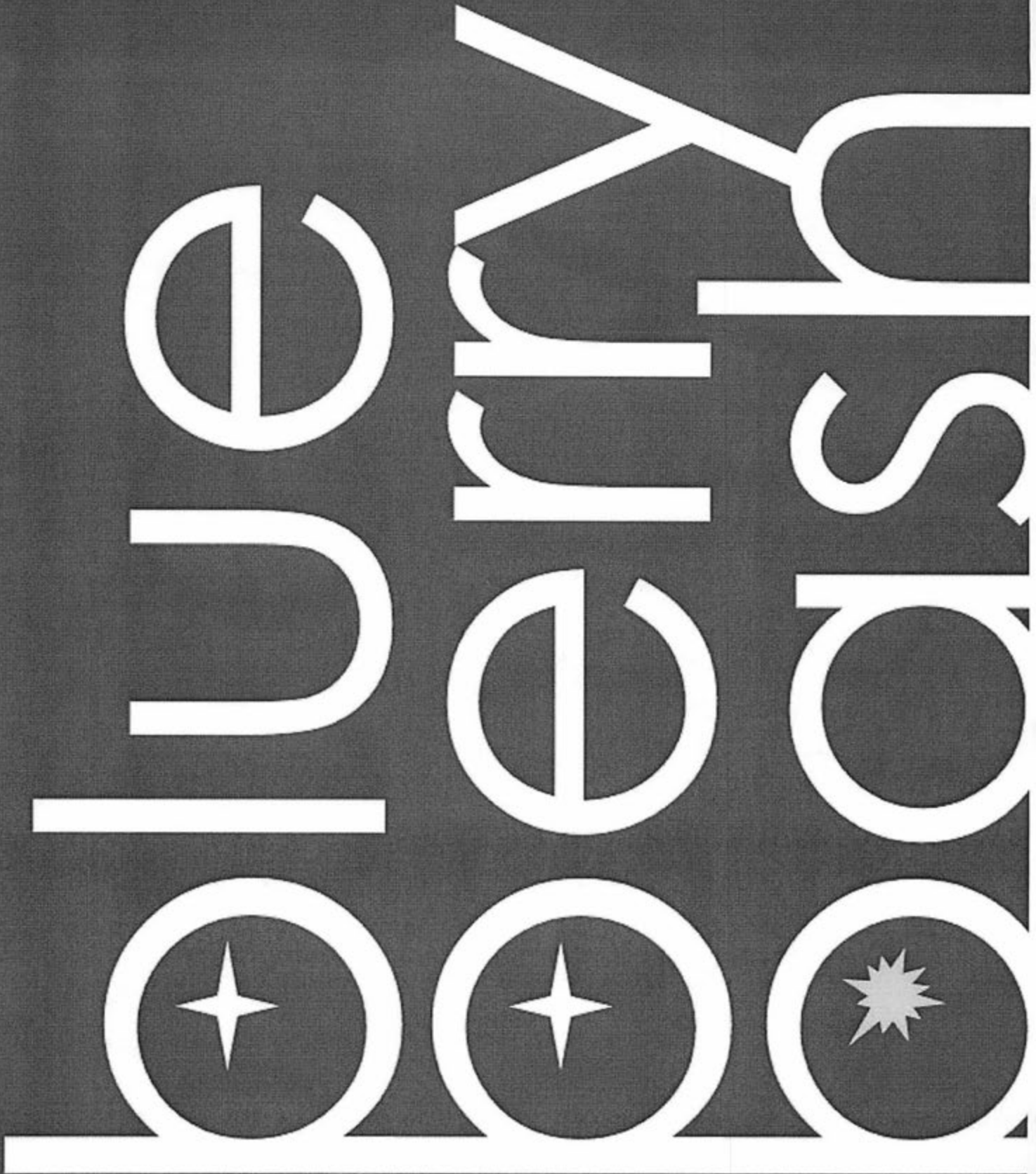
Your \$100/car donation  
benefits the early childhood  
development work inspired  
by Lawton and Rhea Chiles

whole  
child  
LEON





Journal of the American Academy of Arts and Sciences



Berlow, William <berloww@leonschools.net>  
"gomezmichelle.e@gmail.com" <gomezmichelle.e@gmail.com>  
Tue, Jun 16, 2015 at 8:48 AM  
CASC  
leonschools.net

Hi, Michelle. I enjoyed your presentation last week at the CASC meeting.

Do you have the date and time of your presentation at Montford Middle School when the new school year begins? Based on your description, it occurred to me that it might be something worth videotaping and sharing with others in the district.

Best regards,

Bill Berlow

Bill Berlow  
Policy coordinator  
Leon County Schools  
[berloww@leonschools.net](mailto:berloww@leonschools.net)

(850) 487-7240



## Community Garden Network – 6/23/15

- Phase one – **gather** people who the city and the county have helped to start a community garden (**grant recipients**) – Shelly & Lauren
- Master gardeners do inventory
  - o Match them to a garden as a mentor (required project) – (Yvonne)
- Funding research – planning (Shelly)
- Crowdsourcing (Jim, Larry, Yvonne, Jake)
- Community gardens in existing neighborhoods
  - o Homeowners associations – GIS map (County)
  - o Toolkit – how to community garden
  - o Neighborhood tours – edible landscaping, alt energy, composting, yard art
- Land trust
  - o Ag exemption
  - o First project? Purchase iGrow from Betsy Henderson
- New construction
  - o Larry met with Gary Yordon & Kristin Dozier
  - o Trade on needs and wants = incentive on checklist to include community gardens
  - o City/County joint committee
  - o Builders association – gardens as a sellable asset (Tom)
    - LEED certification
    - Sustainable living
- Soil amendments
  - o Network with horse owners – manure for worm boxes
  - o Starbucks – coffee grounds
- Network – help businesses advance sales access, i.e. EBT for live plants
- Help existing gardens be successful – first step
- Five pieces with different timelines – lay this out? (Shelly)
  
- Community gardens – seed library link
- Invite to group: Sara Wander – GIS community gardens map / story map; Tessa LC
- Sue – wanted someone to garden on her home property, secondary component to homeowner assoc. list
- Community gardens as food supplement for SNAP/ALICE

USDA Farm to School Grant Program 2015

*Preparing for Farm to School Success: Tri-County Readiness Evaluation*

**Project Background**

*Organizational Information*

Tallahassee Food Network (TFN), a 501(c)3 corporation, is the organizational hub of Tallahassee's food movement. As a community-based organization, TFN is an innovative catalyst for systemic change through the growth of a local food system model that is environmentally sustainable and maximizes community self-reliance. The organizational mission is to grow community-based food systems that provide healthy, fair affordable food for all.

Founded in 2010, TFN offers practical solutions for the lack of access to healthy food and addresses the need for an organizing hub of food system information and resources. The organization offers services and products in four areas:

- (1) iGrow Whatever You Like is a youth empowerment and urban agriculture entrepreneurship program of TFN. The program grows healthy food for the community, provides meaningful opportunities to young people and grows youth leaders capable of teaching their peers and others how to raise food. The program started in 2011 and the Dunn Street Youth Farm was established in 2012.
- (2) Collards & Cornbread Gathering is a monthly networking opportunity for people to engage with Good Food issues: healthy, green, fair, accessible and affordable food. Food producers, health advocates, students and educators, food justice advocates and consumers interested in locally-sourced, sustainably-produced food gather to discuss various topics and share contacts to build and strengthen the Good Food network.
- (3) Tally FRESH (Tallahassee Food for Recreation, Entrepreneurship, Sustainability and Health) Urban Farming and Community Gardening Initiative has just launched a second iGrow location on Tallahassee's South Side in response to a lack of fresh food access and a spike in health crises in the area, including infant mortality. Neighborhood associations, child health organizations and public housing community residents have rallied around the effort.
- (4) Good Food System Development Solutions is a training and technical assistance program that works with communities, government agencies, schools and health providers to develop Good Food system solutions. Strategies include education, asset-based participatory community development, community engagement, economic development, public health and wellness promotion, urban agriculture and technical assistance.

*Farm-to-School Experience*

TFN was a grantee and foundational partner of the Tallahassee Childhood Obesity Prevention Education (COPE) Coalition, one of six areas in Florida supported by funding from the Florida Blue Foundation. Twenty-four local nonprofit organizations were members of the coalition from 2012 to 2014. Partners to this project proposal were COPE grant partners as well – Damayan Garden Project, TITUS Foundation and the Agrinauts Training Program – with the mission to implement a plan of action to decrease childhood obesity in Tallahassee-Leon County.

Over the course of the grant period, TFN and partners developed a number of initiatives with a focus on health food access, nutrition education and youth health leadership, working with

## USDA Farm to School Grant Program 2015

### *Preparing for Farm to School Success: Tri-County Readiness Evaluation*

area schools, government agencies, health advocates and community organizers. Farm-to-school related projects included expansion of educational activities through the Fresh From Florida Kid's Garden curriculum and volunteer training in the areas of food access, nutrition education, youth and public health work to support coalition initiatives.

The community support and momentum for the initiatives was such that several grantees were able to sustain their work through local policy action. TFN's leadership resulted in a proliferation of school gardens and greater public agency interest in urban agriculture production. This proposal is an extension of the COPE Coalition's legacy and builds upon the strength of collaboration among project partners.

### *Farm-to-School Lessons Learned to Date*

One of the community-wide goals is to increase the collaboration and engagement of grassroots organizations supporting school gardens, the urban agriculture movement and the Greater Tallahassee sustainability effort. Most of the Title 1 schools in the area are located in "food deserts" as designated by the U.S. Department of Agriculture. Food deserts are areas with limited access to supermarkets and healthy, affordable food. Working to improve health, education and economic outcomes in these areas, Tallahassee Food Network has learned:

1. Community support is critical to the success of in-school programming. Community-based nutrition programs, in association with school-site efforts, are increasingly considered to be an innovative strategy to improve the health of medically underserved youth. The interconnectivity of health concepts and familiar settings allow for increased comfort among youth and also provide for increased parent participation.
2. Combining job skills with agricultural production and nutrition concepts is showing promise for attracting participation by middle school and high school students. TFN programming has demonstrated that addressing the health needs of at-risk youth while providing job skill development through local food retail and urban farming programs is an effective engagement strategy for older youth.

## **The Project**

### ***Proposed Project***

This project pursues extensive foundational information needed to enable the success of farm-to-school programming by key community partners and local food suppliers. The baseline study will evaluate assets and opportunities, needs and challenges in the areas of (1) site readiness, (2) stakeholder interest and (3) data tracking for school districts in a tri-county region of North Central Florida. As a component of site readiness, the project will also provide composting training and technical assistance to district food service personnel.

Data targets include a comprehensive inventory of school gardens to track their number and location, volume of student participation, stage of development and status of operation, the presence of champions and barriers, level of classroom integration and administrative support, existence of program affiliation (like STEM or business clubs) and summer support plans. Qualitative data regarding farm-to-school programming and healthy food consumption will be

## USDA Farm to School Grant Program 2015

### *Preparing for Farm to School Success: Tri-County Readiness Evaluation*

gathered from stakeholder groups that include faculty, food service personnel, parents and students. Site readiness evaluations will be performed to assess the existing capability of school kitchens to process fresh food and track resource usage, districts to distribute and store locally-sourced goods, and gardens to receive and store production supplies.

The project will also collect information on the behavioral, academic and nutrition tracking systems in place for each district as an initial step toward the development of a structure that can integrate these data with physical health information. The integrated data tracking system would enable the demonstration of healthy food consumption benefits on the individual level, thereby generating demand for locally-sourced agricultural products.

Tallahassee Food Network (TFN) will coordinate a committed system of partners to collect the data and provide the food service training. Project partners are experienced in school-based agriculture, development of health outcomes, food production and waste systems, community engagement and data tracking. The collaboration involves three school districts, a county health department, community-based non-profits, food systems businesses and a public-private partnership that supports student physical health.

The momentum for farm-to-school efforts in the target area is high. Significant interest exists among district administration, community service providers and local food producers. These groups are eager to develop and support farm-to-school procurement and programming. In their article assessing the impact of farm-to-school programs, Joshi et al note that a clearer understanding of the factors responsible for maintaining high participation numbers in farm-to-school programs is needed.<sup>1</sup> The *Tri-County Readiness Evaluation* will provide the foundational data that these stakeholder groups require in order to design, implement and sustain successful strategies that increase locally-sourced specialty crop and livestock consumption, resulting in better student health and a stronger agricultural economy.

Leon County contains the state capital and services approximately 34,000 students. Half of its 45 sites serve free meals. The district sources 27% of its food locally, and wants to do more. Leon County shares an eastern border with Jefferson, and a western border with Gadsden County. While student populations are much smaller, 70% of Jefferson and 84% of Gadsden County schools serve free and reduced lunch. Taken together, the districts include 63 school sites and 40,000 students.

Within the tri-county area, there are more than 250,000 acres of farmland<sup>2</sup>. Vegetables, fruits and nuts, milk, beef and pork are represented. There are 10 certified organic operations, with two more transitioning to organic production.<sup>3</sup> While the schools closest to the farms report little if any farm-to-school activity,<sup>4</sup> the available supply volume demonstrates the potential for success if product demand and program infrastructure can be supported.

School gardens represent opportunities for engaging students with agriculture concepts, food types and sustainable growing methods. They present prospects for product testing and encourage school menu experimentation with specialty crops. School gardens also provide

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<sup>1</sup> Joshi, A., Azuma, A.M., Feenstra, G. (2008). Do Farm-to-School Programs Make a Difference? Findings and Future Research Needs. *Journal of Hunger & Environmental Nutrition*, Vol 3, 229-246.

<sup>2</sup> USDA Census of Agriculture 2012

<sup>3</sup> USDA Census of Agriculture 2012

<sup>4</sup> USDA Farm to School Census, 2011-2012

## USDA Farm to School Grant Program 2015

### *Preparing for Farm to School Success: Tri-County Readiness Evaluation*

educators with chances to integrate active learning strategies with textbook material, creating compelling lessons that support fundamental academics.

However, the school districts targeted by this project do not have centralized knowledge or coordinated data collection system for school gardens. District administration may not know which schools have gardens or need them, whether they are thriving or floundering, to what extent they are incorporated into classroom curriculum, how to develop interest where it is lacking and capitalize where it exists. Because of this, collaborative opportunities for financial, material and moral support are missed.

Community service partners are doing critical work to support school gardens on a site-by-site basis, but must create relationships with the administration at each school, forced to reinvent the wheel in order to accommodate additional garden sites. Community funding partners are eager to support school garden efforts, but lack a comprehensive picture of school garden projects to better understand how resources can be successfully deployed. A district-level understanding of school garden assets and opportunities is needed.

Joshi et al also describe food service personnel as “dietary gatekeepers” and state that more research should be directed toward them.<sup>5</sup> Not only research, but additional training can benefit these essential staff members. Training and technical assistance in the handling of food waste – composting to enhance school garden functions and overall resource stewardship – empowers food service workers to participate in the sustainable leadership of their schools and communities. The proposed training and kitchen readiness evaluations support food service personnel in the operation of their responsibilities, while the proposed focus groups provide opportunity for more in-depth discussions on the perspectives, ideas, needs and inclinations of food service staff.

Focus groups will also be conducted among teachers and administrators, parents and students, to collect qualitative data that will support program design and maintenance. TFN has a high reputation for community engagement, and understands that the most successful programs are those that enable participant contribution to needs assessment and program design. This research component will help farm-to-school providers from the community better understand how to develop demand for local products and programming.

An exciting prospect in demand development has been posited by TITUS Foundation. The project partner is interested in collecting baseline data regarding the districts’ existing tracking systems for measures of student success that might be positively impacted by fresh food consumption. These include physical data, which TITUS already tracks on behalf of the school districts through the Champions program, behavioral data, academic data and nutritional data. TITUS can use the baseline assessment of the existing systems to build on its data platform and create a user-friendly interface that tracks student performance in these areas, linking improvements to nutritional consumption. The system would support demand for healthy foods by showing students, parents and teachers evidence-based results of desired activity. Developing this exciting capability requires the baseline data collection proposed by this project.

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<sup>5</sup> Joshi, A., Azuma, A.M., Feenstra, G. (2008). Do Farm-to-School Programs Make a Difference? Findings and Future Research Needs. *Journal of Hunger & Environmental Nutrition*, Vol 3, 229-246.

## USDA Farm to School Grant Program 2015

### *Preparing for Farm to School Success: Tri-County Readiness Evaluation*

TFN expects that general interest in and comprehension of farm-to-school programming will increase as a result of project activities. The data collected will support existing and future program design, implementation and success. With a greater understanding of needs and opportunities, community organizations and businesses will have an increased capacity for delivering farm-to-school products and programming. Additionally, the School Food Authority partners will have an improved capability to act on farm-to-school plans, court suppliers and program providers, and, perhaps most importantly, develop local product demand among students, parents and faculty.

#### ***Key Project Partners***

The school districts supporting this project include Jefferson County Schools, Gadsden County Schools and Leon County Schools. All three districts are eager to develop their farm-to-school programming and procurement, and realize the need for foundational data to direct resources effectively and support program success. In addition to lead applicant Tallahassee Food Network, the following partners are integral to project success:

- Leon County Health Department supports farm-to-school efforts and is providing in-kind contributions that include health data, meeting space and associated staffing.
- Agrinauts Training Program is a school garden innovator, using school-based agricultural education to develop awareness of larger sustainability issues. The program uses a point-reward system that has been effective for encouraging student participation. Agrinauts will lead the comprehensive school garden inventory project segment.
- Damayan Garden Project is a small non-profit that accomplishes big things. The organization is responsible for the vast majority of school garden installations in Leon County, and is the recipient of the 2015 Volunteer of the Year award for non-profits in Tallahassee. Damayan will support the garden inventory component and also perform the kitchen readiness study to assess school-site capability for fresh food preparation.
- TITUS Foundation is an innovator supporting personal performance outcomes. The organization partners with school districts and hospitals to provide the Champions program, responsible for many school-based physical activity programs throughout Florida and other states. The organization is interested in supporting local food procurement by schools to support student health. To that end, they are interested in combining data systems to demonstrate the total well-being benefits of farm-to-school initiatives. TITUS is contributing use of its proprietary data platform, SPEAR, which is capable of correlating multiple data sets to develop a whole health picture that supports program planning and beneficial outcome development. Because of established relationships with school districts and data systems expertise, TITUS will also conduct the behavioral, academic and nutrition tracking systems inventories.



USDA Farm to School Grant Program 2015

*Preparing for Farm to School Success: Tri-County Readiness Evaluation*

***Project Objectives, Activities & Timeline***

*Objective 1: Coordinate project activities for maximum efficiency and successful collaboration*

| Activity                              | Start & Completion Dates      | Success Measure                                                                       | Responsible Party                    |
|---------------------------------------|-------------------------------|---------------------------------------------------------------------------------------|--------------------------------------|
| Set and conduct monthly team meetings | December 2015 – November 2017 | At least 20 meetings accomplished; At least 75% attendance                            | Project Manager<br>Project Assistant |
| Create reporting mechanisms           | December 2015 – January 2016  | Mechanisms distributed to contractors by Jan 2016                                     | Project Manager                      |
| Collect and compile project reports   | October 2017 – November 2017  | All reports in by November 1, 2017; full project report complete by November 30, 2017 | Project Manager                      |

*Objective 2: Conduct comprehensive school garden inventory at 63 school sites*

| Activity                          | Start & Completion Dates      | Success Measure                                                    | Responsible Party      |
|-----------------------------------|-------------------------------|--------------------------------------------------------------------|------------------------|
| Create inventory reporting format | December 2015<br>January 2016 | Reporting format created by January 2016                           | Agrinauts              |
| Conduct school garden inventories | January 2016 – August 2017    | 50% of school sites inventoried by Nov2016; 100% by September 2017 | Agrinauts /<br>Damayan |
| Draft comprehensive report        | September 2017 – October 2017 | Report complete by October 31, 2017                                | Agrinauts/<br>Damayan  |

*Objective 3: Conduct inventories of behavioral, academic and nutritional data tracking systems for three school districts*

| Activity                          | Start & Completion Dates      | Success Measure                                                    | Responsible Party |
|-----------------------------------|-------------------------------|--------------------------------------------------------------------|-------------------|
| Create inventory reporting format | December 2015<br>January 2016 | Reporting format created by January 2016                           | TITUS Foundation  |
| Conduct data systems inventories  | January 2016 – August 2017    | 50% of school sites inventoried by Nov2016; 100% by September 2017 | TITUS Foundation  |
| Draft comprehensive report        | September 2017 – October 2017 | Report complete by October 31, 2017                                | TITUS Foundation  |

USDA Farm to School Grant Program 2015  
*Preparing for Farm to School Success: Tri-County Readiness Evaluation*

*Objective 4: Conduct 20 focus groups among faculty, food service staff, parents and teachers*

| Activity                                                  | Start & Completion Dates       | Success Measure                                                                                   | Responsible Party                    |
|-----------------------------------------------------------|--------------------------------|---------------------------------------------------------------------------------------------------|--------------------------------------|
| Identify schools to serve as qualitative data targets     | January 2016 – February 2016   | Four schools identified by February 2016; schools reflect major demographic groups of target area | Project Manager<br>Project Assistant |
| Draft facilitator guides for each constituent group       | February 2016 – March 2016     | (5) distinct facilitator guides created to elicit useful qualitative data                         | Project Assistant                    |
| Create recruitment materials and contacts                 | February 2016 – March 2016     | (2) contacts at each selected school identified                                                   | Project Assistant                    |
| Conduct administrator focus groups                        | March 2016 – May 2016          | (4) focus groups complete by May 31, 2016; at least (5) participants at each                      | Project Manager                      |
| Conduct food service staff focus groups                   | March 2016 – May 2016          | (4) focus groups complete by May 31, 2016; at least (5) participants at each                      | Project Manager                      |
| Process data from administrator and food service sessions | June 2016 – August 2016        | Data process complete by September 1, 2016                                                        | Data Contractor                      |
| Conduct faculty focus groups                              | September 2016 – November 2016 | (4) focus groups complete by Nov 31, 2016; at least (5) participants at each                      | Project Manager                      |
| Conduct parent focus groups                               | September 2016 – November 2016 | (4) focus groups complete by Nov 31, 2016; at least (5) participants at each                      | Project Manager                      |
| Process data from faculty and parent sessions             | December 2016 – February 2017  | Data process complete by March 1, 2017                                                            | Data Contractor                      |
| Conduct student focus groups                              | March 2017 – May 2017          | (4) focus groups complete by May 31, 2017; at least (5) participants at each                      | Project Manager                      |
| Process data from student sessions                        | June 2017 – July 2017          | Data process complete by July 31, 2017                                                            | Data Contractor                      |
| Draft comprehensive report                                | August 2017 – September 2017   | Report complete by September 30, 2017                                                             | Project Manager                      |

USDA Farm to School Grant Program 2015  
*Preparing for Farm to School Success: Tri-County Readiness Evaluation*

*Objective 5: Conduct compost training with food service staff at up to 60 school sites*

| Activity                                            | Start & Completion Dates       | Success Measure                                              | Responsible Party            |
|-----------------------------------------------------|--------------------------------|--------------------------------------------------------------|------------------------------|
| Identify school site food service contacts          | December 2015<br>January 2016  | Contact list completed by January 31, 2016                   | Compost Training Coordinator |
| Schedule on-site compost training for 2016 sessions | February 2016 – March 2016     | 50% of school sites scheduled by Mar 1, 2016                 | Compost Training Coordinator |
| Conduct 30 sessions                                 | March 2016 – November 2016     | 50% of school site trainings complete by November 30, 2016   | Compost Training Coordinator |
| Schedule on-site compost training for 2017 sessions | December 2016 – January 2017   | 100% of school sites scheduled by January 31, 2017           | Compost Training Coordinator |
| Conduct 30 sessions                                 | February 2017 – September 2017 | 100% of school site trainings complete by September 30, 2017 | Compost Training Coordinator |
| Draft comprehensive report                          | September 2017 – October 2017  | Report complete by October 31, 2017                          | Compost Training Coordinator |

*Objective 6: Conduct kitchen fresh food preparation readiness assessments for 60 school sites*

| Activity                                                     | Start & Completion Dates      | Success Measure                                                 | Responsible Party |
|--------------------------------------------------------------|-------------------------------|-----------------------------------------------------------------|-------------------|
| Create readiness assessment format                           | December 2015<br>January 2016 | Assessment format created by January 2016                       | Damayan           |
| Conduct kitchen fresh food preparation readiness assessments | January 2016 – August 2017    | 50% of school sites assessed by Nov2016; 100% by September 2017 | Damayan           |
| Draft comprehensive report                                   | September 2017 – October 2017 | Report complete by October 31, 2017                             | Project Assistant |

*Objective 7: Conduct distribution systems readiness assessments for three school districts*

| Activity                                                       | Start & Completion Dates | Success Measure                                                        | Responsible Party |
|----------------------------------------------------------------|--------------------------|------------------------------------------------------------------------|-------------------|
| Create readiness assessment format                             | March 2016 – April 2016  | Assessment format created by April 2016                                | Project Assistant |
| Conduct district fresh food distribution readiness assessments | April 2016 – April 2017  | (2) of (3) districts assessed by December 2016; complete by April 2017 | Project Assistant |
| Draft comprehensive                                            | May 2017 –               | Report complete by June                                                | Project Assistant |

## USDA Farm to School Grant Program 2015

*Preparing for Farm to School Success: Tri-County Readiness Evaluation*

|        |           |          |  |
|--------|-----------|----------|--|
| report | June 2017 | 30, 2017 |  |
|--------|-----------|----------|--|

***Evaluation Plan***

Lead applicant and project partners are each experienced program evaluators, as they each run their own school and community-based programming. Federal and foundation grants require evaluation components, and so project participants have developed programmatic evaluation measures and surveys that can be adapted to this project. Since the project subject matter is a comprehensive baseline evaluation of site readiness, stakeholder interest and existing data tracking systems, success will be determined by task completion and success measures as stipulated in the project timeline. Each contractor is responsible for evaluating the project components she undertakes. The project manager is responsible for maintaining adherence to the project timeline, as well as monitoring and supporting contractor accomplishment of success measures.

Where appropriate, pre- and post-surveys of stakeholders will determine achievement of expected outcomes related to farm-to-school interest and awareness of the benefits of school-site agricultural programming. Feedback from beneficiaries will be collected following distribution of the complete evaluation to determine whether data collected served the intended purpose of revealing assets, needs and opportunities for farm-to-school programming and procurement. Long range evaluation of project success will be determined by adoption and sustainability of farm-to-school initiatives within the project area, percentage increase in local food procurement for the target districts and the success of evaluation measures founded on this baseline study.

***Sustainability***

As a finite study, the project will be completed during the project period; however, it is intended that additional projects supported by this baseline evaluation continue to develop and flourish. The project itself is intended to encourage school and community-based initiatives that are developed, successfully deployed and sustained using the foundational data.

**Quality Assurance and Staffing*****Project Management & Quality Assurance***

The partners participating on this project have worked together for the past two years, launching and maintaining programming to improve health and economic outcomes in the target area. Partners work well together and have demonstrated both collaborative and individual success. As project leader, TFN will ensure proper management of the project and that project activities are completed on time, within budget and with quality results, through regular oversight and meetings. A summary of activities will be reported by partners and contractors on a quarterly basis.

TFN has experience managing community food projects including: the creation of the City of Tallahassee's community garden program (2011), Tallahassee Food Conversation community town hall meeting (2012), USDA Farmer's Market Promotion Program grant

## USDA Farm to School Grant Program 2015

### *Preparing for Farm to School Success: Tri-County Readiness Evaluation*

collaboration (2013), and Scott's Miracle Gro1000 Gardens grant (2014). TFN's Tally FRESH initiative was chosen as an AmeriCorps National Civilian Community Corps (NCCC) Southern Region work site (2015).

### ***Staffing***

The project will be managed by TFN's executive staff. Bakari McClendon, TFN Network Coordinator, will serve as Project Manager; Ebony Smith, TNF Administrator, will serve as Project Assistant; and Sundiata Ameh-El, TFN iGrow Coordinator, will serve as the Training Coordinator for food service personnel.

- Bakari McClendon – Graduate student in Urban Planning at Florida State University, trained asset-based community developer, Bachelor of Science in Community Development from Central Michigan University, (5) years-experience in non-profit management focusing on funding and program development, contributor to the Michigan Good Food Charter and Michigan Good Food Report: Youth Engagement and Opportunities (2010).
- Ebony Smith – Finance and Accounting student with (3) years-experience in bookkeeping and payroll
- Sundiata Ameh-El – Trained educator, soil scientist, more than (10) years-experience performing experiential learning programs and developmental research implementation, Leon County Cooperative Extension Ag-Innovator of the Year (2014).

### ***Financial Management System***

Federal funds awarded and received will be identified, tracked and reported through a separate account designated for the USDA Farm to School Grant Program, as consistent with TFN's accounting policies and procedures. TFN employs the financial management policies to maintain standards in accordance with Generally Acceptable Accounting Practices (GAAP).

Financial management policies include direction on accounts payable and receivable, internal and external reporting, annual audits, staff and program evaluations, records inventory and related policy implementation. The policies also include communication processes among TFN's Board of Directors, staff, contractors and volunteers. Financial management policies are periodically reviewed by the Audit Committee, a component of the Board of Directors.

With all grant-funded projects, contractors are required to submit invoices and proof of work to draw down grant funds. A similar reporting process is required of TFN staff members participating in grant-funded projects. This documentation is included in financial reporting in accordance with the management policies and procedures.

## **FY 2016 Farm to School Grant Program**

Applications Due: May 20, 2015

Projects Begin: November 18, 2015

### **Preparing for Farm to School Success: Tri-County Readiness Evaluation**

Lead Applicant: Tallahassee Food Network

Project Partners: Agrinauts Training Program  
Compost Community  
Damayan Garden Project  
Gadsden County Schools  
Jefferson County Schools  
Leon County Schools  
Leon County Health Department  
Titus Sports/Champions Program  
UF/IFAS Extension Office

Focus Areas: Gadsden, Jefferson & Leon County District Schools (Florida)

#### **Project Summary**

*Preparing for Farm to School Success: Tri-County Readiness Evaluation* pursues foundational information to enable the success of farm-to-school programming by key community partners and local food suppliers. The baseline study will evaluate assets and opportunities, needs and challenges in the areas of (1) stakeholder interest, (2) site readiness and (3) data tracking for school districts in a tri-county region of North Central Florida. As a component of site readiness, the project will also provide composting training and technical assistance to district food service personnel.

Though largely rural, the region lags behind other Florida counties in adoption of farm-to-school initiatives. However, district-level interest in farm-to-school programming is high. The extensive baseline evaluation and technical assistance will help farm-to-school providers identify and maximize opportunities for integrating service delivery. The study will also produce information useful for building the necessary product demand among administrators, faculty, parents and students.

#### **Data Targets**

Inventories: Academic tracking systems  
Behavioral tracking systems  
Nutrition tracking systems  
School gardens

Focus Groups: Faculty, Staff, Parents, Students

Readiness Surveys: Kitchen food preparation, District food distribution

Technical Assistance: Food service personnel compost training



## Data Target Descriptions

- District-level baseline
  - # of school sites
  - # of students served
  - # of meals served
  - % of free/reduced eligibility
  - # of sites with kitchens
- Comprehensive School Garden Inventory by District
  - # of gardens
  - State of garden
  - # of students involved
  - Presence of champion
  - Level of classroom integration
  - Level of administrative support
  - Existence of in-school program affiliation (STEM, business, etc)
  - Summer support plan
  - # and location of sites without a garden
  - Barriers to implementation
- Behavioral Data Systems Inventory
  - Data points collected
  - Data tracking method(s)
- Academic Data Systems Inventory
  - Data points collected
  - Data tracking method(s)
- Nutritional Data Systems Inventory
  - Data points collected
  - Data tracking method(s)
- School Kitchen Food Preparation Readiness Survey
  - Equipment
  - Staffing
  - Certifications/Training
- District Distribution Readiness Survey
  - Presence of district distribution system
  - State/Specs of distribution system
  - Storage capacity
- Sustainability Assessment
  - Compost/Soil amendments site readiness
  - Resource tracking systems
  - Administrative support
- Compost training and technical assistance

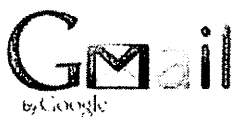
## Challenges

- Consistency with school garden operation
- Getting kids to eat
- Getting kids to participate

## Opportunities

- Lincoln HS Business Program – link with school garden to develop specialty crops for local restaurant supply

| Challenge                                             | Potential Solution                                                                                                                                                                                                        | Potential Project Component                         |
|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|
| Consistency with school garden operation              | <ul style="list-style-type: none"> <li>• Teacher stipends</li> <li>• 3<sup>rd</sup> party monitor, i.e. TFN</li> </ul>                                                                                                    | <ul style="list-style-type: none"> <li>•</li> </ul> |
| Getting kids to participate                           | <ul style="list-style-type: none"> <li>• Inter-school competitions</li> <li>• Recognition (awards)</li> </ul>                                                                                                             |                                                     |
| Getting kids to eat                                   | <ul style="list-style-type: none"> <li>• Team meals</li> <li>• Food carts to classroom</li> </ul>                                                                                                                         |                                                     |
| Stakeholder buy-in for local sourcing/healthy choices | <ul style="list-style-type: none"> <li>• Integrated data tracking – food intake w/ physical, behavioral and academic performance measures; connect to school grade (for admin), individual grades (for parent)</li> </ul> |                                                     |



Michelle Gomez &lt;gomezmichelle.e@gmail.com&gt;

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**Lofton HS Farm to School to Work Hub Follow Up**

5 messages

**Campbell, David N** <campbell@ufl.edu>

Fri, May 29, 2015 at 5:18 PM

To: "Griffin, Kimiko D" <griffink@ufl.edu>, "schreinort@leoncountyfl.gov" <schreinort@leoncountyfl.gov>, "gomezmichelle.e@gmail.com" <gomezmichelle.e@gmail.com>, "yahrootz@gmail.com" <yahrootz@gmail.com>, "Loya, Daniel" <d.loya@ufl.edu>, "Jameson, Molly C" <mjameson@ufl.edu>, "chappell@leoncountyfl.gov" <chappell@leoncountyfl.gov>, "Osgood, Laurie" <osgoodlb@ufl.edu>, "Zamojski, Kendra" <hughson@ufl.edu>, "barnesdm@sbac.edu" <barnesdm@sbac.edu>  
Cc: Kelli Martin Brew <brewkm@gm.sbac.edu>

Hi All,

Thank you again for participating in the tour today. I had a great time and look forward to future collaborations. I have attached a couple photos for your enjoyment. Please share any good photos you took as well.

Thanks again and have a great weekend.

Sincerely,

David

**David Campbell**

Statewide Coordinator

Farm to School &amp; Farm to Community

UF/IFAS Extension

Family, Youth and Community Sciences

Family Nutrition Program

1408 Sable Palm Dr., 2<sup>nd</sup> Floor, PO Box 110320

Gainesville, FL 32611

Phone: 352-273-3510

Fax: 352-392-6705

Email: campbell@ufl.edu



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4 attachments



IMG\_5081.JPG  
2382K



IMG\_5079.JPG  
4225K



IMG\_5072.JPG  
3424K



IMG\_5075.JPG  
4071K

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Kelli Martin Brew <brewkm@gm.sbac.edu>

Fri, May 29, 2015 at 5:47 PM

3 of 5

some ideas for Leon County farm to school. Please thank the students for their assistance with the tour.

Thank you again!

Kendra

Kendra Zamojski

County Extension Director

Family and Consumer Sciences Agent

University of Florida IFAS Leon County Extension

615 Paul Russell Road

Tallahassee, FL 32301

850-606-5200

hughson@ufl.edu

zamojskik@leoncountyfl.gov

Find us on Facebook: <https://www.facebook.com/LeonCountyExtension>

---

**From:** Kelli Martin Brew <brewkm@gm.sbac.edu>

**Sent:** Monday, June 1, 2015 6:18 AM

**To:** Campbell,David N

**Cc:** Griffin,Kimiko D; schreinort@leoncountyfl.gov; gomezmichelle.e@gmail.com; yahrootz@gmail.com; Loya,Daniel; Jameson,Molly C; chappell@leoncountyfl.gov; Osgood,Laurie; Zamojski,Kendra; david banes

**Subject:** Re: Loften HS Farm to School to Work Hub Follow Up

[Quoted text hidden]

---

**Kelli Martin Brew** <brewkm@gm.sbac.edu>

Mon, Jun 1, 2015 at 10:26 AM

To: "Zamojski,Kendra" <hughson@ufl.edu>

Cc: "Campbell,David N" <campbell@ufl.edu>, "Griffin,Kimiko D" <griffink@ufl.edu>, "schreinort@leoncountyfl.gov" <schreinort@leoncountyfl.gov>, "gomezmichelle.e@gmail.com" <gomezmichelle.e@gmail.com>, "yahrootz@gmail.com" <yahrootz@gmail.com>, "Loya,Daniel" <d.loya@ufl.edu>, "Jameson,Molly C" <mjameson@ufl.edu>, "chappell@leoncountyfl.gov" <chappell@leoncountyfl.gov>, "Osgood,Laurie" <osgoodlb@ufl.edu>, david banes <banesdm@gm.sbac.edu>

I'd be happy to, Kendra. It's on my calendar. Just send me the call-in info, and I am in.

(All is well with baby and mother!)



**Kelli Brew**  
Alachua County Farm to School Coordinator  
Project Development Specialist  
Food and Nutrition Services  
3700 NE 53rd Avenue, Building B  
Gainesville, FL 32609  
352-955-7539  
cell: 352-672-7467

Posted on April 19, 2016  
7/5/2015 5:41 PM



Michelle Gomez &lt;gomezmichelle.e@gmail.com&gt;

---

**Marketing Opportunity with Jubilee Orchards**

3 messages

---

**Michelle Gomez** <gomezmichelle.e@gmail.com>  
To: Lilly Anderson-Messec <lillybyrd@gmail.com>

Wed, Apr 15, 2015 at 3:44 PM

Hi Lilly,

The blueberry event I mentioned to you has been pushed to next year. However, they will hold a sponsors dinner on Friday, May 8th. This private event will be attended by at least 40 high-level people, from the mayor to philanthropists to state government, who are interested in supporting local food. They will have paid a minimum of \$250 to attend.

The event is hosted by Bud & Kitty Chiles of Jubilee Orchards to benefit Whole Child Leon, a local chapter of a statewide children's health program supported by the Chiles Foundation and United Way.

Would Native Nurseries be interested in supplying local plant varieties for decoration? The plants would be returned following the event. Signage ("Provided by Native Nurseries") would be displayed inside and out.

I think it's a beneficial opportunity to get Native Nurseries recognition in front of big name players during a night that is focused on local business and developing the local food supply.

Let me know what you think,  
Michelle

---

**Lilly Anderson-Messec** <lillybyrd@gmail.com>  
To: Michelle Gomez <gomezmichelle.e@gmail.com>

Thu, Apr 16, 2015 at 10:30 AM

Michelle, yes we could. We just require that the plants be transported in a covered vehicle. You or whomever would be picking up and returning on what dates? How many do you require and did you want us to provide signage?

Lilly

[Quoted text hidden]

--  
**Lilly Anderson-Messec**  
Native Nurseries of Tallahassee  
1661 Centerville Road  
Tallahassee, FL 32308  
www.nativenurseries.com  
850-386-8882



---

**Michelle Gomez** <gomezmichelle.e@gmail.com>  
To: Lilly Anderson-Messec <lillybyrd@gmail.com>

Thu, Apr 16, 2015 at 5:04 PM

They need (12) tall plants, about 6ft high, and (4) smaller ones, about 1ft wide and high. They could have flowers or not; I'll leave it to your discretion. They would pick up on Thursday (5/7) and bring back on Saturday (5/9).

[Quoted text hidden]

<https://www.eventbrite.com/how-it-works/>

**Tour** an historically accurate replica of a nineteenth-century homestead and stroll through mature fruit orchards. **Savor** a farm-fresh buffet lunch with tasty and nutritious food from local farmers. **Recapture** your childhood and win prizes in sack races and family games while local musicians **Play**. Fill your bag with **luscious local blueberries** and recipes for the few that make it home!

Proceeds benefit Whole Child Leon, an award-winning organization working to ensure the health and well-being of all children under five. Visit [www.wholechildleon.org](http://www.wholechildleon.org) for more information.

Limited tickets available! Get yours now: [Eventbrite link]

Or in bullet form:

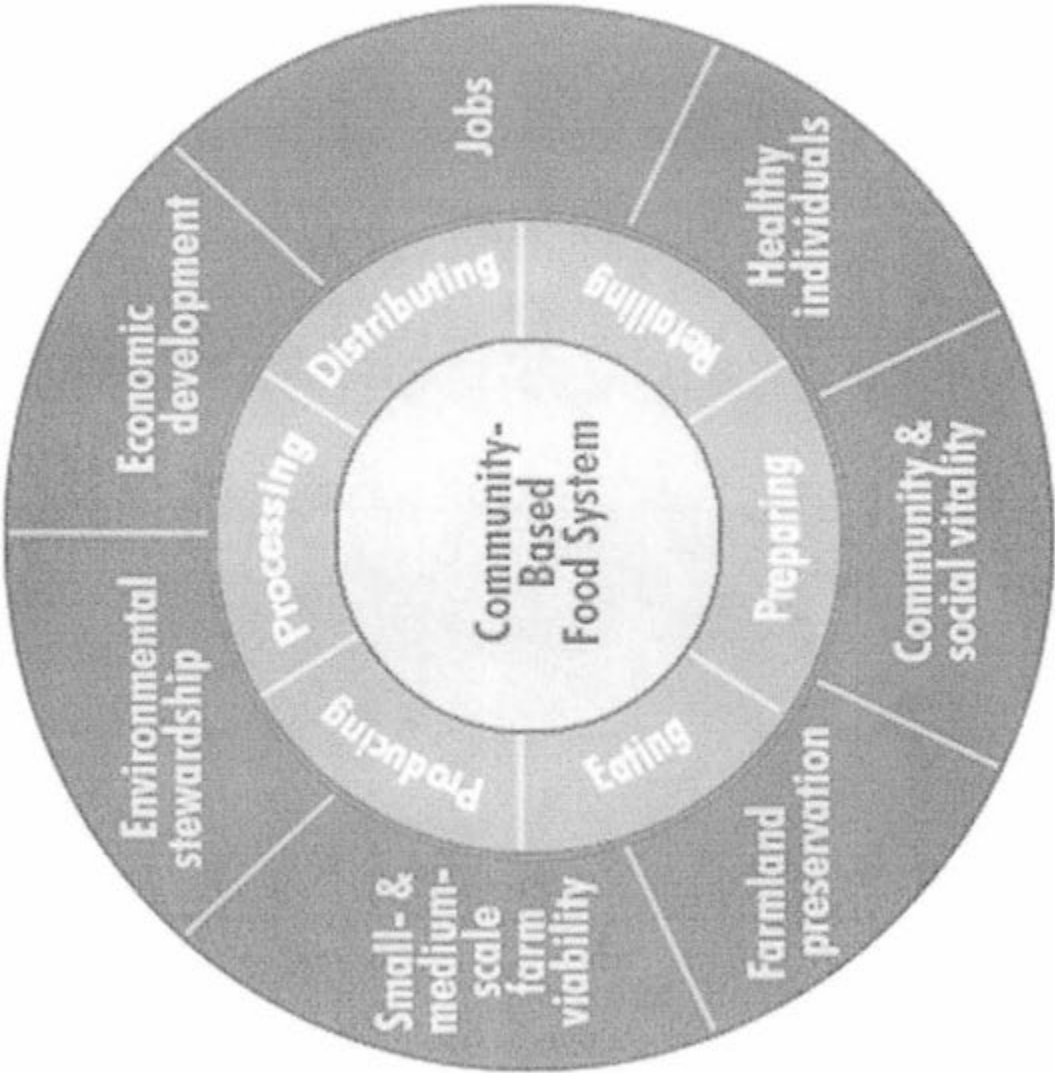
- Nineteenth century homestead and orchard tours
- Farm-fresh lunch and local delights
- Family games and prizes
- U-pick blueberries and recipes

# Local Food TLC

A Tallahassee-Leon County Presentation

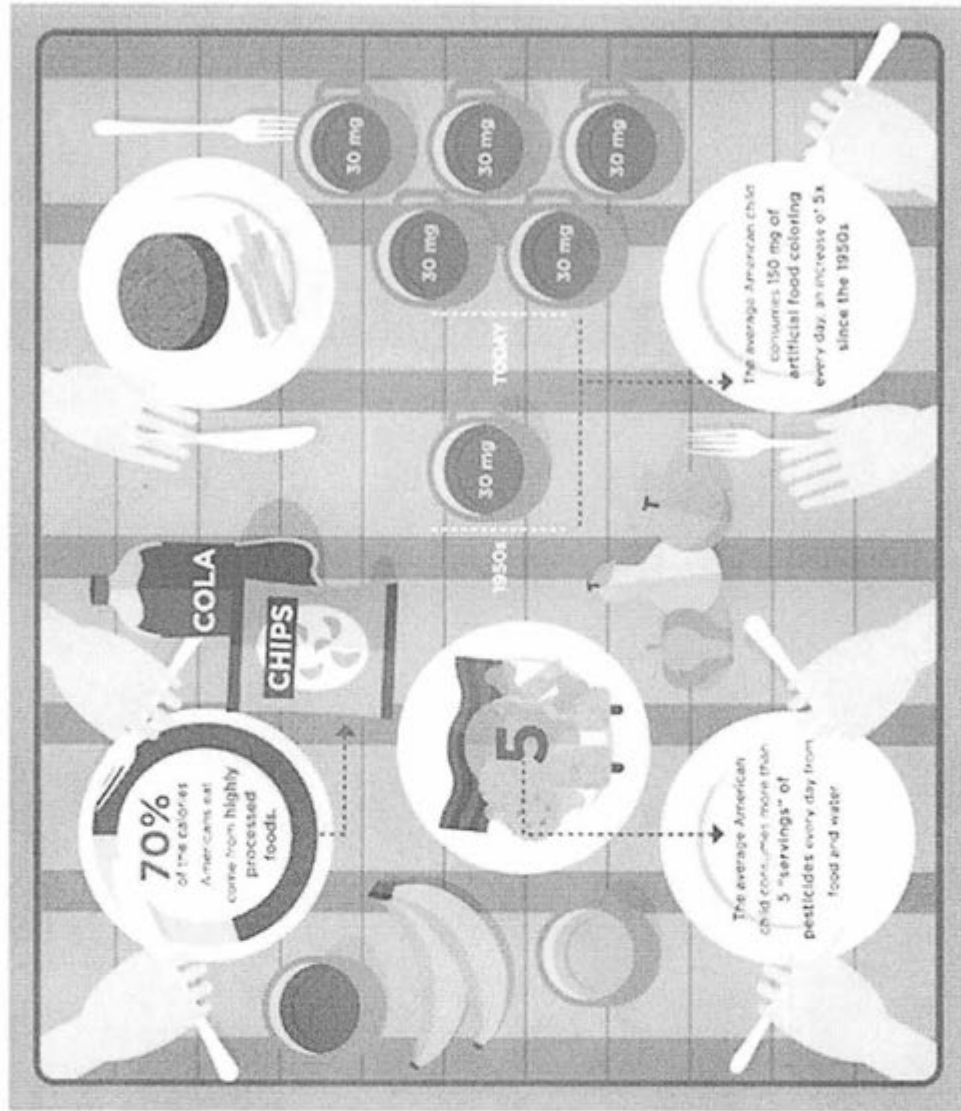
## Eating, Growing & Buying Local

- Health Benefits
- Economic Benefits
- Environmental Benefits



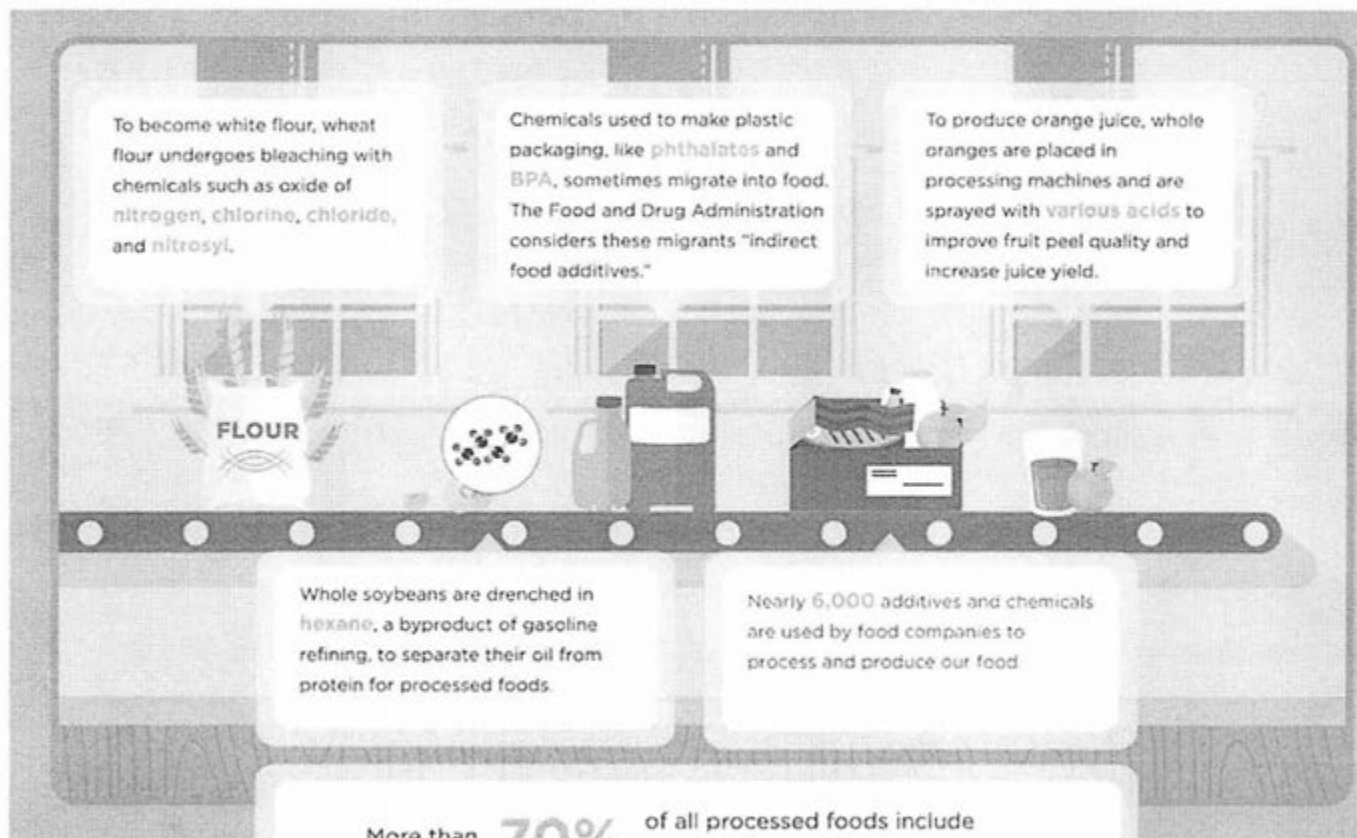
# What are we eating?

AT THE TABLE STICK A FORK IN IT





## AT THE FACTORY CHEMICALS RULE



## Leon County

Adults Who Get their 5 Servings: 35%

Kids Who Get their 5 Servings: 12%  
(middle & high school students)

- Compared to eating less than one portion of fruit and vegetables, the **risk of death by any cause is reduced** by 14% by eating one to three portions, 29% for three to five portions, 36% for five to seven portions and **42% for seven or more.**

Sources: FloridaCHARTS.com (2012), UF/HEAT (2009), University College London (2013)

## 2012 FOOD INSECURITY & FOOD COST IN THE US



# Nationwide



### FOOD INSECURITY RATE

15.9% of population

### AVERAGE COST OF A MEAL

\$2.74

### ESTIMATED PROGRAM ELIGIBILITY AMONG FOOD INSECURE PEOPLE

|                                         |     |
|-----------------------------------------|-----|
| CHARITABLE RESPONSE                     | 27% |
| REDUCED PRICE SCHOOL MEALS, WIC         | 17% |
| SNAP, FREE SCHOOL MEALS, CSFP (SENIORS) | 57% |

Above 185% Poverty  
130% to 185% Poverty  
Below 130% Poverty



### Overall Food Insecurity Rates

30% and above  
25% - 29%  
20% - 24%  
15% - 19%  
4% - 14%

## 2012 CHILD FOOD INSECURITY & FOOD COST IN THE US



# Florida



### CHILD FOOD INSECURITY RATE

27.6% of the state's children  
Number of food insecure children: 1,103,850

National child food insecurity rate: 21.2%

### ESTIMATED PROGRAM ELIGIBILITY AMONG FOOD INSECURE CHILDREN

|                                                             |     |
|-------------------------------------------------------------|-----|
| CHARITABLE RESPONSE                                         | 30% |
| REDUCED PRICE SCHOOL MEALS, WIC, CSFP, SNAP, CSFP (SENIORS) | 70% |

Income eligible for the federal nutrition programs above 185% of the federal poverty level  
Income eligible for federal nutrition programs below 185% of the federal poverty level



### TOP counties with the highest child food insecurity rates

Glades  
Hendry  
Okeechobee  
Hardee  
Putnam

### Child Food Insecurity Rates

30% and above  
25% - 29%  
20% - 24%  
15% - 19%  
4% - 14%

Child hunger exists in every county in the United States. However, as Feeding America's Map the Meal Gap study shows, child food insecurity looks different from county to county. Anti-hunger programs work to protect millions of children from hunger, but the report also reveals that many children in need of food assistance do not qualify for federal child nutrition programs, and their families must rely on charity alone to put food on the table. Map the Meal Gap provides data about the prevalence of child food insecurity at the local level, including the share of children who are income-eligible for federal child nutrition programs like free or reduced price school meals. By providing information about child hunger at the local level, Map the Meal Gap can help policymakers and service providers alike identify strategies to best reach families and children in need of food assistance.

FEEDING AMERICA

Visit [feedingamerica.org/mapthegap](http://feedingamerica.org/mapthegap) for more information.  
©2013 Feeding America. All rights reserved.

Due to rounding, totals range from 99-101%.

## Leon

### FOOD INSECURITY RATE



**20.4%** of county population

Number of food insecure people: **56,290**

### ESTIMATED PROGRAM ELIGIBILITY AMONG FOOD INSECURE PEOPLE

|                                                |            |                      |
|------------------------------------------------|------------|----------------------|
| <b>CHARITABLE RESPONSE</b>                     | <b>34%</b> | Above 200% Poverty   |
| <b>REDUCED PRICE SCHOOL MEALS, WIC</b>         | <b>0%</b>  | 200% to 200% Poverty |
| <b>SNAP, FREE SCHOOL MEALS, CSFP (SENIORS)</b> | <b>67%</b> | Below 200% Poverty   |

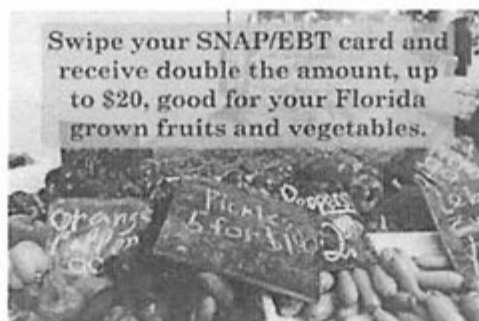
AVERAGE COST  
OF A MEAL



**\$2.93**

\* National average cost of a meal is: \$2.74

## Purchase Incentives: Addressing Fresh Food Access



## EBT & Fresh Access Bucks

Available at:





# ALICE

- Asset Limited, Income Constrained, Employed
- 45% of Floridians (3.2 million people) struggle to afford basic necessities: food, housing, child care, health care, transportation
- Despite assistance, ALICE households need 30%+ income
- Marginalized populations over-represented
- All ages
- All counties





# Community Gardens: 75 in Tallahassee



Tallahassee Food  
Network - TFN

# Starting a Community Garden

The screenshot shows a web browser window displaying the City of Tallahassee website. The address bar shows the URL [www.talgov.com/planning/planning-environ-gardening.aspx](http://www.talgov.com/planning/planning-environ-gardening.aspx). The website header includes the City of Tallahassee logo and navigation links: [Live](#), [Play](#), [Work](#), [Government](#), [About the City](#), and [Departments](#). The main content area is titled "Environmental Planning" and "Community Gardening". It features a sidebar with links to various planning topics, a main text area with information about community gardening, and a "You May Also Like..." section with links to utility accounts, route maps, and online services. A small image of a community garden is also present.

**Planning**

- Comprehensive Planning
- Design Works
- Land Use / Zoning
- Environmental
- Hazard Mitigation Planning
- Mobility Planning
- Publications/Studies
- Research/GIS
- Planning Commission
- Planning FAQ
- Placemaking
- Planning Home

**Environmental Planning**

**Community Gardening**

The City of Tallahassee is happy to assist citizens in the development of community gardens. From victory gardens during World War II to the creation of the Florida A&M Orange Avenue garden, Tallahassee has a long history of urban agriculture. Today, a new energy about local food and healthy living has swept the nation, reaching Leon County in various forms; community organizations, new small business, school curriculums, community supported agriculture, and a proliferation of farmer's markets.

The City encourages citizens to work with their neighbors to build, cultivate, and maintain gardens on public lands. The benefits are numerous. Not only can a household introduce fresh produce into their diet, but community gardening is an excellent way to build community too! Meet your neighbors. Exchange growing tips with a child. Improve security by taking back a vacant lot.

We are here to assist in this endeavor. Please review the documents and resources provided below, and always feel free to contact our office at 891.6400.

**How do you get started?**

City staff is available to assist you and your neighbors in establishing a community garden. Please review the application materials listed below. Then, contact the Planning Department with any questions. Staff is also available to discuss potential city-owned properties in your neighborhood that are appropriate for gardens, garden design, and proper siting on the property.

**You May Also Like...**

- ePlus Login
- Your Utility Account
- Route Maps & Schedules
- e+ Online - Account Management Tool
- Online Kennel
- Look up an Account by Address Search
- Additional Ways to Pay Your Utility Bill
- Applying for a Job
- Online Kennel - Dogs

# Leon County Community Garden Program

The County program provides three kinds of assistance: 1) a grant program for financial assistance; 2) material assistance that includes mulch, compost bins, and rain barrels; and, 3) in conjunction with Leon County Cooperative Extension, technical consultation to promote food-growing success and adoption of sustainable gardening practices. Citizens who wish to apply begin by filling out an application. These applications are available on-line at [www.GrowingGreen.org](http://www.GrowingGreen.org).



# School Gardens

- Bond Elementary
- Hartsfield Elementary
- Astoria Pre-K
- Cornerstone Learning Community
- Richards High
- Fairview Middle
- Nims Middle
- Ghazvini Learning Center
- Sail High
- Apalachee Elementary
- Magnolia Elementary & Middle
- School for Arts & Sciences
- Grassroots School
- Kate Sullivan Elementary
- FAMU High
- PACE
- Roberts Elementary
- Gadsden Head Start
- Florida High
- Raa Middle
- Holy Comforter
- Oakridge Elementary
- Trinity Catholic

**Damayan Garden Project**  
[www.Damayan.org](http://www.Damayan.org)

## Get Involved: Local Food Monthly Meetings

Free & Open to the Public

- Tallahassee-Area Permaculture Meet-up  
**First Sunday** @ 2pm, Lululand, Chairs Cross Road
- Edible Garden Club  
**First Monday** @ 6pm, Winthrop Park, 1601 Mitchell Ave
- Tallahassee Food Network's Collards & Cornbread **Second Thursday** @ 1:30pm, iGrow Farm, 514 Dunn Street
- Sustainable Tallahassee's Green Drinks  
**Last Wednesday** @ 5:30, Midtown Pass, 1019 N. Monroe
- Food Policy Workgroup – Committee Work Day 4/23 @ 6pm  
Email [tlhfoodpolicy@gmail.com](mailto:tlhfoodpolicy@gmail.com) to get on mailing list

## Presenter's Guide: 15min Local Food Presentation

### Diet Focus

1. Title slide: Dandelion = Food as Medicine
  - a. Gentle herb for clearing toxins; seen as weed, toxins used to kill it
2. Community-based food system – what we are working toward
  - a. Note components – all sectors of life
3. What are we eating? Review infographic
4. What is in our food – processing chemicals
5. Leon County nutrition rates
  - a. London study first of its kind – benefits of F&V servings
6. US and Florida food insecurity
7. Leon County food insecurity
8. One way to address – increased access to improve nutritional options
  - a. FAB program – stretching food budget for SNAP families
  - b. FHM is the only place to get it
9. Farmers market vendors live in the community; supporting them supports the local economy
10. ALICE – Asset Limited, Income Constrained, Employed
  - a. Despite government and charitable assistance, ALICE households are still short 30% of the income required to meet basic needs
  - b. Many fall in the gap – make too much to qualify for assistance, don't make enough to cover basic needs
  - c. Nearly 80% White, but still African-Americans, Hispanic, persons living with disabilities, recent immigrants are overrepresented in the ALICE count.
11. One way to address food need for these families – community gardens
  - a. Food and work sharing
  - b. Social interaction
  - c. Can produce up to \$90,000 worth of produce annually, with low input to output ratios
  - d. Markets like FHM can provide additional income

12. City has a community garden program

13. County has a community garden program

- a. In the process of revamping that program and cataloguing community gardens in the area to support communication and knowledge sharing

14. School garden projects teach kids to grow their own food (resiliency) and also help to normalize healthy eating concepts

- a. School garden projects need help. They often die without a champion. Always in need of volunteer support.

15. Other ways to get involved – monthly meetings

Handouts:

- Farmers market schedule
- Seasonal produce chart
- Local Food Info



**Local Food TLC**  
**A Tallahassee-Leon County Project**  
**c/o Sustainable Tallahassee**

**Quarterly Report – Q4**

Sustainable Tallahassee, on behalf of the City of Tallahassee and Leon County, has conducted the activities outlined in this report under deliverable requirements for the Local Food TLC project. The project is undertaken to encourage the growth of the local food system, through promotion and support of local businesses and organizations, and also public education and outreach as it pertains to the production, distribution and consumption of local food.

Project activities are focused on the following objectives:

1. Increase awareness of local food initiatives.
2. Increase individual, civic and community involvement in the growing, selling, buying and consumption of local foods.
3. Increase community, school and home gardening in the city and county.
4. Support and promote other events and groups in their efforts to raise awareness of local food options.

**Report Period: (Q4) July – September 2015**

Project activities during the fourth quarter focused on event support and development of school and community gardening initiatives. Additional local food presentations were developed and delivered, with scheduling achieved for future appointments that did not fit within the fourth quarter time frame due to requester's schedule(s). Work performed addresses each of the four project objectives and is detailed below.

**Project Deliverables by Objective**

**1. Increase awareness of local food initiatives.**

Project contractor participated as a local food representative in a study by doctoral students participating in the University Florida's Ethnographic Field School, a project funded by the National Science Foundation (NSF) and carried out in collaboration with the Health Equity Alliance of Tallahassee (HEAT). Information from [www.Qualquant.org](http://www.Qualquant.org), a website "dedicated to social research methods," where the field school application is advertised, notes that "the field school is designed to articulate with ongoing NSF-funded research in Tallahassee. In partnership with community members and organizations, [Dr. Clarence] Gravlee and colleagues are conducting community-based participatory research on the social and cultural context of racial inequalities in health." The 2015 field school focused on the social and spatial inequalities in

food security, and culminated with an event at the LeRoy Collings Leon County Public Library on July 30th to share the study findings, entitled “Community Gardens...Growing MORE than Food.”

Project contractor participated as a local food representative in a live broadcast of WFSU Perspectives, providing information about food security issues in the Tallahassee-Leon County area and the expansion of fresh food access in food deserts through a purchase incentive program for recipients of federal food assistance offered exclusively at the Frenchtown Heritage Marketplace, a local farmers market. Contractor then shared the broadcast link through social media, the Frenchtown market website and encouraged partners to further share the information in order to expand the reach of the program and topics discussed. A representative from UF/IFAS Extension Office, Leon County Sustainability Office and Tallahassee Food Network also participated in the on-air conversation.

Project contractor contributed information, contact leads and quote material to a reporter for the Tallahassee Democrat who published an article on food security and local food sourcing in the Tallahassee-Leon County area. The article, “Battling food deserts in the Big Bend,” by Nubias Wilborn was seen by other partners contractor has developed through support of local food initiatives and resulted in a public housing resident being recruited and trained to appear in a video on the Healthy Food Financing Initiative (HFFI) that will be released statewide. HFFI is a tax incentive program to encourage the launching of healthy food retail locations in federally designated food deserts. Begun in Pennsylvania, the program has been adopted in multiple states. The American Heart Association is spearheading the legislative effort in Florida.

Project contractor participated in a meeting called by the Council on the Status of Women and Girls regarding entrepreneurship opportunities for women. Contractor represented entrepreneurial opportunities related to participation in the local food system. As a result of contacts made in that meeting, contractor also attended an Entrepreneur Month planning meeting for the Tallahassee-Leon County Economic Development Council. Contractor represented local food entrepreneurial opportunities and was the only person present to do so. Contractor developed an event plan to promote local food entrepreneurial opportunities, but was not able to convene partner support in time to include the event in the 2015 E-Month series. Partner interest is evident, however, and contractor will continue to pursue the idea for future launch.

Project contractor displayed local food products and information at the Sustainable Tallahassee Donor Event to which community leaders and benefactors were invited. Contractor provided information related to seasonal produce and where to find it at local farmers markets, as well as product sampling.

Project contractor made plans to develop web copy for housing the material created under this project on the Sustainable Tallahassee website. Due to scheduling conflicts with necessary parties, the work will take place in November.

## **2. Increase individual, civic and community involvement in the growing, selling, buying and consumption of local foods.**

Project contractor developed and delivered a presentation to the Capital Rotary Club on the benefits of buying, selling, growing and eating locally-sourced food, with a focus on the health and economic benefits as well as service opportunities in the local food system. The presentation was well received, and was attended by 30 Rotarians. Contractor modified the 30-minute presentation previously developed under this project to fit in the time allotted for delivery and to reflect group interests for improved reception and greatest impact.

Project contractor developed and delivered a presentation on the health, environmental and economic benefits of participation in the local food system at the July Green Drinks event, a speakers program hosted by Sustainable Tallahassee. Contractor extended the environmental information and involvement opportunities in the presentation to reflect audience interests. The presentation was well-received and attended by 30-40 people. A Tallahassee Democrat reporter attended the presentation and contractor provided information and quote material. The resulting article was a front page headline on sustainability efforts including Leon County Sustainability, Sustainable Tallahassee, FSU Sustainable Campus and the Sharing Tree, in addition to this project (See “Sustainability Movement Gains Momentum,” by Ryan Dailey, 7/31/2015).

Project contractor developed and delivered a presentation on the health, environmental and economic benefits of participation in the local food system at the August meeting of the Whole Child Leon Professional Network. The presentation focused on the social benefits of participation in the local food system, though included economic and environmental aspects as well. It was well received, and attended by more than 60 people. Contractor received at least five follow up calls from attendees wanting further information, and developed three functional partners from those contacts.

Project contractor participated in a meeting called by City of Tallahassee Parks & Recreation to provide information supporting the re-establishment of farmers markets at Southside community centers. Contractor provided consultation and contact leads, and also performed follow-up research to support the market development. Frenchtown Neighborhood Improvement Association and Tallahassee Food Network were also present at the meeting.

## **3. Increase community, school and home gardening in the city and county.**

Project contractor continued planning work with the Community Garden Network steering committee in preparation for the first full network meeting held in September. Planning work included partnership development with other local food players, funding research and foundational efforts for government support of regulations that support the establishment and/or continuation of community gardens in Tallahassee-Leon County neighborhoods. The first full meeting of the Community Garden Network was successful, with nearly 30 people in attendance and overwhelmingly positive reception by participants. Contractor provided meeting facilitation

and follow-up engagement support, as well as planning support for the second full network meeting scheduled for November.

Project contractor continued participation in the Farm to School network group hosted by UF/IFAS Leon County Extension Office. The group reviewed and provided input on the new Adopt-a-Garden Program by the Extension Office to support school and communities gardens with volunteers to provide educational and maintenance assistance. The program includes a comprehensive school survey, which the contractor reviewed and provided comment. Contractor also invited the marketing coordinator for Red Hills Small Farm Alliance into the group.

Project contractor arranged and attended a meeting with Macon Community Garden organizer and Ethnographic Field School member to develop a research plan to support development of a project that would collect anecdotal information from residents of the Macon Community, an historic Black agricultural community, about plants used as medicine. The information would then be used as to develop a garden plan for the Macon Community Garden to feature the healing herbs that elders remember their families using at a time when trips to the doctor or hospital were infrequent or nonexistent. The stories and garden plots would be used to preserve and promote community heritage and foster a personal connection with the community garden to support neighborhood engagement. The ethnography student developed a research plan; however, the Macon Community Neighborhood Association Board of Directors, parent organization of the community garden, decided not to pursue the project at this time.

Project contractor met with the executive director of Leon Trees to discuss potential for a gleaning project that makes use of residential fruit yield, supports community-based agriculture education programs, and provides local produce to Tallahassee-Leon residents while retaining source information, both in the form of food donation and farmers market products. Contractor is pursuing partners and a viable project design.

#### **4. Support and promote other events and groups in their efforts to raise awareness of local food options.**

Project contractor completed multiple meetings with Gramling's Seed Store to plan a fall event focused on seasonal planting supplies and community support provided by the 100-year-old business. The event, held on September 19<sup>th</sup>, was entitled "Gramling's Gives Back: 100 Years and Counting." Contractor recruited and coordinated event partners, including Tours in Tallahassee, Damayan Garden Project, SAIL High School Bluegrass Ensemble, local food vendor and volunteer support. Contractor produced and disseminated promotional material, recruited promotional partners and also provided on-site coordination on event day. The fall event was not as successful as the spring event planned and supported by contractor, which drew in over \$10,000 in sales to the business; however, Gramling's staff reported that sales traffic was at least three times the expected volume for a non-event Saturday during the fall planting season. Lower attendance volume for the fall event was likely due to increased competition from larger

events on the same day and fewer lead-up events than the Centennial Celebration held in the spring.

Project contractor met with the owners of Jubilee Orchards to discuss plans for promoting a value added product to insulate the farmer from a volatile raw product market. Contractor helped farm owner to develop a marketing plan and provided no-cost product consultation.

Project contractor planned three separate events to occur as part of Red Hills Seven Days of Local Delights. Contractor recruited partners, developed event plans, submitted applications, created promotional material and arranged promotional partnerships to support the local food events. The work includes three venues and more than eight partners. Events promote local consumption, product purchase and sustainable farming methods.

Project contractor supported Tallahassee Nurseries in planning a fall planting event to take place in September with a focus on educators and school gardens. Contractor also interviewed nursery staff and wrote an article for the “Greening our Community” blog that promoted the business’ educational opportunities that support the expansion of local food participation in the Tallahassee-Leon County area. The article, entitled, “The future of Green is an education-conscious business,” appeared in the Tallahassee Democrat on September 14<sup>th</sup> (also relates to Objective 1 of this project).

Project contractor supported initial planning efforts for the 2016 Healthy Communities Festival co-sponsored by City of Tallahassee, Leon County and the Florida Department of Environmental Protection. Contractor suggested ideas for exhibitors, educational involvement, artistic representation of sustainable concepts and local food vendors.

### Products/Proof of Work

- HEAT Field School Report Flier
- Macon Community Garden White Paper
- Field School Interview Email Thread
- WFSU Perspectives Broadcast Link: <http://news.wfsu.org/post/perspectives-food-sustainability>
- Tallahassee Democrat article link: <http://www.tallahassee.com/story/news/2015/09/13/battling-food-deserts-big-bend/72237026/>
- Food Business Forum project description
- Local Food Presentation for Capital Rotary, and scheduling email thread
- Local Food Presentation for Whole Child Leon Professional Network, and scheduling email thread
- Local Food Presentation for Green Drinks, and thank you email thread
- CSWG meeting invitation and email thread

- Community Garden Network Meeting Minutes
- Farm 2 School Group invite to Red Hills Small Farm Alliance
- Seven Days of Local Delights event organizing email threads
- Gramling's fall event flyer and press release
- Tallahassee Democrat article link:  
<http://blogs.tallahassee.com/community/2015/09/10/greening-our-community-the-future-of-green-is-an-education-conscious-business/>
- Tallahassee Democrat article link:  
<http://www.tallahassee.com/story/news/local/2015/07/31/sustainability-movement-gains-momentum/30977955/>

Report compiled by: Michelle Gomez  
Cc: Jim Davis, Executive Director  
Tom Cordi, President

# LEON COUNTY CONTRACT ROUTING FORM

☒ Original  
☐ Renewal  
☐ Amendment( # )

County Contract No. 3548C

Division Contact: Damion Warren Phone # 606-5115

Department/Division: Office of Management and Budget

Contractor: DISC Village, Inc.

Address 3333 W. Pensacola St.

City, State, Zip Tallahassee, FL 32304 Phone \_\_\_\_\_

Contract Period: From October 1, 2013 To September 30, 2014

Renewal Periods: Number \_\_\_\_\_ Term \_\_\_\_\_

Contract Total \$ Amount: \$185,759.00 or check if ☐ Unit Price Agreement

**Contract Type:**

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

**Procurement Method:**

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

**Insurance Certificates:**

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

**Forms Required:**

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

\*Bid/RFP # \_\_\_\_\_

**Awarded by:**

☐ Purchasing Director  
☐ County Administrator  
☒ Board of County Commissioners  
 Agenda Date 9/24/2013 Item # 24

RECEIVED  
 13 OCT 28 PM 4:00  
 CLERK CIRCUIT COURT  
 BOB TILZER  
 FINANCE DIVISION

Comments: \_\_\_\_\_

**Routing:**

| Required                            | Initials  | Date            | Originating Division                     |
|-------------------------------------|-----------|-----------------|------------------------------------------|
| <input type="checkbox"/>            |           |                 | Group Director                           |
| <input type="checkbox"/>            |           |                 | Purchasing                               |
| <input checked="" type="checkbox"/> | <u>EW</u> | <u>10/29/13</u> | County Attorney's Office                 |
| <input type="checkbox"/>            |           |                 | Deputy or Assistant County Administrator |
| <input type="checkbox"/>            |           |                 | County Administrator                     |
| <input checked="" type="checkbox"/> | <u>EW</u> | <u>10/29/13</u> | Chairman, BCC                            |
| <input checked="" type="checkbox"/> | <u>EW</u> | <u>10/29/13</u> | Clerk's Office (Finance)                 |

RECEIVED  
 13 OCT 28 AM 11:23  
 CLERK CIRCUIT COURT  
 BOB TILZER  
 FINANCE DIVISION

Return completed documents to: Damion Warren, OMB

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



## **GRANT FUNDING AGREEMENT**

This Agreement is made and entered into this 1st day of October, 2013, by and between Leon County, Florida, a Charter County and political subdivision of the State of Florida, (hereinafter referred to as "County") and DISC Village, Inc., (hereinafter referred to as "Grantee").

### **RECITALS**

**WHEREAS**, the Grantee has presented the County a proposal, identifying the community service activities, as well as those persons responsible for overseeing and assuring delivery of those services, to implement with the grant funding provided for herein; and

**WHEREAS**, the County, by and through its Board of Commissioners, at its final public hearing on the fiscal year 2014 budget approved a disbursement of funds to the Grantee for the purposes of providing those identified community service activities; and

**WHEREAS**, the Grantee is either a governmental, civic, or not-for-profit organization; and

**WHEREAS**, the grant funding herein provided is not construed by Grantee to be a continuing obligation of the County; and

**WHEREAS**, the Parties desire to reduce their intentions to writing.

**NOW, THEREFORE**, in consideration of the premises and mutual covenants contained herein, the sufficiency of which is acknowledged hereby, the Parties do agree as follows:

#### **I. Services to be Provided**

- A. Grantee shall provide those activities and services ("Services") identified in the Funding Request Application submitted April 12, 2013, in which the Grantee set out and identified the activities and Services which it would undertake as a community service and identified the person or persons responsible for overseeing and assuring that those Services would be delivered, a copy of which is attached hereto as Exhibit A and incorporated herein as if fully set forth below.
- B. Grantee shall be responsible for all expenses associated with the delivery of Services required by this Agreement.

- C. Grantee shall comply with all applicable laws, ordinances, and regulations governing its operation and in the provision of Services herein required.

## **II. Budget and Grant Funds Distribution**

- A. County Agrees to provide \$185,759.00 for those Services provided by Grantee under this Agreement, which shall include but are not limited to, Correctional Officers, the Civil Citation Program, and the Juvenile Assessment Booking Center.
- B. The County will advance the Grantee 50% of its grant funding which has been allocated under this Agreement by the 15<sup>th</sup> day of October, 2013 and the remaining 50% of its funding which has been allocated under this Agreement by the 15<sup>th</sup> day of January, 2014 contingent upon receipt of the mid-year report as set forth in Exhibit B.
- C. Future distributions to the Grantee will be contingent upon compliance with this Agreement and the status of previously disbursed funds to the Grantee.
- D. Upon termination of this Agreement, the Grantee shall remit all unexpended funds to the County within ten (10) business days following the effective date of such termination.
- E. Funding for Services shall end September 30, 2014. The Grantee shall return any unexpended funds to the County by October 10, 2014.
- F. County specifically reserves the right to reduce, increase, or totally withdraw its financial commitment as set forth herein to the Grantee at any time and for any reason.

## **III. Personnel and Subcontracting**

- A. The Grantee represents that it has and will maintain adequate staffing to carry out the Services to be provided under this Agreement. Such employees shall not be employees of Leon County or have any contractual relationship with the County.
- B. All Services required hereunder will be performed by the Grantee and all personnel engaged in the performance of work or Services shall be fully qualified and properly authorized under appropriate state and local laws to perform such Services.
- C. None of the work or Services to be performed under this Agreement shall be subcontracted without prior written approval from the County.

## **IV. Reporting and Notices**

- A. Upon execution of the Agreement the Grantee will provide in writing the Grantee staff member who will be responsible for the submission of all Grantee reports to the County for the administration of this Agreement.

- B. All reports, if required hereunder, shall be submitted electronically to Wanda Hunter at Hunter.W@leoncountyfl.gov. All other related correspondence may be submitted to:

Wanda Hunter  
Director, Office of Intervention and Detention Alternatives  
Address: 301 S. Monroe St., 4th Floor  
Tallahassee, FL 32301

- C. All notices required hereunder shall be in writing sent by United States certified mail, postage prepaid, return receipt requested, overnight courier or by hand delivery. All notices required under this Agreement shall be given to the Parties at the addresses below or at such other place as the Parties may designate in writing.

Notice to Grantee:

\_\_\_\_\_  
Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Notice to the COUNTY:

\_\_\_\_\_  
Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- D. Grantee shall provide both a mid-year and annual report to the County of all Services provided in the approved Non-Departmental Funding Performance Report form, attached hereto as Exhibit B and incorporated herein as if fully set forth below.
- E. The Grantee shall develop a spreadsheet, approved by the County, that summarizes the mid-year and annual report and provide a copy of same upon delivery of the mid-year and annual reports to the County.

**V. Termination**

- A. This Agreement may be terminated by either Party without cause upon no less than 30 calendar days' notice in writing to the other Party, unless a sooner time is mutually agreed upon in writing by the Parties. Said notice shall be delivered in accordance with Section IV. C. herein.
- B. In the event that funds for payment pursuant to this Agreement become unavailable or inadequate, the County may terminate this Agreement upon not less than 24 hours' notice in writing to the Grantee. Said notice shall be sent in accordance with Section IV.C. hereof. The County shall be the final authority as to the availability and/or adequacy of funds. In the event of termination of this Agreement, the Grantee will be compensated only for any work performed under this Agreement which has been satisfactorily completed.

- C. This Agreement may be terminated as a result of the Grantee non-performance and/or breach of this Agreement upon not less than 24 hours written notice to the Grantee. Failure to object to a breach of any provisions of this Agreement shall not be deemed to be a waiver of any other or subsequent breach and shall not be construed to be a modification of the terms and conditions of this Agreement. The provisions herein do not limit the County's right to any other available remedies at law or in equity. Failure to have performed any contractual obligations in the Agreement in a manner satisfactory to the County shall be deemed sufficient cause for termination.

**VI. Audits and Records**

- A. Grantee acknowledges and agrees that the County reserves the right to conduct, either or both, a financial audit and management audit. An audit by the County may encompass an examination of all financial transactions, all accounts, and all reports, as well as an evaluation of compliance with the Terms and Conditions of this Agreement.
- B. Within fifteen (15) days of the end of the Agreement Term, the Grantee shall submit a report of expenditures to the County for the entire contract period, documenting the details of each expenditure made and Service provided hereunder.
- C. The County may inspect all reports and conduct audits to ensure both program and fiscal compliance and shall provide written notice of any findings and proposed corrective action, if any, to the Grantee .
- D. Grantee shall provide the Leon County Office of Financial Stewardship, for their review, a copy of any audit Grantee has performed of itself.
- E. Grantee agrees to maintain and keep any and all records necessary to substantiate the expenditure of funds consistent with Services set out in this Agreement.
- F. Grantee shall produce all records requested by the County for its determination that monies distributed by the County are being spent in accordance with this Agreement.
- G. The Grantee shall use an accounting system that meets generally accepted accounting principles. The Grantee shall maintain such property, personnel, financial and other books, records, documents and other evidence sufficient to reflect accurately the amount, receipt, and disposition by the Grantee of all funds received. The Grantee shall preserve and make its records available until the expiration of three (3) years from the date of Termination or Expiration of the Term of this Agreement, and for such longer period, if any, as is required by applicable statute or lawful requirement.

**VII. Use of County Funds**

- A. Funds received by the Grantee pursuant to this Agreement shall only be used for those purposes outlined in the Agreement.

- B. Funds shall be deemed misused when the Grantee does not fully utilize funds in accordance with this Agreement. The Grantee agrees to repay to the County all misused funds.

### **VIII. Term**

The Effective date of this Agreement shall commence on October 1, 2013, or on the date on which the Agreement is signed by the last Party, and shall terminate on September 30, 2014, unless extended by the Parties.

### **IX. General Provisions**

- A. Governing Law and Venue. This Agreement shall be governed by and construed in accordance with the laws of the State of Florida. Any action to enforce any of the provisions of this Agreement must be maintained in Tallahassee, Leon County, Florida.
- B. Waiver. Failure to insist upon strict compliance with any term, covenant or condition of this Agreement shall not be deemed a waiver of it. No waiver or relinquishment of a right or power under this Agreement shall be deemed a waiver of that right or power at any other time.
- C. Modification. This Agreement shall not be extended, changed or modified, except in writing duly executed by the Parties hereto.
- D. Binding Effect. This Agreement shall be binding upon the successors and, subject to below, assigns of the Parties hereto.
- E. Assignment. Because of the unique nature of the relationship between the Parties and the terms of this Agreement, neither Party hereto shall have the right to assign this Agreement or any of its rights or responsibilities hereunder to any third Party without the express written consent of the other Party to this Agreement, which consent shall not unreasonably be withheld.
- F. Entire Agreement. This Agreement constitutes the entire agreement between the Parties with respect to the matters contained herein, and all prior agreements or arrangements between them with respect to such matters are superseded by this Agreement.
- G. Headings. Headings in this Agreement are for convenience only and shall not be used to interpret or construe its provisions.
- H. Ambiguity. This Agreement has been negotiated by the Parties with the advice of counsel and, in the event of an ambiguity herein, such ambiguity shall not be construed against any Party as the author hereof.
- I. Public Bodies. It is expressly understood between the Parties that the County is a political subdivision of the State of Florida. Nothing contained herein shall be

construed as a waiver or relinquishment by the County to claim such exemptions, privileges or immunities as may be provided to that Party by law.

- J. Force Majeure. A Party shall be excused from performance of an obligation under this Agreement to the extent, and only to the extent, that such performance is affected by a "Force Majeure Event" which term shall mean any cause beyond the reasonable control of the Party affected, except where such Party could have reasonably foreseen and reasonably avoided the occurrence, which materially and adversely affects the performance by such Party of its obligation under this Agreement. Such events shall include, but not be limited to, an act of God, disturbance, hostility, war, or revolution; strike or lockout; epidemic; accident; fire; storm, flood, or other unusually severe weather or act of nature; or any requirements of law.
- K. Cost(s) and Attorney Fees. In the event of litigation between the Parties to construe or enforce the terms of this Agreement or otherwise arising out of this Agreement, the prevailing Party in such litigation shall be entitled to recover from the other Party its reasonable costs and attorney's fees incurred in maintaining or defending subject litigation. The term litigation shall include appellate proceedings.
- L. Severability. It is intended that each Section of this Agreement shall be viewed as separate and divisible, and in the event that any Section, or part thereof, shall be held to be invalid, the remaining Sections and parts shall continue to be in full force and effect.
- M. Revision. In any case where, in fulfilling the requirements of this Agreement or of any guarantee, embraced or required hereby, it is deemed necessary for the Grantee to deviate from the requirements of this Agreement, the Grantee shall obtain the prior written consent of the County.
- N. Publicity. Without limitation, the Grantee and its employees, agents, and representatives shall not, without prior written approval of the County, in each instance, use in advertisement, publicity or other promotional endeavor any County mark, the name of the County, or any County officer or employee, nor represent directly or indirectly, that any products or Services provided by the Grantee have been approved or endorsed by Leon County or refer to the existence of this Agreement in press releases, advertising or materials distributed by the Grantee to its respective customers.
- O. Public Entity Crime. Pursuant to section 287.133, Florida Statutes, the following restrictions are placed on the ability of persons convicted of a public entity crime to transact business with Leon County: when a person or affiliate has been placed on the convicted vendor list following a conviction for public entity crime, he/she may not submit a bid on a contract to provide any goods or Services to a public entity, may not submit a bid on a contract with a public entity for the construction or the repair of a public building or public work, may not submit bids on leases of real property to a public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in

section 287.017, Florida Statutes, for Category two, for a period of 36 months from the date of being placed on the convicted vendor list.

- P. Civil Rights Requirements. The Grantee shall not discriminate against any employee in the performance of this Agreement or against any applicant for employment because of age, race, religion, color, disability, national origin, or sex. The Grantee further agrees that all subcontractors or others with whom it arranges to provide Services or benefits to participants or employees in conjunction with any of its programs and activities are not discriminated against because of age, race, religion, color, disability, national origin, or sex. The Grantee shall conduct its funded activities in such a manner as to provide for non-discrimination and full equality of opportunity regardless of race, color, religion, national origin, sex, age, handicap, marital status, political affiliation, or beliefs. Therefore, the Grantee agrees to comply with Title VII of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, the Florida Human Rights Act, and the American Disabilities Act of 1990.
- Q. Survival. Any provision of this Agreement which contemplates performance or observance subsequent to any termination or expiration of this Agreement, will survive expiration or termination of this Agreement.
- R. Counterparts. This Agreement may be executed in one or more counterparts, each of which will be deemed an original but all of which taken together will constitute one and the same instrument.
- S. Indemnity. The Contractor agrees to indemnify, defend and hold harmless the County, its officials, officers, employees and agents, from and against any and all claims, damages, liabilities, losses, costs, or suits, of any nature whatsoever arising out of, because of, or due to any acts or omissions of the Contractor, its delegates, employees and agents, arising out of or under this Agreement, including a reasonable attorney's fees. The County may, at its sole option, defend itself or require the Contractor to provide the defense. The Contractor acknowledges that ten dollars (\$10.00) of the amount paid to the Contractor is sufficient consideration of the Contractor's indemnification of the County.
- T. Agency. Nothing herein contained is intended or should be construed as creating or establishing the relationship of agency, partners, or employment between the Parties hereto, or as constituting either Party as the agent or representative of the other for any purpose. Grantee is not authorized to bind the County to any contracts or other obligations and shall not expressly represent to any Party that the Grantee and County are partners or that Grantee is the agent or representative of the County.
- U. Sovereign Immunity

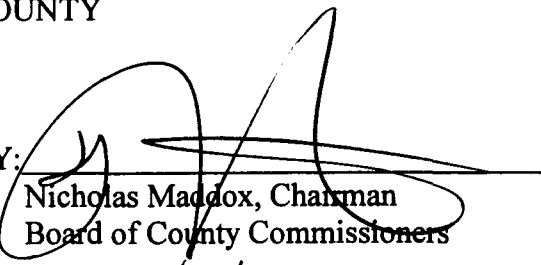
Nothing herein shall be construed as a waiver of any rights and privileges afforded the County under section 768.28, Florida Statutes.



WHERETO, the Parties have set their hands and seals effective the date whereon the last  
Party executes this Agreement.

COUNTY

BY:


  
Nicholas Maddox, Chairman  
Board of County Commissioners

DATE:

10/24/13

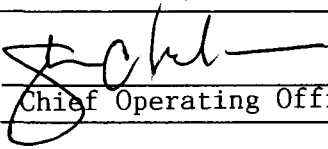
GRANTEE

By:

  
As Its: Chief Executive Officer

Date: October 16, 2013

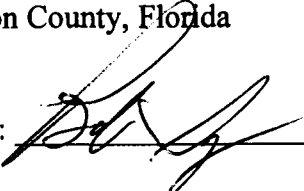
Attest:

  
As Its: Chief Operating Officer

ATTEST:

Bob Inzer, Clerk of the Court  
Leon County, Florida

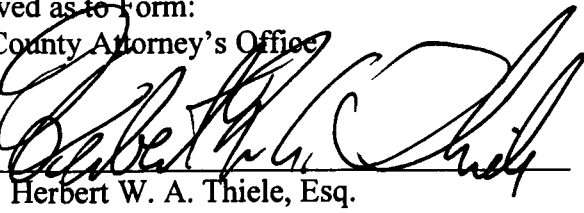
BY:



Approved as to Form:

Leon County Attorney's Office

BY:



Herbert W. A. Thiele, Esq.  
County Attorney

# 2013/2014 Non-Departmental Funding Request Application

## A. Organizational Information

Legal Name of Agency: DISC Village, Inc.

Agency Representative: Thomas K. Olk, Chief Executive Officer

Physical & Mailing Address: 3333 W. Pensacola Street, Tallahassee FL 32304

Telephone: (850) 575-4388

FAX: (850) 576-3317

E-Mail Address: TO1995@aol.com

Agency Employer ID Number (FEIN): 59-1491338

Does the Agency have a 501(c)(3) status: Yes X No       

Date of Agency Incorporation: 06/15/1973

Attach Articles of Incorporation

**Please attach the Agency's most recent completed tax return.**



## **B. Project Information**

- 1. Succinctly describe the program for which funding is requested. Please include types of services provided (attach additional pages as necessary):**

This request will support the continuing operation of the Juvenile Assessment Center by providing funding for Correctional Officers and the Civil Citation program. The Correctional Officers allow law enforcement agencies the ability to effectively hand-off arrested youth at the Juvenile Assessment Center and return to the streets. The Juvenile Assessment Center provides screening to the arrested youth for appropriate placement.

The Civil Citation program offers early intervention, counseling, education and other appropriate community resources to divert first time juvenile misdemeanor offenders from the juvenile justice system. Local law enforcement officers issue civil citations to youth instead of making an arrest. Civil Citation allows youth to complete community service hours at approved community worksites if the youth and their parents agree to participate in the program. Participating youth must complete all sanctions assigned to them in order to be successfully diverted. The program employs a case manager who conducts assessments for treatment referral needs, provides oversight of youth activities, case management and liaison/advocacy functions.

- 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?**

This funding is being requested to maintain the operations of Juvenile Assessment Center by providing the mandatory onsite security and supervision of arrested youth. Having the Juvenile Assessment Center provides the ability for local law enforcement to bring arrested youth to a secure site and allows them to return to their duties of providing safety and security in the community with minimal disruption of their time.

The Civil Citation program faces the risk of closing if it is not funded, which would be a waste of resources since the Civil Citation program has been found to save more money than it costs to operate and to provide a second chance for juvenile offenders.

- 3. Projected program impact/outcome results - What is the projected impact on the target population?**

The Civil Citation program has been operating for over ten years to give law enforcement officers the discretion to provide first time misdemeanor youth with a "second chance". The program also enables law enforcement officers to have more control over a youth's sanctions. It allows them to outline required community services hours and other sanctions to assist the offending youth at a considerable cost savings to an arrest. Since the program operates outside of the juvenile justice system, it has been estimated to have saved thousands of dollars each year in costs normally associated with processing arrested youth. Other benefits of the program include the provision of earliest possible treatment interventions and clear and immediate consequences for youth. It is used as a tool to minimize minority overrepresentation in the local juvenile justice system.

**4. List the target population projected to be served or benefit from this program?**

The target population for the Civil Citation program is any Leon County youth who commits a first time misdemeanor. Eligibility for the program is based on the current offense, lack of a delinquency history, residency of the youth, officer discretion, and the willingness of the youth and parent/guardian to participate. The target population for the Correctional Officers is any arrested youth brought to the Juvenile Assessment Center by law enforcement.

**5. Provide the methods are being effectively used to attain this program's target population.**

The target population for the Civil Citation program is determined by law enforcement discretion. If an officer determines that a youth would be appropriate for Civil Citation, they call the JAC to determine if the youth has any type of prior delinquency history on file. At that point, if the youth meets the other criteria, they give the youth a citation and advise them to call the Civil Citation office within 7 days. Law enforcement officers receive periodic training from the case manager to ensure consistent application of the program, especially in regards to minority overrepresentation.

**6. Outline the phases and time frames in which this program or event will be accomplished if funded.**

The Correctional Officers provide onsite custody and control of the youth at the Juvenile Assessment Center 24 hours a day, seven days a week. The Civil Citation program operates from 8:00 a.m. to 5:00 p.m., Monday through Friday. However, accommodations are made for youth/families that cannot come in during regular business hours.

**7. List the program's short-term, intermediate, and long-term goals.**

The main goal for the Correctional Officers is to provide immediate custody and control of arrested youth brought to the Juvenile Assessment Center which will allow local law enforcement to return to their duties with minimal disruption of their time.

The main goal of the Civil Citation program is to address criminal behavior in first time youthful offenders by holding them accountable for their actions. This is achieved by completing an initial assessment to identify potential treatment needs and refer the youth to community providers who can meet those needs. The ultimate goal of this program is to help keep youth out of the Juvenile Justice system.

**8. What other agencies in Leon County (governmental, non-profit, private) provide service(s) similar to those which would be provided by this funding?**

There are no other agencies in Leon County that provide services similar to the Civil Citation program. The Civil Citation program provides coordinated referrals to the county's various

## FY 2013/2014 Non-Departmental Funding Application

Page 4 of 6

delinquency prevention and intervention programs. It is a component of the JAC, which represents a synergetic endeavor that involves eleven partner agencies.

**9. List any Agency partnerships and collaboration related to this program.**

| Agency                                     | Partnership/Collaboration             |
|--------------------------------------------|---------------------------------------|
| Capital City Youth Services                | Leon County School Board              |
| State Attorney's Office                    | Department of Juvenile Justice        |
| Public Defender's Office                   | City of Tallahassee Police Department |
| Clerk of the Courts                        | Leon County Sheriff's Office          |
| Florida State University Police Department | Department of Children and Families   |
|                                            |                                       |
|                                            |                                       |

**C. Funding Information**

10. Agency's current total budget: 2012/2013 \$6,445,500 (Current)  
 2013/2014 \$6,485,000 (Proposed)

11. Total cost of program: (2012/2013) \$356,220

12. Please list the 2013/2014 funding amount and associated expenditures requested from Leon County and other sources:

| Actual Expenditure Detail             | Leon County<br>Funded | Other Agencies<br>Funded | Total          |
|---------------------------------------|-----------------------|--------------------------|----------------|
| Compensation and Benefits             | 145,834               | 146,125                  | 291,959        |
| Professional Fees                     | 0                     | 0                        | 0              |
| Occupancy/Utilities/Network           | 8,093                 | 0                        | 8,093          |
| Supplies/Postage                      | 2,550                 | 0                        | 2,550          |
| Equipment Rental, Maint., Purchase    | 1,425                 | 0                        | 1,425          |
| Meeting costs/Travel/Transportation   | 500                   | 0                        | 500            |
| Staff/Board Development/Recruitment   | 2,100                 | 0                        | 2,100          |
| Awards/Grants/Direct Aid              | 62                    | 0                        | 62             |
| Bad Debts/Uncollectibles              | 0                     | 0                        | 0              |
| Bonding/Liability/Directors Insurance | 1,487                 | 0                        | 1,487          |
| Other expense (please itemize)        | 0                     | 0                        | 0              |
| Educational Materials                 | 550                   | 0                        | 550            |
| Correctional Officers Uniforms        | 3,150                 | 0                        | 3,150          |
| Urinalysis Expense                    | 1,600                 | 0                        | 1,600          |
| In-Kind Expense                       | 0                     | 25,461                   | 25,461         |
| Administrative Cost                   | 18,409                | 18,875                   | 37,284         |
|                                       |                       |                          |                |
|                                       |                       |                          |                |
| <b>TOTAL</b>                          | <b>185,759</b>        | <b>190,461</b>           | <b>376,220</b> |

- 13. Please list the following Revenue Sources for the current year and the upcoming year below:**

| <b>Revenue Source</b>                | <b>2012/2013 (Current)</b> | <b>2013/2014 (Proposed)</b> |
|--------------------------------------|----------------------------|-----------------------------|
| Leon County (not CHSP):              | 185,759                    | 185,759                     |
| City of Tallahassee (not CHSP):      | 145,000                    | 165,000                     |
| City of Tallahassee Mid Year Request |                            |                             |
| United Way (not CHSP):               |                            |                             |
| State:                               |                            |                             |
| Federal:                             |                            |                             |
| Grants:                              |                            |                             |
| Contributions/Special Events:        | 25,461                     | 25,461                      |
| Dues/Membership:                     |                            |                             |
| Program Service Fees:                |                            |                             |
| Other Income (please itemize):       |                            |                             |
|                                      |                            |                             |
| <b>TOTAL</b>                         | <b>356,220</b>             | <b>376,220</b>              |

- 14. Please list the following expenses for the current year and the upcoming year below:**

| <b>Expense</b>                        | <b>2012/2013 (Current)</b> | <b>2013/2014 (Proposed)</b> |
|---------------------------------------|----------------------------|-----------------------------|
| Compensation and Benefits             | 274,813                    | 291,959                     |
| Professional Fees                     | 0                          | 0                           |
| Occupancy/Utilities/Network           | 8,079                      | 8,093                       |
| Supplies/Postage                      | 2,569                      | 2,550                       |
| Equipment Rental, Maint., Purchase    | 1,389                      | 1,425                       |
| Meeting costs/Travel/Transportation   | 467                        | 500                         |
| Staff/Board Development/Recruitment   | 1,595                      | 2,100                       |
| Awards/Grants/Direct aid              | 62                         | 62                          |
| Bad Debts/Uncollectibles              | 0                          | 0                           |
| Bonding/Liability/Directors Insurance | 1,487                      | 1,487                       |
| Other expense (please itemize)        | 0                          | 0                           |
| Correctional Officers Uniforms        | 500                        | 550                         |
| Educational Materials                 | 2,997                      | 3,150                       |
| Urinalysis Expense                    | 1,500                      | 1,600                       |
| In-Kind Expense                       | 25,461                     | 25,461                      |
| Administrative Cost                   | 35,301                     | 37,284                      |
| <b>TOTAL</b>                          | <b>356,220</b>             | <b>376,220</b>              |

**\*\*Note Current expenses are for the period 07/01/2012-02/28/2013 and annualized to project a 12 month budget.**

- 15. Describe actions and fund-raisers to secure funding.**

DISC Village is consistently working with partner organizations, foundations and other governmental agencies in an effort to optimize program funding.

- 16. Will this program or event recur every year?**

No \_\_\_\_\_ Yes     X

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 \$ 185,759

18. Has Leon County ever contributed funds to this program in the past?

No \_\_\_\_\_ Yes X

If "yes," list date(s), recipient or agency, project title and amount of funding:

Date: This has been recurring since 1994

Recipient or Agency: DISC Village, Inc.

Program Title: JAC – Booking (Correctional Officers) and Civil Citation Programs

Funding Level: \$185,759

19. Attach a copy of the Agency's most recent financial report.

### 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.

Printed Name: Thomas K. Olk

Signature: \_\_\_\_\_

Date Signed: 4/12/2013



# NON-DEPARTMENTAL FUNDING AGREEMENT

## Line Item Agency Performance Report Format & Instructions

Agency Name: \_\_\_\_\_

Please provide the following information and please keep the report to a maximum of five pages.  
(Not including attachments)

1. Program Name:
2. Program Objective:
3. Services Provided:
4. Service Delivery Strategy:
5. Target Population:
6. Method used to effectively reach target population:
7. Program Resources:  
(Input: Resource including \$ amount directly related to program. Ex: employees, volunteers, materials, etc.)
8. Program Capacity:
9. Number of Participants: \_\_\_\_\_ Cost per Participant: \$ \_\_\_\_\_  
(Output – Number benefited from services)
10. Program Goals:
  - a. Short-term
  - b. Intermediate
  - c. Long-term
11. Objectives: (Intended impact/outcome results)
  - a. Activities
  - b. Time Frame
  - c. Key Performance Indicators (Quantifiable)
  - d. Outcome Measures  
(Benefits or changes for participants during and after their involvement with the program.)
12. Data Collection Method:
13. Number of Participants that left or were dropped from the program:
14. Provide Participants demographic data:  
(Age, gender, race/ethnicity, marital status, income, /economic status, area of residence and including the participants' condition/status both before and after services are.)
15. If possible, please provide participant program satisfaction data: (Surveys, etc.)
16. List any agency partnerships and collaborations related to this program.



# Leon County

## Board of County Commissioners

301 South Monroe Street, Tallahassee, Florida 32301  
(850) 606-5302 www.leoncountyfl.gov

RECEIVED  
15 OCT 35 PM 9:48  
FINANCE DIVISION  
BOB INZER  
CLERK & COMPTROLLER

### Commissioners

BILL PROCTOR  
District 1

JANE G. SAULS  
District 2

JOHN DAILEY  
District 3

BRYAN DESLOGE  
District 4

KRISTIN DOZIER  
District 5

MARY ANN LINDLEY  
At-Large

NICK MADDOX  
At-Large

VINCENT S. LONG  
County Administrator

HERBERT W.A. THIELE  
County Attorney

September 30, 2015

John Wilson, Chief Operating Officer  
DISC Village, Inc.  
3333 West Pensacola Street, Suite 330  
Tallahassee, FL 32304

Re: GRANT FUNDING AGREEMENT

Dear Mr. Wilson:

Pursuant to Section VIII of the Agreement dated October 1, 2013, this is to advise you that during the Board of County Commissioner's budget deliberations it approved funding a renewal of the subject Agreement for a period of one year. All the terms and conditions of the Agreement shall remain the same except for the Term, which shall change to October 1, 2015 through September 30, 2016; Exhibit A, Leon County Board of County Commissioner's Continuation of Direct Agency Funding Fiscal Year 2016 Overview and Form, attached hereto and made a part hereof; and the following language governing Public Records:

Section IX. V. Public Records. The Grantee shall:

1. Keep and maintain those records that ordinarily and necessarily would be required by the County in order to perform the Services under this Agreement, hereinafter "Public Records".
2. Provide the public with access to public records on the same terms and conditions that the County would provide the records and at a cost to the public as set forth in Chapter 119, Florida Statutes, or as otherwise provided by law.
3. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law.
4. Meet all requirements for retaining public records and transfer, at no cost, to the County all public records in possession of the Grantee upon termination of this Agreement and destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. All records stored electronically must be provided to the County in a format that is compatible with the information technology systems of the County.

John Wilson, Chief Operating Officer  
September 30, 2015  
Page 2 of 2

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We would appreciate your signing and returning this document should you wish to renew the subject Agreement on such terms as stated above so that we may continue our long standing relationship with the DISC Village, Inc., uninterrupted.

We appreciate your assistance in the renewal of this Agreement. If you should have any questions concerning the above, please contact our office at your earliest convenience.

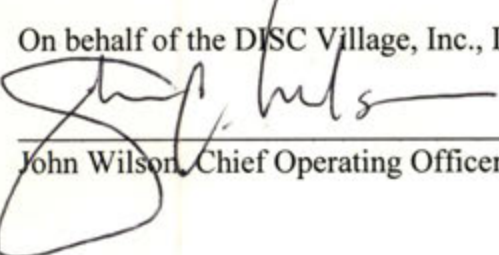
Sincerely,

OFFICE OF INTERVENTION AND  
DETENTION ALTERNATIVES

Wanda Hunter  
Director of Probation

Attachment: Exhibit A

On behalf of the DISC Village, Inc., I hereby agree to the terms and conditions contained above.

  
\_\_\_\_\_  
John Wilson, Chief Operating Officer

10-23-15  
Date





## **B. Program Information**

1. Succinctly describe the program for which funding is being requested. Please include types of services provided.

This request will support the continuing operation of the Juvenile Assessment Center by providing funding for Correctional Officers and the Civil Citation program. The Correctional Officers allow law enforcement agencies the ability to effectively hand-off arrested youth at the Juvenile Assessment Center and return to the streets. The Juvenile Assessment Center provides screening to the arrested youth for appropriate placement.

The Civil Citation program offers early intervention, counseling, education and other appropriate community resources to divert first time juvenile misdemeanor offenders from the juvenile justice system. Local law enforcement officers issue civil citations to youth instead of making an arrest. Civil Citation allows youth to complete community service hours at approved community worksites if the youth and their parents agree to participate in the program. Participating youth must complete all sanctions assigned to them in order to be successfully diverted. The program employs two case managers who conduct assessments for treatment referral needs, provides oversight of youth activities, case management, educational groups and liaison/advocacy functions.

2. List the targeted population projected to be served or benefit from this program.

The target population for the Civil Citation program is any Leon County youth who commits a first time misdemeanor. Eligibility for the program is based on the current offense, lack of an arrest history, residency of the youth, officer discretion, and the willingness of the youth and parent/guardian to participate. The target population for the Correctional Officers is any arrested youth brought to the Juvenile Assessment Center by law enforcement.

3. Projected program impact/outcome results: What is the projected impact on the target population?

The Civil Citation program has been operating for approximately twenty years to give law enforcement officers the discretion to provide youth committing a misdemeanor offense with a "second chance".

The program also enables law enforcement officers to have more control over a youth's sanctions. It allows them to outline required community services hours and other sanctions to assist the offending youth at a considerable cost savings to an arrest. Since the program operates outside of the juvenile justice system, it has been estimated to have saved thousands of dollars each year in costs normally associated with processing arrested youth. Other benefits of the program include the provision of early treatment interventions and clear and immediate consequences for youth. It is used as a tool to minimize minority overrepresentation in the local juvenile justice system.



## 4. Provide the methods used to attain this program's target population.

The target population for the Civil Citation program is determined by law enforcement discretion. If an officer determines that a youth would be appropriate for Civil Citation, they call the JAC to determine if the youth meets criteria based on their delinquency history. At that point, if the youth meets the criteria, they give the youth a citation and advise them to call the Civil Citation office within 7 days. Law enforcement officers receive periodic training from the program supervisor to ensure consistent application of the program, especially in regards to minority overrepresentation.

## 5. List the program's short-term, intermediate, and long-term goals.

The main goal for the Correctional Officers is to provide immediate custody and control of arrested youth brought to the Juvenile Assessment Center which will allow local law enforcement to return to their duties with minimal disruption of their time. The Correctional Officers complete the booking component for the youth presented at the JAC. The booking consists of fingerprinting and photo imaging of the youth in the Livescan for FDLE and photos for the local law enforcement system.

The main goal of the Civil Citation program is to address criminal behavior in youthful offenders by holding them accountable for their actions. This is achieved by completing an initial assessment to identify potential treatment needs and refer the youth to providers who can meet those needs if the program is unable to do so. The ultimate goal of this program is to help keep youth out of the Juvenile Justice system.

## 6. What other agencies in Leon County (governmental, non-profit, and private) provide services similar to those which would be provided by this funding?

There are no other agencies in Leon County that provide services similar to the Civil Citation program. The Civil Citation program provides coordinated referrals to the county's various delinquency prevention and intervention programs. It is a component of the JAC, which represents a synergistic endeavor that involves eleven partner agencies.

## 7. List any Agency partnerships and collaboration related to this program.

| Agency                                     | Partnership/Collaboration             |
|--------------------------------------------|---------------------------------------|
| Capital City Youth Services                | Leon County School Board              |
| State Attorney's Office                    | Department of Juvenile Justice        |
| Public Defender's Office                   | City of Tallahassee Police Department |
| Clerk of the Courts                        | Leon County Sheriff's Office          |
| Florida State University Police Department | Department of Children and Families   |



**C. Funding Information**

8. Agency's current total budget: 2014-2015 \$6,995,431 (current) 2015-2016 \$7,515,194  
(proposed)

9. Total cost of program: \$368,098

10. 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               | \$ 151,864         | \$ 145,000            | \$ 296,864        |
| Professional Fees                       | \$ 0               | \$ 170                | \$ 170            |
| Occupancy/Utilities/Network             | \$ 5,487           | \$ 0                  | \$ 5,487          |
| Supplies/Postage                        | \$ 2,004           | \$ 0                  | \$ 2,004          |
| Equipment Rental, Maintenance, Purchase | \$ 6,939           | \$ 0                  | \$ 6,939          |
| Meeting Costs/Travel/Transportation     | \$ 643             | \$ 0                  | \$ 643            |
| Staff/Board Development/Recruitment     | \$ 1,895           | \$ 0                  | \$ 1,895          |
| Awards/Grants/Direct Aid                | \$ 0               | \$ 0                  | \$ 0              |
| Bad Debts/Uncollectible                 | \$ 0               | \$ 0                  | \$ 0              |
| Bonding/Liability/Directors Insurance   | \$ 310             | \$ 316                | \$ 626            |
| Other Expenses (please itemize)         |                    |                       |                   |
| Employee Uniforms                       | \$ 709             | \$ 0                  | \$ 709            |
| Alarm Monitoring                        | \$ 0               | \$ 14                 | \$ 14             |
| In-Kind Service Expense                 | \$ 0               | \$ 21,178             | \$ 21,178         |
| Client Bus Passes                       | \$ 0               | \$ 249                | \$ 249            |
| Administrative Fees                     | \$ 15,908          | \$ 15,412             | \$ 31,320         |
| <b>Total</b>                            | <b>\$ 185,759</b>  | <b>\$ 182,339</b>     | <b>\$ 368,098</b> |

**Use your response to Question 11 to answer Questions 12-13**

11. Please list the following Revenue Sources for the current year and the upcoming year below:

| <b>Revenue Sources</b>         | <b>2014/15(Current)</b> | <b>2015/16 (Proposed)</b> |
|--------------------------------|-------------------------|---------------------------|
| Leon County (not CHSP)         | \$ 185,759              | \$ 185,759                |
| City of Tallahassee (not CHSP) | \$ 145,000              | \$ 145,000                |
| United Way (not CHSP)          | \$ 0                    | \$ 0                      |
| CHSP                           | \$ 0                    | \$ 0                      |
| State                          | \$ 9,308                | \$ 34,000                 |
| Federal                        | \$ 0                    | \$ 0                      |
| Grants                         | \$ 0                    | \$ 0                      |
| Contributions/Special Events   | \$ 0                    | \$ 0                      |
| Dues/Memberships               | \$ 0                    | \$ 0                      |
| Program Service Fees           | \$ 0                    | \$ 0                      |
| Utilized Reserves              | \$ 6,853                | \$ 18,521                 |
| Other Income (please itemize)  | \$ 0                    | \$ 0                      |
| In-Kind Donations              | \$ 21,178               | \$ 20,000                 |
| <b>384</b>                     | <b>\$ 368,098</b>       | <b>\$ 412,436</b>         |

12. Please list the following expenses for the current year and the upcoming year below:

| <b>Expenses</b>                         | <b>2014/15 (Current)</b> | <b>2015/16 (Proposed)</b> |
|-----------------------------------------|--------------------------|---------------------------|
| Compensation and Benefits               | \$ 296,864               | \$325,337                 |
| Professional Fees                       | \$ 170                   | \$ 0                      |
| Occupancy/Utilities/Network             | \$ 5,487                 | \$5,500                   |
| Supplies/Postage                        | \$ 2,004                 | \$2,060                   |
| Equipment Rental, Maintenance, Purchase | \$ 6,939                 | \$2,750                   |
| Meeting Costs/Travel/Transportation     | \$ 643                   | \$675                     |
| Staff/Board Development/Recruitment     | \$ 1,895                 | \$2,000                   |
| Awards/Grants/Direct Aid                | \$ 0                     | \$ 0                      |
| Bad Debts/Uncollectible                 | \$ 0                     | \$ 0                      |
| Bonding/Liability/Directors Insurance   | \$ 626                   | \$ 650                    |
| Other Expenses (please itemize)         |                          |                           |
| Employee Uniforms                       | \$ 709                   | \$ 800                    |
| Alarm Monitoring                        | \$ 14                    | \$ 50                     |
| In-Kind Service Expense                 | \$ 21,178                | \$ 20,000                 |
| Client Bus Passes                       | \$ 249                   | \$ 250                    |
| Administrative Fees                     | \$ 31,320                | \$ 43,209                 |
| <b>Total</b>                            | <b>\$ 368,098</b>        | <b>\$ 403,280</b>         |





13. Describe actions to secure additional funding. Please be specific.

DISC Village is working with the Department of Juvenile Justice to secure a Juvenile Civil Citation contract that will provide additional dollars in support for the Leon County Juvenile Civil Citation Program. This contract is expected to be \$34,000. This will allow more of our current funding to be spread between Civil Citation and our Correctional Officers.

DISC Village works with Florida State University and provides interns with the opportunity to work closely with our case managers and clients who are receiving counseling services. The interns under the direct supervision of a DISC Village staff help provide services. These services add to the number of clients who can be served while saving DISC Village approximately \$50,000 each year. (Equivalent salary if positions were paid).

In addition to the cost savings from our intern program we will be receiving additional support from the Department of Children and Families. (Pass through from Big Bend Community Based Care)

14. 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: John Wilson

Signature: 

Date Signed: 11-5-15

Attachment 1

Line Item Agency Performance Report

Half Fiscal Year October 1, 2015 to March 31, 2016

Agency Name: DISC Village, Inc.

1. Program Name: Juvenile Assessment Center(JAC)/Civil Citation Program
2. Program Objective: To provide assessments, screenings and various other services to juveniles that have been referred by local law enforcement agencies.
3. Services Provided: Assessments, screenings, case management, case staffing, referrals, counseling, groups, urinalysis screens, community service projects and community outreach. One of the important functions of the JAC is the booking component, which is conducted by state certified Correctional Officers. By having Correctional Officers at the facility they are able to process youth that have committed crimes so that they can be fingerprinted in Live Scan and photographed in the Leon County Jail's photo imaging system. The Correctional Officers also provide the security for the facility.
4. Service Delivery Strategy: Providing assessments using the Global Appraisal of Individual Needs (GAIN), which is evidence based tool to assist in determining the risks and needs of the client. Also, having staff with training, experience and education in working with a juvenile population. The programs work with community stakeholders to determine what services to provide and how best to implement the services.
5. Target Population: At-risk juveniles
6. Method Used to Effectively Reach Target Population: The agency operates a twenty-four (24) hour a day facility, seven (7) days a week and three hundred and sixty-five (365) days a year, which provides law enforcement officers the ability to bring a youth in custody to a secure facility. The officers are able to complete their paperwork quickly and return to the streets to perform their main function of public safety. Also, meeting with our stakeholders on at least a quarterly basis so they are aware of the services being provided and to ensure open lines of communication regarding program goals and trends within the community.
7. Program Resources: The JAC operates with approximately 20 employees consisting of one Director, one Coordinator, one Lead Screener, four full time and one part-time screener, six technicians and six full time and one part-time Correctional Officer. The Civil Citation program has 2 employees consisting of two Case Managers as well as university student interns and volunteers.

8. Program Capacity: The programs can serve as many juveniles that are referred by law enforcement officers.
9. Number of Participants: Civil Citation= 123, Cost per Participant: \$597.98 Total Cost \$73,553  
JAC= 644 Cost per Participant \$569.94 (Includes all cost associated with operating the Juvenile Assessment Center, not just the Correctional Officers.) Total Cost \$367,042.00
10. Program Goals: For the 2015-2016 Fiscal Year Short-Term Goals- To ensure that youth coming through the programs receive an assessment to determine their risk factors and needs. Intermediate Goals- To ensure through case staffing that youth are receiving the appropriate recommendations for services, sanctions, diversion programs and referrals. Long-Term Goals- For the JAC to enhance public safety and improve service delivery for youth and their families. The Civil Citation program will divert first time offending misdemeanor youth from the over burdened juvenile justice system.
11. Objectives: For the 2015-2016 Fiscal Year: The JAC's objectives are that 45% or more of youth screened at the JAC on new charges will not be re-arrested for 12 months following the date screened. The data from the 2<sup>nd</sup> Quarter Report reflects that this goal was met by showing that 26% of the youth re-offended up to 12 months after being screened at the JAC. The objective of 85% or more of youth presented to the JAC will be released from the center within six hours of arriving. The data reflects that this goal was not met by showing that 81% of the youth were released after six hours of arriving at the facility. This was due to the majority of youth exceeding the six hour time frame while waiting for transport by the Regional Juvenile Detention Center. This is an on-going issue which has been addressed in many meetings as well as monitored monthly by program supervisors at both facilities. However, the detention center has been operating with staff shortages, which has affected their ability for timely transports. The Civil Citation program objectives are that 85% or more of program participants will be assessed and placed in an appropriate work site to complete their community service within the first month of being referred. The data from the 2<sup>nd</sup> Quarter Report reflects that this goal was met by showing that 96% of the youth were seen and placed at a work site within one month of being referred. The objective of 85% or more of the families that complete satisfaction surveys will report satisfaction with program services. The data from the 1<sup>st</sup> Quarter Report indicates that the goal was met by 100% of program participants that completed surveys were satisfied with services provided. The objective of 85% or more of program participants that successfully complete the program will not re-offend for at least 12 months following program discharge. The data reflects that this goal was met by showing that 90% of the youth successfully discharged from the program did not re-offend 12 months from program closure.

12. Data Collection Method: Utilization of program logs, surveys, monthly and quarterly reports and the Juvenile Justice Information System (JJIS).
13. Number of Participants that Left or Were Dropped from the Program: This is not applicable for the JAC. For the Civil Citation program 10% of the youth were closed unsuccessfully from the program.
14. Provide Participants Demographic Data: The 2<sup>nd</sup> Quarter data for the JAC 2015-2016 fiscal year is as follows:  
Age: under 12= 3%, 12-15= 43% and 16-18= 54%  
Gender: male= 79% and female=21%  
Race: Black= 77%, White= 23% and Hispanic= 0%  
Marital Status: single  
The 2<sup>nd</sup> Quarter data for the Civil Citation 2015-2016 fiscal year is as follows:  
Age: under 12= 3%, 12-15=51% and 16-18=46%  
Gender: male= 56% and female= 44%  
Race: Black= 52%, White= 41% and Hispanic= 3%  
Marital Status: single
15. The programs do not collect data on economic status and area of residence. The Civil Citation program does collect surveys from clients and parents on the initial intake and the completion of the program (please see the survey information attached). The Civil Citation program does track the program participant's zip code but not specific area of residence.
16. DISC Village has partnerships with the Department of Juvenile Justice, Big Bend Community Based Care and the City of Tallahassee. Each agency funds part of the cost to operate the Juvenile Assessment Center 24 hours a day 365 days a year.

The Department of Juvenile Justice supplies funds for the operations of the building and staff to process youth. The Big Bend Community Based Care provides funds for operations and staff to process substance abuse assessments. The City of Tallahassee provides funds to help pay the cost of the Correctional Officers who are necessary to receive youth for law enforcement and to provide onsite security.

The JAC and Civil Citation programs have partnerships with local law enforcement agencies, the Department of Juvenile Justice, the Leon County School system, the juvenile court system, local diversion programs and a variety of community based referral sources including but not limited to the Capital City Youth Services (CCYS), PACE School for Girls, 50 Large and the Palmer Munroe Teen Center.



Administration:  
3333 W. Pensacola St.  
Suite 330  
Tallahassee, FL 32304  
Telephone: (850) 575-4388  
FAX: (850) 576-3317  
www.discvillage.org



April 8, 2016

Leon County Board of County Commissioners  
C/O Wanda Hunter, Director  
Office of Interventions and Detention Alternatives  
301 S. Monroe Street, 5th Floor  
Tallahassee, FL. 32301

RE: Tallahassee/Leon County Juvenile Assessment Center

Dear Ms. Hunter:

The Tallahassee/Leon County Juvenile Assessment Center (JAC) was created as a public/private partnership dedicated to juveniles in the community and surrounding areas. DISC Village, Inc. has successfully operated the JAC since 1995 providing services that include criminal booking for all juveniles arrested by local law enforcement agencies, conducting assessments to determine appropriate intervention services, and coordinating the Juvenile Civil Citation program. The Tallahassee/Leon County Juvenile Assessment Center provides these services and more to over 1900 juveniles and their families on an annual basis.

As of January 2016, DISC Village concluded a five (5) year analysis of juvenile participants who received services in the JAC. In total, there were 7619 juveniles served; 2 out of 5 juveniles who come through the JAC are from Leon County Sheriff's Office. Of the juveniles served, 55% are between the ages of 16-18 years old and approximately 58% or 2 out of 3 intakes are for a misdemeanor offense.

DISC Village has been providing intervention services with successful outcomes, and appreciates the opportunity to work with the Leon County Board of County Commissioners and local law enforcement agencies. In order to preserve vital services, DISC Village would like to request a funding increase of 20% of the annual allocated funding which is \$37,000.00. DISC Village has conducted services and operated the JAC for the past 20 years, with the last funding increase in 2007 (9 years ago). Additional resources would provide the ability to offset increases in operational costs and to continue to provide essential necessities to juveniles and their families as they work through difficult times.

Thank you to the members of this council for your service and time to consider this request.

Regards,



John C. Wilson  
Chief Executive Officer



**LEON COUNTY  
CONTRACT ROUTING FORM**

Logged In A/2-0769  
Attachment #20  
Page 1 of 8  
Logged Out mal

County Contract No. 25815

☒ Original  
☐ Renewal  
☐ Amendment( # )

Division Contact: Damion Warren

Phone # 606-5115

Department/Division: Office of Management and Budget

Contractor: Keep Tallahassee-Leon County Beautiful

Address P.O. Box 191

City, State, Zip Tallahassee, FL 32302

Phone (850) 681-8589

Contract Period: From October 1, 2012 To September 30, 2013

Renewal Periods: Number \_\_\_\_\_ Term \_\_\_\_\_

Contract Total \$ Amount: \$21,375.00 or check if ☐ Unit Price Agreement

Contract Type:

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

Procurement Method:

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

Insurance Certificates:

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

Forms Required:

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

\*Bid/RFP # \_\_\_\_\_

Awarded by:

☐ Purchasing Director  
☐ County Administrator  
☒ Board of County Commissioners  
Agenda Date 9/18/2012 Item # \_\_\_\_\_

Comments: \_\_\_\_\_

**Routing:**

Required

Initials

Date

|                                     |           |                |
|-------------------------------------|-----------|----------------|
| _____                               | _____     | _____          |
| _____                               | _____     | _____          |
| <input checked="" type="checkbox"/> | <u>DW</u> | <u>10/2/12</u> |
| _____                               | _____     | _____          |
| <input checked="" type="checkbox"/> | <u>DW</u> | <u>10/8/12</u> |
| <input checked="" type="checkbox"/> | _____     | _____          |

Originating Division \_\_\_\_\_

Group Director \_\_\_\_\_

Purchasing \_\_\_\_\_

County Attorney's Office \_\_\_\_\_

Deputy or Assistant County Administrator \_\_\_\_\_

County Administrator \_\_\_\_\_

Chairman, BCC \_\_\_\_\_

Clerk's Office (Finance) \_\_\_\_\_

Return completed documents to: Damion Warren, OMB

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

RECEIVED  
12 OCT -8 AM 9:37  
12 OCT 12 AM 9:18  
CLERK CIRCUIT COURT  
FINANCE DIVISION  
BOB INZER

RECEIVED  
12 OCT 10 PM 3:09  
CLERK CIRCUIT COURT  
FINANCE DIVISION  
BOB INZER





## NON-DEPARTMENTAL FUNDING AGREEMENT

This Agreement is made and entered into this 1st day of October, 2012, by and between Leon County, Florida, a Charter County and a political subdivision of the State of Florida (herein referred to as County) and Keep Tallahassee-Leon County Beautiful, Inc. (herein referred to as Grantee).

WHEREAS, Leon County, by and through its Board of County Commissioners, at its final public hearing on the Fiscal Year 2012/2013 budget on the 18<sup>th</sup> day of September, 2012, approved a disbursement in the amount of \$21,375 out of the County's General Fund for the following reason(s):

**Continued funding of beautification & clean-up projects and programs that primarily focus on local neighborhoods, businesses, schools, and lake shore areas including the Litter Hotline.**

WHEREAS, the Grantee has on file with the Leon County Board of County Commissioners a "Funding Request Application" dated the 16th day of March, 2012, in which the Grantee set out and identified the activities which it would undertake as a community service and identified the person or persons responsible for overseeing and assuring that those services would be delivered, a copy of which is attached hereto as Attachment 1 (*page 6*) and made part of this agreement; and

WHEREAS, the Grantee is either a government, civic, or not-for-profit organization; and

WHEREAS, the funding herein is not to be construed by the Grantee as a continuing obligation on the part of the County; and

WHEREAS, the parties are desirous of reducing their intention to writing;

NOW, THEREFORE, in consideration of the premises and mutual covenants contained herein, the parties to this Agreement do agree as follows:

1. The County hereby expresses its intent to disburse \$21,375 from its General Funds for the use and benefit of the Grantee to fund expenses for the following reason(s):

## NON-DEPARTMENTAL FUNDING AGREEMENT

**Continued funding of beautification & clean-up projects and programs that primarily focus on local neighborhoods, businesses, schools, and lake shore areas including the Litter Hotline.**

Only those expenses outlined in the "Funding Request Application" will be funded by the County. Any other expenses associated with the delivery of services in Leon County shall be borne by the grantee.

Notwithstanding, the intention of the County to make this disbursement, the County specifically reserves the right to reduce, increase, or totally withdraw its financial commitment to the Grantee at any time and for any reason.

2. Unless otherwise specified, the disbursement of funds by the County to the Grantee shall be disbursed in a lump sum upon receipt and approval of an invoice from the grantee. This Agreement will require the grantee to submit an annual performance report, expenditure report, and audit report, unless exempted under Section (3), no later than October 19, 2012. The Grantee shall submit the annual performance report using the report example provided as Attachment 1. All of the Grantee's outstanding reports, from prior year funding, shall be received before any funds are disbursed.

3. "If the grantee expends less than \$500,000 in a year from all funding, the grantee is exempt from County audit requirements for that year. However, the agency will still be responsible for producing unaudited financial statements. If the grantee expends \$500,000 or more in a fiscal year from the County, State, Federal, and all other funding, an independent public accountant shall be employed to conduct a financial and compliance audit of its records. In addition to the above, the grantee shall provide Leon County Office of Management and Budget (OMB), for their review, a copy of any audit received. All audits shall be submitted to OMB within thirty days of receipt of issued report. The County reserves the right to conduct financial and program monitoring and to

## NON-DEPARTMENTAL FUNDING AGREEMENT

perform an audit of the Agency's records. An audit by the County shall encompass an examination of all financial transactions, all accounts, and reports, as well as an evaluation of compliance with the terms and conditions of this AGREEMENT. "

4. Nothing herein contained is intended or should be construed as creating or establishing the relationship of agency, partners, or employment between the parties hereto, or as constituting either party as the agent or representative of the other for any purpose. Grantee is not authorized to bind the County to any contracts or other obligations and shall not expressly represent to any party that the Grantee and County are partners or that Grantee is the agent or representative of the County.

5. The Grantee will comply with all applicable laws, ordinances, and regulations governing their operations.

6. In the event the County makes the disbursement, the Grantee shall maintain and keep any and all records necessary to substantiate the expenditure of funds consistent with the activities as set out in its "Funding Request Application."

7. The Grantee shall produce to the County upon request any and all records that the County may direct to determine that the monies distributed to it by the County are being spent in accordance with the "Funding Request Application."

8. The Grantee shall conduct its funded activities in such a manner as to provide for non-discrimination and full equality of opportunity regardless of race, color, religion, national origin, sex, age, handicap, marital status, political affiliation, or beliefs. Therefore, the Grantee agrees to comply with Title VII of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, the Florida Human Rights Act, and the American Disabilities Act of 1990.

9. The Grantee 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

## NON-DEPARTMENTAL FUNDING AGREEMENT

agreement by the Grantee, its delegates, agents or employees, or due to any act or occurrence of omission or commission of the Grantee, including but not limited to costs and a reasonable attorney's fee. The County may at its option, defend itself or allow the Grantee to provide the defense.

10. This Agreement shall be governed by, construed, and enforced in accordance with the laws of the State of Florida.

## NON-DEPARTMENTAL FUNDING AGREEMENT

IN WITNESS WHEREOF, the parties hereto have set their hands this 1 day of October, 2012.

Keep Tallahassee-Leon County Beautiful, Inc.  
Organization Name

By: Liana Hansen  
As Its: Executive Director  
Attest: Allie VanLandingham  
As Its: Board Chair



LEON COUNTY, FLORIDA

BY: Akin Akinyemi  
Akin Akinyemi, Chairman  
Board of County Commissioners

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

BY: John Stott, Deputy Clerk

Approved as to Form:  
Leon County Attorney's Office

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

## NON-DEPARTMENTAL FUNDING AGREEMENT

### Attachment 1

#### Line Item Agency Performance Report Format & Instructions

Agency Name: Keep Tallahassee-Leon County Beautiful, Inc.

Please provide the following information and please keep the report to a maximum of five pages.  
(Not including attachments)

1. Program Name:
2. Program Objective:
3. Services Provided:
4. Service Delivery Strategy:
5. Target Population:
6. Method used to effectively reach target population:
7. Program Resources:  
(Input: Resource including \$ amount directly related to program. Ex: employees, volunteers, materials, etc.)
8. Program Capacity:
9. Number of Participants: \_\_\_\_\_ Cost per Participant: \$ \_\_\_\_\_  
(Output – Number benefited from services)
10. Program Goals:
  - a. Short-term
  - b. Intermediate
  - c. Long-term
11. Objectives: (Intended impact/outcome results)
  - a. Activities
  - b. Time Frame
  - c. Key Performance Indicators (Quantifiable)
  - d. Outcome Measures  
(Benefits or changes for participants during and after their involvement with the program.)
12. Data Collection Method:
13. Number of Participants that left or were dropped from the program:
14. Provide Participants demographic data:  
(Age, gender, race/ethnicity, marital status, income, /economic status, area of residence and including the participants' condition/status both before and after services are.)
15. If possible, please provide participant program satisfaction data: (Surveys, etc.)
16. List any agency partnerships and collaborations related to this program.

# BOARD OF COUNTY COMMISSIONERS

## INTER-OFFICE MEMORANDUM

**DATE:** February 16, 2016

**TO:** Dionte Gavin, Supervisor, Finance Administration Division, Clerk's Office

**FROM:** Robert Mills, Director, Office of Resource Stewardship

**SUBJECT:** Keep Tallahassee Leon County Beautiful

---

Please find the original copy of the above-referenced agreement for inclusion in the County's contract database as contract number 4019B. A copy of the Agreement is being sent to Patrick Kinni, Deputy County Attorney for the administration of same.

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

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

RM

cc: Alan Rosenzweig, Deputy County Administrator

Encl: Patrick Kinni, Deputy County Attorney

RECEIVED  
16 FEB 17 PM 3:27  
FINANCE DIVISION  
BOB INZER  
CLERK & COMPTROLLER





# Leon County

## Board of County Commissioners

301 South Monroe Street, Tallahassee, Florida 32301  
(850) 606-5302 www.leoncountylfl.gov

Office of Resource Stewardship  
Solid Waste Management Division  
7550 Apalachee Parkway  
Tallahassee, Florida 32311  
(850) 606-1800

ORIGINAL

### Commissioners

BILL PROCTOR

District 1

JANE G. SAULS

District 2

JOHN DAILEY

District 3

BRYAN DESLOGE

District 4

KRISTIN DOZIER

District 5

MARY ANN LINDLEY

At-Large

NICK MADDOX

At-Large

VINCENT S. LONG

County Administrator

HERBERT W.A. THIELE

County Attorney

November 17, 2015

DIANA HANSON

KEEP TALLAHASSEE – LEON COUNTY BEAUTIFUL

P.O. BOX 191

TALLAHASSEE, FL, 32302

Re: GRANT FUNDING AGREEMENT

Dear Diana Hanson:

Pursuant to Section I of the Agreement dated October 30th, 2014, this is to advise you that during the Board of County Commissioner's budget deliberations it approved funding a renewal of the subject Agreement for a period of one year. All the terms and conditions of the Agreement shall remain the same except for the Term, which shall change to October 1, 2015 through September 30, 2016; Exhibit A, Leon County Board of County Commissioner's Continuation of Direct Agency Funding Fiscal Year 2016 Overview and Form, attached hereto and made a part hereof; and the following language governing Public Records:

[Section IX. Subsection U] Public Records. The Grantee shall:

1. Keep and maintain those records that ordinarily and necessarily would be required by the County in order to perform the Services under this Agreement, hereinafter "Public Records".
2. Provide the public with access to public records on the same terms and conditions that the County would provide the records and at a cost to the public as set forth in Chapter 119, Florida Statutes, or as otherwise provided by law.
3. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law.
4. Meet all requirements for retaining public records and transfer, at no cost, to the County all public records in possession of the Grantee upon termination of this Agreement and destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. All records stored electronically must be provided to the County in a format that is compatible with the information technology systems of the County.

We would appreciate your signing and returning this document should you wish to *renew* the subject Agreement on such terms as stated above so that we may continue our long standing relationship with Sustainable Tallahassee uninterrupted.

ORIGINAL

We appreciate your assistance in the renewal of this Agreement. If you should have any questions concerning the above, please contact our office at your earliest convenience.

Sincerely,

OFFICE OF RESOURCE STEWARDSHIP

ROBERT MILLS

Attachment: Grant Funding Agreement

On behalf of the Keep Tallahassee – Leon County Beautiful I hereby agree to the terms and conditions contained above.

*Diana Hanson*  
Diana Hanson

*November 23, 2015*  
Date

ORIGINAL

## Exhibit A

Leon County Board of County Commissioner's  
Continuation of Funding  
FY 16  
Overview and Form

**Eligible Applicants:** Only those organizations that are currently funded in FY15 by the Leon County Board of County Commissioner's through a special event grant may submit a Letter of Intent. This funding is for the continuation of current grant awards through which services are provided by grantees.

**Grant Limits:** Current grantees will be required to submit a budget letter requesting continuation of funding. The County has allocated funds in the proposed FY16 budget. With that in mind, grantees should submit a proposed budget for funding of the budgeted award amount.

**Deadline:** Forms for continuation of County funding are due no later than **5 p.m. on September 30, 2015**. Required documents may be submitted by mail or electronically via e-mail to [schreinert@leoncountyfl.gov](mailto:schreinert@leoncountyfl.gov) or fax to 850 606 1801.

**Document List:** Letter of Intent – REQUIRED;

Name of Agency Keep Tallahassee - Leon County Beautiful, Inc.  
Address P.O. Box 191  
City Tallahassee State FL Zip Code 32302  
Primary Point of Contact Diana Hanson  
Phone Number 850-545-6507  
E-mail Address KeepTallahasseeBeaut@comcast.net

By submitting this Letter of Intent, Keep Tallahassee – Leon County Beautiful agrees to continue to provide services through the County funding award. We understand that funding through this Letter of Intent process is contingent upon the County's budget appropriation. Further, we understand that the submission of this Letter of Intent does not guarantee funding by Leon County.

This Letter of Intent must be signed by an agency official who is authorized to enter into contractual agreements.





## **B. Program Information**

1. Succinctly describe the program for which funding is being requested. Please include types of services provided.

Keep Tallahassee-Leon County Beautiful, Inc., an affiliate of Keep America Beautiful, was formed in partnership with Leon County, The City of Tallahassee, and the Tallahassee Chamber of Commerce in 1992. KTLCB is dedicated to keeping our community litter-free and educated about recycling, resource stewardship, and protecting our environment. The partnership with Leon County will primarily focus on litter reduction and beautification of County waterways and parks.

2. List the targeted population projected to be served or benefit from this program.

Patrons visiting Leon County facilities and those living nearby.

3. Projected program impact/outcome results: What is the projected impact on the target population?

Increased use and enjoyment of Leon County Parks and Waterways by residents as a result of litter reduction and beautification projects.

4. Provide the methods used to attain this program's target population.

Through coordination of volunteers litter will be removed from specified areas. Volunteers will be sought through a various means including:

- KTLCB Board Member Direct Participation
- KTLCB Board Member Contacts
- KTLCB Executive Director Contacts
- Volunteer Recruitment Through:
  - Tallahassee Democrat
  - Chronicle
  - Fox 49
  - WTXL
  - WCTV
  - FAMUAN
  - Visit Florida
  - Tallahassee Magazine
  - WFSU
  - Tallahassee Grapevine
  - United Partners
  - Student Government, Panhellenic community at FSU

- FSU, FAMU, TCC Student Government and local high schools

5. List the program's short-term, intermediate, and long-term goals.

- **Shoreline Clean Up** – KTLCB will organize volunteers and provide supplies for annual shoreline clean up throughout the Leon County area, including for example, the following water bodies:  
Iamonia, Jackson and landings, Talquin, Munson, Miccosukee, Cascades Chain, Ochlockonee. KTLCB will report Leon County parks and facilities serviced and estimated volunteer hours and/or amounts of litter/waste removed for those facilities. When possible photos of these activities and the results will be captured and reported. A description of the method to solicit (i.e.: established direct relationship, bill board, website, email list serve, volunteers sought opportunity, etc.) or the specific source of volunteers (i.e.: a Boy Scout troop, sorority, civic club, Volunteer Leon, etc.) will be provided.
- **Super Clean Sweep** – KTLCB will organize volunteers and provide supplies for annual litter removal and beautification event throughout the Leon County area, including, for example, the following: Martha Wellman, Jackson View, Henrietta, Tower Road, Faulk, Hall, J. Lee Vause, and Reeves Parks. KTLCB will report Leon County facilities serviced and estimated volunteer hours and/or amounts of litter/waste removed for those facilities. KTLCB will also report any beautification activities conducted at County facilities. When possible photos of these activities and the results will be captured and reported. A description of the method to solicit (i.e.: established direct relationship, bill board, website, email list serve, volunteers sought opportunity, etc.) or the specific source of volunteers (i.e.: a Boy Scout troop, sorority, civic club, Volunteer Leon, etc.) will be provided.
- **Adopt-A-Street** - KTLCB will actively refer Adopt-A-Street inquiries regarding county roads, as well as Litter Hot Line calls to Tom Jackson. These referrals will be tracked and reported including the caller's name and contact number
- **Quarterly Coordination** -  
KTLCB executive director will confer at least quarterly with Josh McSwain, Parks Supervisor in Parks and Recreation; Robert Mills, Director, Solid Waste Management; and a stewardship/ sustainability department designee to discuss County needs and goals arising during the course of the County-KTLCB partnership period and identify opportunities for KTLCB to provide volunteers or other resources to service those needs on a one-time or continuing basis. Illustrative past examples include, but are not limited to:
  - Special beautification or clean-up of Leon County water bodies, such as lake bottoms when drawn down;
  - Special beautification or clean-up of Leon County parks, such as tearing out footbridges or mulching trails;
  - Landscape beautification and litter control in other county areas;
  - Assistance with Leon County Solid Waste events;
  - Educational events within Leon County Schools or general public; and
  - E scrap collection events



6. What other agencies in Leon County (governmental, non-profit, and private) provide services similar to those which would be provided by this funding?

Volunteer Leon  
County inmate labor  
Probationers  
Others/Unknown

7. List any Agency partnerships and collaboration related to this program.

| Agency                                     | Partnership/Collaboration           |
|--------------------------------------------|-------------------------------------|
| Volunteer Leon, Colleges, and High Schools | Volunteer resources                 |
| Leon County Parks & Rec                    | Volunteer resources for projects    |
| County Recycling                           | Containers for events and clean ups |

### C. Funding Information

8. Agency's current total budget: 2014-15 \$80,000 (current) 2015-16 \$92,000 (proposed)

9. Total cost of program: \$21,375

10. Please list the 2013/14 funding amount and associated expenditures requested from **Leon County** and **Other Revenue Sources**:

| Actual Expenditure Detail               | Leon County<br>Funded | Other Revenue<br>Sources | Total  |
|-----------------------------------------|-----------------------|--------------------------|--------|
| Compensation and Benefits               | 17,000                | 27,100                   | 44,100 |
| Professional Fees                       |                       | 500                      | 500    |
| Occupancy/Utilities/Network             | 3360                  | 7325                     | 10,685 |
| Supplies/Postage                        | 715                   | 3400                     | 4115   |
| Equipment Rental, Maintenance, Purchase |                       | 3500                     | 3500   |
| Meeting Costs/Travel/Transportation     |                       | 3500                     | 3500   |
| Staff/Board Development/Recruitment     |                       | 3100                     | 3100   |
| Awards/Grants/Direct Aid                |                       | 2000                     | 3000   |
| Bad Debts/Uncollectible                 |                       |                          |        |
| Bonding/Liability/Directors Insurance   | 300                   | 1200                     | 1500   |

**FY 2015-16 /Direct Agency Program and Budget Questionnaire**

**Page 5**

Fundraisers: 3-4 per year;  
Apply for grants when applicable

14. Attach a copy of the Agency's most recent annual 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: Diana Hanson

Signature: *Diana Hanson*

Date Signed: 9-30-15



## Keep Tallahassee–Leon County Beautiful, Inc. Annual Report for 9/30/15

For the purpose of this report the term 'program' shall reference the individual beautification and cleanup activities, events, and initiatives. Examples of programs include but are not limited to the Litter Hotline, Lakeshore Clean-up Program, Annual Super Clean Sweep, Neighborhood Cleanup-up and Beautification Projects, Landscaping and planning projects, Graffiti Abatement Program, Fund raisers, as well as Education and Outreach. .

1. Program Name: **Super Clean Sweep**
2. Objective: City/County wide clean up/beautification
3. Services Provided: Volunteers clean up City/Countywide cleanup of neighborhoods, parts of the forest, streets, lakeshores, lakes, parks as well as plantings and beautification projects. Materials are sorted and recyclable items are discarded in an appropriate manner.
4. Strategy: Groups meet at a staging area, supplies including bags, gloves, grabbers, water are dispensed, and groups head to their sites. Maps are provided for scheduled groups as well as for last minute volunteers who need a site. Forms are available for tracking. Some fill them out in detail, others just clean up their area without reporting back. WastePro and Marpan provide roll offs at heavily littered sites and remove them afterwards. In most cases, volunteers dispose of the litter in receptacles at the various sites or take it with them to recycle.  
Pepsi provides beverages for groups. Super Lube helps with the event costs of supplies and t-shirts for volunteers.
5. Target Population: Leon County residents
6. Method to reach: Media, email including groups previously having volunteered, Southside neighborhoods, JROTC, billboards, scouts, civic clubs, reader boards at Super Lube, Panhellenic, AAS groups, AAR groups, FSU Rez, Sheriff's Work Detail, Josh McSwain at County Parks, CONA, Andrea Griffin at COT Neighborhoods, Facebook sites, VolunteerLeon webpage, KTLCB webpage, flyers at events leading up to this. We were also on Good Morning Show on Channel 7; Posted on Channel 9 (Julie Montanaro); Channel 9 new after the event; in Chronicle before the event.
7. Program Resources: KTLCB committee members (40 hours prior to event), 55 groups of community volunteers day of event. Marpan and WastePro provide rolloffs and then return to pick up waste after the event. KAB provides bags through a grant from Glad. Super Lube contributed a marketing value of over \$11,000 with digital billboards, reader boards at all stores and website marketing.
8. Program Capacity: No limit on volunteers. Over 50 sites were targeted including Highway 12 boat ramp and Ocholockonee Boat Ramp which are very heavily littered.
9. Number of Participants: All in all, 1016 volunteers logged 3014 hours and collected 3095 pounds of trash in 25 areas of the County alone. This does not include volunteers completing projects in the City of Tallahassee. In addition, GFWC group helped plant live oaks in Apalachee Regional Park; Girl Scout Troop 80 learned to plant trees at J. Lee Vause Park; Jackson View Park had its trails

|                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                            | mulched; and Martha Wellman Park had beds cleaned and mulched. In all of Tallahassee and Leon County 2500+ volunteers including first graders at the local elementary schools participated. Roberts Elementary won the contest for most participation and will have a pizza party to celebrate. They will also be given a \$100 Home Depot gift card to continue beautification efforts. Books about the environment were provided to participating teachers. The books all targeted the environment. |
| Cost per participant:                      | No cost to volunteers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 10. Program goals:                         | Reduce litter; increase recycling; encourage beautification; raise awareness to change behaviors; educate                                                                                                                                                                                                                                                                                                                                                                                             |
| 11. Objectives:                            | <p>a. Activities: City/County wide cleanup and beautification, part of the national Great American Clean Up which extends throughout the year</p> <p>b. Time Frame: Early March and continuing</p> <p>c. Key Performance Indicators:</p> <p>Funds raised: \$1100 for supplies, t-shirts;<br/>Amount collected: 3095 pounds</p> <p>d. Outcome Measures: cleaner roads, streets, neighborhoods, lakeshores, forest areas</p>                                                                            |
| 12. Data Collection                        | Forms groups voluntarily fill out, weight of roll offs at sites                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 13. Participants Dropped:                  | N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 14. Provide Participant Demographic Data:  | All of Tallahassee and Leon County residents can participate                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 15. Participant Program Satisfaction Data: | High in that they see their results immediately. Also, we have faithful groups who sign up year after year to help. Many have adopted streets as a result of the clean up activities.                                                                                                                                                                                                                                                                                                                 |
| 16. Agency Partners and Collaborations:    | <p>Pepsi Cola; WastePro, Marpan, County Parks, City Parks, VolunteerLeon; Ocean Conservancy, KAB, Aegis Business Technologies, Super Splash, Mooney Containers, Earl Bacon, Capelouto Pest Control, Super Lube</p> <p>Fees are waived by Leon County Solid Waste and Marpan</p>                                                                                                                                                                                                                       |

County Sites cleaned during Super Clean Sweep February 28, 2015:

|                                                                                                                 |                                    |
|-----------------------------------------------------------------------------------------------------------------|------------------------------------|
| Old Bainbridge Road                                                                                             | Fred George Road to Old Bainbridge |
| Orange Avenue to Paul Russell Road                                                                              | Sealy Elementary                   |
| Blountstown Highway                                                                                             | Appleyard and Pat Thomas           |
| Ridge Road                                                                                                      | Elberta Empire Neighborhood        |
| Lake Basin Road                                                                                                 | Roberts Elementary                 |
| Jack McLean Park Area                                                                                           | Deslin Drive Area                  |
| Hawk's Rise Elementary                                                                                          | Scenic Heights Neighborhood        |
| Lake Elberta and Trail                                                                                          | Optimist Park Area                 |
| Summerbrooke HOA                                                                                                |                                    |
| St. Augustine and surrounding area                                                                              |                                    |
| FSU Rez/Cascade Chain of Lakes Including woods from Orange Avenue to Long Leaf and the forest edge near the Rez |                                    |
| Miccosukee Greenway GFWC Group helped plant live oaks at Apalachee Regional Park                                |                                    |

Jackson View Park –trail mulching, tree/scrub planting  
J. Lee Vause Park – Girl Scout Troop 80 learned how to plant trees there  
Martha Wellman Park: Cleaning and mulching beds, shoreline clean up  
GSA Water Conservation Day at St. Stephens Lutheran with Amy Jones (GSA)

1. Program Name: **Unscheduled Cleanups – On-Going**
2. Objective: Rid community of litter; raise awareness
3. Services Provided: Volunteers clean up along roadsides and in parks. Materials are sorted and recyclable items are discarded in an appropriate manner.
4. Strategy: KTLCB provides supplies including bags, gloves, grabbers, and water for various groups looking for volunteer opportunities for their groups. Forms are available for tracking. Some fill them out in detail, others just clean up their area without reporting back. In most cases, volunteers dispose of the litter in receptacles at the various sites. We target byways and roads leading into Tallahassee for these groups. West Tennessee, Apalachee Parkway, Blountstown Highway, North Monroe, Thomasville Road, and Springhill Road top the list of assigned clean ups.
5. Target Population: Leon County residents, including families whose children need community service hours for middle and high school classes
6. Method to reach: Media, email, Facebook sites, VolunteerLeon webpage, KTLCB webpage, FSU (including Big Event), FAMU, TCC student groups, Josh McSwain at County Parks, JROTC
7. Program Resources: KTLCB executive director works with groups to find appropriate sites for clean up and meets with each group to provide supplies
8. Program Capacity: No limit on volunteers.
9. Number of Participants: Over 500 per year. Have many requests for groups of 50 at a time
- Cost: No cost to participants
10. Program goals: Reduce litter; increase recycling; raise awareness to change behaviors. Groups are encouraged to become part of the Adopt-A-Road/Street programs (refer groups to Tom Jackson for roads in the County)
11. Objectives:
  - a. Activities: Roadside/Park cleanup
  - b. Time Frame: On-going
  - c. Key Performance Indicators: Reduced litter or improved beautification or enhanced trails and beds
  - d. Outcome Measures: cleaner roadsides; some groups have adopted streets
12. Data Collection: Forms groups voluntarily fill out
13. Participants that left: N/A
14. Participant Demographic: Leon County residents/students
15. Participant Satisfaction: Gratification of cleaned site; some adopt streets and volunteer again
16. Partners: FSU; FAMU; TCC; VolunteerLeon; Leon County Schools (many teachers are requiring volunteer hours and students and their parents do clean ups quarterly to satisfy those hours)

Additional Keep Tallahassee–Leon County Beautiful, Inc.Clean ups, Beautification and Educational Projects  
Special Clean ups of waterways, beautification of lakes, parks, mulching 2014–15:

- 10–11–14: Ochlockonee Boat Landings  
Tom Kelley and one other (8 hours total) w/FL Youth Challenge filled 5 x 8 trailer with approximately 500 pounds of debris (photos available)
- April 2015: Tom Brown Park and Piney Z Clean up by a middle school student for Civics class credit (Alexia Chamberlynn)
- 4–22–15: Lake Iamonia Clean Up: Georgia Ackerman and Tall Timbers group Earth Day
- 4–24–15: Martha Wellman Park Mulching: 50 students from FSU Honor Student Association
- 6–13–15: Clara Key Mulching: 80 SISTUHS students
- 9–19–15: Martha Wellman Beautification: Six CHICS at FSU helped spread pine bark at park
- 9–19–15: Clara Key Mulching: 25 Boy Scouts helped spread mulch on the trails

Due to their enjoyment of volunteering with our projects we have a group of students from Rickards Key Club looking for on-going projects, and we are partnering with Josh McSwain to help out where needed throughout the coming 2015–16 year.

Landscape beautification and litter control in other county areas:

- 10–25–14: Seminole Manor Neighborhood: Provided supplies for community garden/cleanup

1. Program Name: **Education and Outreach**
2. Objective: Spread message of reducing litter, recycling, proper waste disposal and environmental stewardship
3. Services Provided: Events with recycling as the focus.
4. Strategy: Community event incorporating education
5. Target Population: Leon County residents
6. Method to reach: Media, email, Facebook sites, VolunteerLeon webpage, KTLCB webpage, flyers at events leading up to this, school distributions
7. Program Resources: Sponsorships for the event and in kind participants including DEP
8. Program Capacity: No limit
9. Number of Participants: Over 400  
Cost: No cost to participants
10. Program Goals: Increase recycling and raise awareness about plastics
11. Objectives: Education
12. Data Collection: See below description of several events
13. Participants Dropped: N/A
14. Participants Demographic: Leon County residents/students
15. Participant Program Satisfaction: Good
16. Partners: City of Tallahassee, Leon County, Marpan, Waste Management, WastePro, 4Points Sheraton, Leon Iron and Metal, Nims Middle School and partners Master Gardener Program, Damayan Garden Project, Tallahassee Food Network, Leon County School Board

Education events within Leon County Schools and E–scrap events

- 11–1–14: KTLCB Fund Raiser included recycling for iron/metal and recycling education

- 11-15-14: National Recycling Day Collection Event: Home Depot CCNE from 8-3 with 15 volunteers. Collected 1841 pounds of aluminum
- 2-1-15: Submitted grant for recycle containers for schools through Keep America Beautiful
- 2-28-15: First Grade Challenge in the schools for Super Clean Sweep for clean up or beautification of their school. Roberts Elementary won a pizza party for the whole first grade. All participating teachers were given appropriate environmental books for the classroom.
- 3-1-15: For Leadership Tallahassee Environment Day provided goodie bags with Car trash bags and spring flower/vegetable packets
- March 2015: Arranged for a group of FSU Big Event students to clean Tower Road and the shoreline. This was something we were unable to do during Super Clean Sweep due to flooding. Josh McSwain arranged for a pick up.
- 4-22-15: Earth Day Poster Contest for Elementary Students  
Flyer available. Winning students were celebrated at 4Points Sheraton on April 22<sup>nd</sup> with their teachers and parents with awards and posting of their artwork. We will be growing this event next year and have a sponsor for expansion. Eight elementary schools participated this year.
- 4-30-15: Applied for a bin grant through Keep America Beautiful
- 11-1-14 through 5-1-15: Nims Middle School Garden Project  
We introduced this gardening project in 2010 along with a beautification of the school landscaping. This year with the help of board members we reinstated this garden with many community partners and hopefully it will continue to be sustained by teachers and staff as a teaching tool for good healthy eating and also science and math curriculum. Photos available.

1. Program Name: **Beautification**
2. Objective: Edwina Stephens Park in Bond Neighborhood
3. Services Provided: Cleaned, raked, trimmed and planted new annuals
4. Strategy: Select plantings and mulch
5. Target Population: Leon County residents
6. Method to reach: Email and website
7. Program Resources: Home Depot
8. Program Capacity: Unlimited
9. Number of Participants: 15
- Cost: No cost to participants
10. Program Goals: Landscaping of pocket park
11. Objectives: Use of native species
12. Data Collection: Data reporting sheet
13. Participants Dropped: N/A
14. Participants Demographic: Leon County residents/students
15. Participation Satisfaction: Immediate gratification of property

16. Partners: Home Depot, community volunteers

1. Program Name: **Litter Hot Line – On-Going**
2. Objective: Rid community of litter through opportunity to report it when seen. Litter Hot Line number is on all Adopt A Road signs in Leon County
3. Services Provided: Litter Hot Line is checked and reports are made to County, State and City entities to send appropriate crews out to clean up
4. Strategy: When data is reported, emails are sent to agencies.
5. Target Population: Leon County residents
6. Method to reach: On KTLCB website and on all Adopt A Road signs. City of Tallahassee is in the process of adding the number to their Adopt A Street signs.
7. Program Resources: KTLCB ED monitors line.
8. Program Capacity: No limit.
9. Number of Participants: Varies. Averages 5 calls/week  
Cost: \$60 per month for phone line. KTLCB pays cost.
10. Program goals: Reduce litter; raise awareness to change behaviors  
Also directs folks to appropriate agency for other questions/concerns
11. Objectives:
  - a. Activities: Litter reporting
  - b. Time Frame: On-going
  - c. Key Performance Indicators: Varies between ~50/year (4 per month this quarter)
  - d. Outcome Measures: cleaner streets
12. Data Collection: Phone calls; emails
13. Participants Dropped: N/A
14. Participant Demographic: Leon County
15. Participant Program Satisfaction: Good
16. Partners: City, County, State Road Crews

County Referrals:

12-17-14: Adopt A Road Referral sent to Tom Jackson: David Stich, Long Leaf Road, 893-3079  
1-28-15: Ross Road and Crawfordville Adopt A Road: Daryl Benjamin at [dsbenjamin78@gmail.com](mailto:dsbenjamin78@gmail.com)  
Sent referral to Tom Jackson

March 2015: Adopt A Road referral to Tom Jackson for Springhill Road (Stefanie Gray 210-0589)

7-22-15: Interest in Adopting Tampico Road. Referred to Tom Jackson

Litter Hot Line Calls for quarter ending March 31, 2015:

- Springhill Road – notified AAS groups to do clean up 510-2041
- Lafayette Neighborhood – included in Super Clean Sweep 644-8937
- Brandi Thomas 954-483-1669 – St. Michael's Street and St. Francis  
Notified adopter of St. Francis. Put up St. Michael's for adoption and it was adopted by FAMU ROTC 3/2015

The voicemail message on the Litter Hot Lines gives the number to call for County or City to report litter removal. In addition they can leave a message.

1. Program Name: **Graffiti Abatement – On-Going**
2. Objective: Help rid community of graffiti in timely manner

3. Services Provided: Volunteers are available for graffiti removal on buildings, at residences or public areas when asked by police. One volunteer spends his days off taking it upon himself to clean over graffiti (and documents it) on an on-going basis. Graffiti seems to be on the rise.
  4. Strategy: Law enforcement notifies KTLCB when businesses/residents want help for graffiti removal. Volunteers are ready to help. We also work with School Resource Officers, college volunteers, and middle school students for volunteers
  5. Target Population: Leon County residents
  6. Method to reach: KTLCB webpage has Graffiti Hotline 891-4500
  7. Program Resources: Community volunteers
  8. Program Capacity: No limit on volunteers.
  9. Number of Participants: Varies
  - Cost: KTLCB provides paint and supplies for volunteers for program ~\$500/yr
  10. Program goals: Reduce graffiti; raise awareness to change behaviors
  11. Objectives:
    - a. Activities: Remove graffiti within 72 hours
    - b. Time Frame: On-going
    - c. Key Performance Indicators: Number of sites varies
    - d. Outcome Measures: less graffiti
  12. Data Collection: The primary volunteer keeps a notebook (approximately 40 sites this quarter)
  13. Participants Dropped: N/A
  14. Participant Demographic: All of Tallahassee/Leon County
  15. Participant Program Satisfaction: Removal is satisfactory; repeat graffiti issues frustrating; need enforcement
  16. Partners: TPD; City of Tallahassee; Leon County
- 
1. Program Name: **Lakeshore Cleanup**
  2. Objective: Rid lakeshores and water edges of litter before it travels further into the watersheds
  3. Services Provided: Volunteers clean up along shorelines, and occasionally use canoes and kayaks to reach more litter. Materials are sorted and recyclable items are discarded in an appropriate manner.
  4. Strategy: Groups meet at a staging area, supplies including bags, gloves, grabbers, water are dispensed, and groups head to sites. Maps are provided for scheduled groups as well as for last minute volunteers who need a site. Forms are available for tracking. Some fill them out in detail, others just clean up their area without reporting back. Marpan provides a rolloff at Tower Road and removes it afterwards. In most cases, volunteers dispose of the litter in receptacles at the various sites. Coke provides beverages for groups. Atkins sponsored to help with supplies. Below is a listing of all volunteers with the hours that have been turned in to date.
  5. Target Population: Leon County residents
  6. Method to reach: Media, email, Facebook sites, VolunteerLeon webpage, JROTC, Scouts,



- KTLCB webpage, flyers at events leading up to this, Civic Clubs, AAS Groups. We were on Good Morning Show on Channel 7, promoted on Channel 6 (Julie Montanaro), story on news with scouts at Clara Key after Event, two articles in Democrat in advance (available) and one following event.
7. Program Resources: KTLCB committee members (40 hours prior to event), 1200 community volunteer hours day of event. Marpan hours providing rollofs and their returning to pickup waste after the event , Ocean Conservancy bags
8. Program Capacity: No limit on volunteers. 37 lakeshores are targeted.
9. Number of Participants: 239 volunteers (900 hours) in the County (not to include the City)
- Cost per participant: No cost to volunteers
10. Program goals: Reduce litter; increase recycling; raise awareness to change behaviors
11. Objectives:
- a. Activities: Lakeshore cleanup
  - b. Time Frame: Fall/September 19
  - c. Key Performance Indicators: Amount collected: ~1775 pounds
  - d. Outcome Measures: cleaner shorelines
12. Data Collection Forms groups voluntarily fill out, weight of roll offs at sites
13. Participants Dropped: N/A
14. Participant Demographic: Leon County residents
15. Participant Program Satisfaction: Repeat volunteerism; committed to improve community
16. Partners: Atkins Global, Coca Cola; WastePro, Marpan, County Parks, City Parks, VolunteerLeon; Ocean Conservancy, KAB; Fees are waived by Marpan

County Lakeshores Cleaned/trails mulched:

Jackson View – Clara Key Blvd Observation Deck : Cleaning and Mulching Trails  
 Lake Iamonia –Bull Headley  
 Lake Jackson Lee Vause Park Shore/North Monroe Landing  
 Miller Landing  
 Martha Wellman holding pond and trails on W. Tennessee St: Cleaning and spreading pine bark  
 Rhoden Cove Landing  
 Faulk Landing  
 Lake Henrietta on Lake Bradford Road  
 Lake Leon (Tom Brown Park)  
 Lake Munson Park Boat Landing  
 Ochlocknee River at Tower Road/Lake Jackson with roll off  
 Stoneler Road Park  
 St. Marks River in Battle of Natural Bridge Historic Park  
 Lake Talquin State Park  
 Piney Z  
 Coe, Williams and Luther Hall Landings  
 Lake Miccosukee – Reeves Landing  
 Shannon Lakes

**In addition to the above programs and projects, KTLCB was asked to assist with other Leon County Solid Waste Events Below:**

7-6 through 8-2-15: **Library Seed Packing Project**

Provided volunteers and finished before the project's target date with high praise from the Library staff for our volunteers. 85% of the packets were filled by July 14<sup>th</sup> and they had allowed a timeframe until August 2<sup>nd</sup>. Over 9000 envelopes were filled. The seed packets were given out to people checking out books.

Powell Family, McLauren Family+, Maddie, Tanner, Parker, Annie Jordan

September 2015: **Farm Tours Event October 24-25**

We are currently working to help find volunteers for four Farm Tours and to date have volunteers for three of the four farms.

Ripe City Urban Farm, Tallahassee, Saturday, October 24, 5 volunteers from 9am-3pm

<http://ripecity.org/contact/> - Have 5 volunteers

Love's Labor Farm, Hosford, FL, Saturday, October 24 - 2 volunteers from 10am-5pm, Sunday, October 25 - 2 volunteers from 1pm-5pm <https://sites.google.com/site/loveslaborfarm/family-map> - Have 6 volunteers for Saturday and 2 for Sunday

Myrtle Creek Farm, Wacissa, FL, Saturday, October 24 - 9am-3pm 5 volunteers to act as greeters, parking helpers, hayride riders, Sunday, October 25 - 1pm-5pm

<https://www.facebook.com/myrtlecreekfarm> - Have 3 volunteers for Sunday

Five Acre Farm, Madison, FL, Saturday, October 24 - 8am-2pm 6 volunteers, Sunday, October 25 8am-12pm 4 volunteers

<https://www.rhomarket.com/Farmers.aspx?pGuid=708a481e-3e28-4bc1-a6df-bc6be83a6e9>

Submitted by Diana Hanson

Executive Director

Keep Tallahassee-Leon County Beautiful, Inc.

545-6507

LEON COUNTY  
CONTRACT ROUTING SLIP

Attachment #23  
Page 1 of 6  
A08-0823  
CG  
☒ Original  
☐ Renewal  
☐ Amendment

County Contract No. 2670F

Division Contact: Richard H. Ziegler

Phone # 850-606-5400

Department/Division: Public Works / Animal Control

Contractor: St. Francis Wildlife Association, Inc.

Address Post Office Box 38160

City, State, Zip Tallahassee, FL 32315

Contract Period: From October 1, 2008 To September 30, 2009

Renewal Periods: Number        Term       

Contract Total \$ Amount: \$71,250

**Contract Type:**

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

**Procurement Method:**

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

**Insurance Certificates:**

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

**Forms Required:**

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

Bid/RFP #       

Agenda Date 10/14/08

Agenda Item # 25


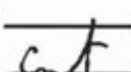
Comments:       

**Routing:**

Required

Initials

Date

|    |                                                                                     |                 |
|----|-------------------------------------------------------------------------------------|-----------------|
|    |                                                                                     |                 |
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|    |                                                                                     |                 |
|    |                                                                                     |                 |
| XX |  | <u>10/15/08</u> |
|    |                                                                                     |                 |
| ✓  |  | <u>10/22/08</u> |

Originating Division - Division of Animal Control

Purchasing

Minority/Women Business Enterprise

Risk Management

Grants Coordinator

County Attorney's Office

County Administrator's Office - OMB

Chairman, BCC

Clerk's Office (Finance)

Return completed documents to: Return a copy to Animal Control

**Be sure to return and file a fully executed agreement with the Finance Division**

## **AGREEMENT**

**This Agreement is made and entered into this 1st day of October, 2008, by and between Leon County, Florida, a political subdivision of the State of Florida ("County") and the St. Francis Wildlife Association, Inc. ("Grantee").**

**WHEREAS, Leon County, by and through its Board of County Commissioners, at its final public hearing on the fiscal year 2008/09 on the 16th day of September, 2008, approved the funding of \$71,250 out of the County's General Funds for annual funding to provide wildlife rescue and nuisance control services in Leon County; and;**

**WHEREAS, the Grantee is a not-for-profit organization; and;**

**WHEREAS, the funding herein is not to be construed by the Grantee as a continuing obligation on the part of the County; and;**

**WHEREAS, the parties are desirous of reducing their intention to writing; NOW, THEREFORE, in consideration of the premises and mutual covenants contained herein, the parties to this Agreement do agree as follows:**

**1. The County hereby expresses its intent to disburse from its General Funds \$71,250 for the use and benefit of the Grantee to fund expenses for the provision of wildlife rescue and nuisance control services in the unincorporated areas of Leon County; and;**

**Only those expenses outlined in Paragraph 2 below will be funded by the County. Any other expenses associated with the delivery of services in Leon County shall be borne by the grantee. Notwithstanding, the intention of the County to make this disbursement, the County specifically reserves the right to reduce, increase, or totally withdraw its financial commitment to the Grantee at any time and for any reason. The Grantee's obligation herein shall likewise be adjusted based upon funding modifications.**

**2. The disbursement of funds by the County to the Grantee shall be disbursed in a quarterly manner upon receipt of an invoice and operation report from the grantee.**

**The grantee agrees to provide the following services in consideration of the funding given by the County:**

- **Respond to calls in the unincorporated areas of Leon County for service dealing with and resolving nuisance wildlife issues, including migratory animals and fowls unless it is an animal listed as threatened or endangered (eagle, wood stork, etc).**
- **Respond to calls in the unincorporated areas of Leon County for service reference locating, capturing, and removing injured wildlife.**
- **Respond to calls in the unincorporated areas of Leon County for service locating, capturing, and removing of sick wildlife, excluding the following known rabies carriers (raccoon, fox, skunk, bobcat, bat). Known rabies suspects should be reported to Leon County Animal Control for handling.**
- **Submit a complete quarterly report form to the Division of Animal Control in accordance to the information required, to include, but not limited to, the number of animals and phone calls for service, time of call and time or response, and action taken.**
- **Respond to calls in the unincorporated areas of Leon County for service (either in person or via phone) within the outlined time period.**
  - Nuisance call – within 1 hour**
  - Sick/Injured call – within 30 minutes.**
- **Provide a reliable means of communication to Leon County citizens with a published telephone or contact number.**

**3. If the grantee expends less than \$500,000 in a year from all funding, the grantee is exempt from County audit requirements for that year. However, the agency will still be responsible for producing unaudited financial statements. If the grantee expends \$500,000 or more in a fiscal year from the County, State, Federal, and all other funding, an independent public accountant shall be employed to conduct a financial and compliance audit of its records. In addition to the above, the grantee shall provide the County Office of**

Management and Budget (OMB), for its review, a copy of any audit received. All audits shall be submitted to the County OMB within thirty days of receipt of issued report. The County reserves the right to conduct financial and program monitoring and to perform an audit of the Agency's records. An audit by the County shall encompass an examination of all financial transactions, all accounts and reports, as well as an evaluation of compliance with the terms and conditions of this AGREEMENT.

4. Nothing herein contained is intended or should be construed as creating or establishing the relationship of agency, partners, or employment between the parties hereto, or as constituting either party as the agent or representative of the other for any purpose.

Grantee is not authorized to bind the County to any contracts or other obligations and shall not expressly represent to any party that Grantee and County are partners or that Grantee is the agent or representative of the County.

5. The Grantee will comply with all applicable laws, ordinances, and regulations governing its operations.

6. In the event the County makes the disbursement, the Grantee shall maintain and keep any and all records necessary to substantiate the expenditure of funds consistent with the activities as set out in this agreement.

7. The Grantee shall produce to the County upon request any and all records that the County may direct to determine that the monies distributed to it by the County are being spent in accordance with this agreement.

8. The Grantee shall conduct its funded activities in such a manner as to provide for non-discrimination and full equality of opportunity regardless of race, color, religion, national origin, sex, age, handicap, marital status, or political affiliation or beliefs. Therefore, the Grantee agrees to comply with Title VII of the Civil Rights Act of 1964,

**Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, and the Florida Human Rights Act, and the American Disabilities Act of 1990.**

**9. The Grantee 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 Grantee, its delegates, agents or employees, or due to any act or occurrence of omission or commission of the Grantee, including but not limited to costs and a reasonable attorney's fee. The County may at its option, defend itself or allow the Grantee to provide the defense.**

**10. This Agreement shall be governed by, construed, and enforced in accordance with the laws of the State of Florida.**



IN WITNESS WHEREOF, the parties hereto have set their hands this 27<sup>TH</sup> day of  
AUGUST, 2008.

St. Francis Wildlife Association, Inc.  
Organization's Name  
By: [Signature]  
As Its: VICE-PRESIDENT / DIRECTOR  
Attest: [Signature]  
As Its: Treasurer / Director

LEON COUNTY, FLORIDA

BY: [Signature]  
Parwez Alam  
County Administrator



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

BY: [Signature]

Approved as to Form:  
Leon County Attorney's Office

BY: [Signature]  
Herbert W. A. Thiele, Esq.  
County Attorney

## EXHIBIT B

### Agency Performance Report Format & Instructions

Agency Name: St. Francis of Assisi Wildlife Association

1. Program Name: Wildlife Services
2. Program Objective: St. Francis Wildlife (SFW) seeks to provide wildlife rescue, rehabilitation and nuisance control services to Leon County residents and to eventually return wildlife to their natural habitat. SFW hopes to instill an appreciation and a respect for all living creatures and the natural environments we share, as well as promote a life-long stewardship ethic that empowers citizens to preserve what remains of natural Florida through action-based programs.
3. Services provided: To rescue and rehabilitate sick, injured and orphaned wildlife and to assist and educate citizens with nuisance wildlife issues. SFW can receive animals when the public either brings them directly to the facility or leaves that at an SFW veterinarian clinic drop location within Leon County. SFW also maintains a 24/7 rescue staff that responds to calls for assistance. Animals are cared for at the facility, and every attempt is made to release animals at or near where they were found. SFW is able to receive rabies vector species (raccoons, foxes, skunks, bobcats, bats) into care as well.
4. Services Delivery Strategy: SFW responds to calls regarding the pickup of sick, injured, or orphaned wildlife.
5. Target Population: Leon, Wakulla, Gadsden, Jefferson and a portion of Liberty County.
6. Method used to effectively reach target population: SFW has long utilized the media (print, television, and radio interviews) and publishes a monthly blog in the Tallahassee Democrat newspaper. In addition, articles are published in the Gadsden Times and in the newsletters of Tallahassee Neighborhood Associations. SFW publishes a quarterly newsletter and electronic E-News to donors who provide their email address to SFW. SFW maintains an

online social media website via Facebook and Twitter and is also part of Amazon Smile and Tech Soup. SFW also publishes agency and volunteer brochures as well as sell agency t-shirts, stickers, and other products.

7. Program Resources: During 2015, SFW had a full-time staff of three (rehabilitator, wildlife vet techs) and a part-time staff fluctuating from three to seven (wildlife vet techs, rescuers, maintenance, and seasonal). Seasonal staff is hired as the census in the facility increases. During the spring and summer months, SFW may be caring for several hundred animals at any given time, hence the need to provide more staff. Medical supplies are purchased online, at local stores, or from local veterinary clinics. SFW maintains an exceptional relationship with local veterinarians. North Florida Animal Hospital donates \$3,000 in medicine and supplies each year, and produce is donated by Costco and Walmart. SFW utilizes Squirrels and More, Fox Valley Foods, The Gourmet Rat, Amazon, and Nebraska Feeds for animal foods and supplies.
8. Program Capacity: N/A
9. Number of Participants: N/A Cost per Participant: \$ N/A
10. Program Goals:
  - a. Short-term - Instill an appreciation and respect for all living creatures and the natural environments we share.
  - b. Intermediate – Rehabilitate sick, injured and orphaned native wildlife for eventual return to their natural habitats.
  - c. Long-term – Promote a life-long stewardship ethic that empowers citizens to preserve what remains of natural Florida through action-based programs. SFW would also like to improve their facility and hire more staff.
11. Objectives (Intended impact/outcome results)
  - a. Activities – St Francis Wildlife treated approximately 833 animals from Jan 1, 2015 through Dec 31, 2015. They responded to approximately 92 residences in Tallahassee to assist with sick, orphaned or nuisance wildlife complaints.
  - b. Time Frame – Undetermined, each animal will require different treatment and length of stay depending on their sustained injuries.
  - c. Key Performance Indicators (Quantifiable) - N/A
  - d. Outcome Measures – N/A

12. Data Collection Method: A record of all wildlife picked up for rehabilitation or treatment in Leon County is provided quarterly to Leon County Animal Control.
13. Number of Participants that left or were dropped from the program: N/A
14. Provide Participants demographic data: N/A
15. If possible, please provide participant program satisfaction data: (surveys, etc.) N/A
16. List any agency partnerships and collaborations related to this program: SFW has built a strong, informal alliance with local agencies, businesses, and donors. During 2015 these included (but may not be limited to) The Wild Classroom, Leon County Division of Animal Control, The City of Tallahassee, TLCAS Animal Control, Costco, Quincy Walmart, Havana Stones, Havana Merchants Association, The Community Thrift Market and Grants, The Florida Department of Environmental Health, The Florida Fish and Wildlife Commission, FWRA and NWRA, The Bobby Bacon Insurance Company, Leon County Schools, Leon County Probation Office, Havana Garden Club, Native Nurseries, Kool Beanz Café, Trail and Ski, and the Quincy Area Boy and Girl Scouts. Veterinarian clinics and animal hospitals that offer services pro-bono or at a reduced cost include North Florida, Northwood, Allied, Bradfordville, North Hampton, Alternative Veterinarian Medicine, Westwood, and Shepherd Spring. Other agencies SFW work with include The Tallahassee Museum, Goose Creek Wildlife Rehabilitation, Wild Mammal Association, The Audubon Center in Maitland, and the Homosassa Springs Rehabilitation Center.

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|----|---------------|-------------------------|---------|--------------------------------------------------------------|------------------------------------------------|------------------------------------------------------------------|
|    | Date Admitted | Species                 | Method  | Rescue Location                                              | Reason                                         | Circumstances of Rescue                                          |
| 2  | 10/1/2015     | Florida flying squirrel | Dropoff | 9704 Waters Meet Dr, Tallahassee, FL 32312, USA              | found on driveway                              | Orphan / Parents not available                                   |
| 3  | 10/2/2015     | eastern gray squirrel   | Dropoff | Faulk Dr & Kimbrel Dr, Tallahassee, FL 32303, USA            | kids found on porch                            | Orphan / Parents not available                                   |
| 4  | 10/2/2015     | Florida flying squirrel | Dropoff | 1929 Queenswood Dr, Tallahassee, FL 32303, USA               | Cat had in mouth                               | Animal interaction / Domestic animal / Cat                       |
| 5  | 10/3/2015     | Virginia Opossum        | Dropoff | 3523 Old St Augustine Rd, Tallahassee, FL 32311, USA         | unable to leave on it's own                    | Animal interaction / Domestic animal / Dog                       |
| 6  | 10/3/2015     | House Finch             | Dropoff | 11000 Moccasin Gap Rd, Tallahassee, FL 32309, USA            | Fell from tree                                 | Disease/Conjunctivitis                                           |
| 7  | 10/4/2015     | red bat                 | Rescue  | 6009 Rolling Hills Dr, Tallahassee, FL 32309, USA            | can't fly **TERESA RESCUE**                    | Hypothermia                                                      |
| 8  | 10/4/2015     | common raccoon          | Dropoff | 1157 Doves Hollow Ln, Tallahassee, FL 32304, USA             | having seizures in yard                        | Disease/probably distemper                                       |
| 9  | 10/4/2015     | white-tailed deer       | Dropoff | 6946 Grenville Rd, Tallahassee, FL 32309, USA                | stayed in yard, laying down for hours          | Undetermined                                                     |
| 10 | 10/5/2015     | fox squirrel            | Dropoff | 3506 Baum Rd, Tallahassee, FL 32309, USA                     | found motionless on side of road               | Collision/Moving object/Car                                      |
| 11 | 10/6/2015     | Common Ground Dove      | Dropoff | 9064 Yashuntafun Rd, Tallahassee, FL 32311, USA              | cat caught him under bird feeder               | Animal interaction / Domestic animal / Cat                       |
| 12 | 10/8/2015     | Eastern Cottontail      | Dropoff | 1141 Brafforton Dr, Tallahassee, FL 32311, USA               | cat attack                                     | Animal interaction / Domestic animal / Cat                       |
| 13 | 10/8/2015     | eastern gray squirrel   | Dropoff | 8443 Lake Atkinson Dr, Tallahassee, FL 32310, USA            | found on road, back legs not working           | Collision/Moving object/Car                                      |
| 14 | 10/8/2015     | eastern gray squirrel   | Dropoff | 2606 Hastings Dr, Tallahassee, FL 32303, USA                 | house cat caught squirrel                      | Animal interaction / Domestic animal / Cat                       |
| 15 | 10/11/2015    | Florida flying squirrel | Rescue  | 3080 Summit Rd, Tallahassee, FL 32310, USA                   | fell from nest **TERESA RESCUE**               | Orphan / Parents not available                                   |
| 16 | 10/11/2015    | eastern gray squirrel   | Dropoff | Orchard Pond Ct, Tallahassee, FL 32303, USA                  | found on ground with nest, kept 3 days         | Inappropriate human possession / Abduction with intent of rescue |
| 17 | 10/11/2015    | eastern gray squirrel   | Dropoff | Orchard Pond Ct, Tallahassee, FL 32303, USA                  | found on ground with nest, kept 3 days         | Inappropriate human possession / Abduction with intent of rescue |
| 18 | 10/11/2015    | Florida flying squirrel | Dropoff | 8087 Evening Star Ln, Tallahassee, FL 32312, USA             | it was deposited at the back door              | Animal interaction / Domestic animal / Cat                       |
| 19 | 10/11/2015    | Florida flying squirrel | Dropoff | 8087 Evening Star Ln, Tallahassee, FL 32312, USA             | it was deposited at the back door              | Animal interaction / Domestic animal / Cat                       |
| 20 | 10/12/2015    | eastern gray squirrel   | Dropoff | 2442 Manzanita Ct, Tallahassee, FL 32303, USA                | Found on porch, cat prob. carried it there     | Animal interaction / Domestic animal / Cat                       |
| 21 | 10/13/2015    | Eastern Cottontail      | Dropoff | 10409 Roger Hamlin Rd, Tallahassee, FL 32311, USA            | found in yard/rear leg or spinal injury        | Injury                                                           |
| 22 | 10/14/2015    | big brown bat           | Dropoff | 1941 Sageway Dr, Tallahassee, FL 32303, USA                  | Found on the ground                            | Hypothermia                                                      |
| 23 | 10/14/2015    | Red-eyed Vireo          | Dropoff | 3416 Native Dancer Trail, Tallahassee, FL 32309, USA         | hopping around w/injured wing                  | Injury                                                           |
| 24 | 10/14/2015    | common raccoon          | Rescue  | 768 Derbyshire Rd, Tallahassee, FL 32312, USA                | Wounds-face/Poss. distemper **EMILY S RESCUE** | Disease/probably distemper                                       |
| 25 | 10/14/2015    | white-tailed deer       | Rescue  | 3260 Creek Stable Rd, Tallahassee, FL 32310, USA             | unknown ** Sissy RESCUE**                      | Orphan / Parents not available                                   |
| 26 | 10/16/2015    | white-tailed deer       | Dropoff | Bull Headley Rd & Birschbach Way, Tallahassee, FL 32312, USA | found next to road with visible injuries       | Collision / Moving object / Car/truck/motorcycle                 |
| 27 | 10/16/2015    | common raccoon          | Dropoff | 5100 Mahan Dr, Tallahassee, FL 32308, USA                    | sick for about 7 days                          | Disease/probably distemper                                       |
| 28 | 10/17/2015    | eastern gray squirrel   | Dropoff | 9109 Hickory Nut Hill, Tallahassee, FL 32312, USA            | fell from nest                                 | Orphan / Parents not available                                   |
| 29 | 10/17/2015    | eastern gray squirrel   | Dropoff | 9109 Hickory Nut Hill, Tallahassee, FL 32312, USA            | fell from nest                                 | Orphan / Parents not available                                   |
| 30 | 10/17/2015    | eastern gray squirrel   | Dropoff | 9109 Hickory Nut Hill, Tallahassee, FL 32312, USA            | fell from nest                                 | Orphan / Parents not available                                   |
| 31 | 10/19/2015    | brush mouse             | Dropoff | Gum Rd, Tallahassee, FL 32304, USA                           | Found on ground alone                          | Orphan / Parents not available                                   |
| 32 | 10/20/2015    | Florida flying squirrel | Dropoff | 2106 Shady Oaks Dr, Tallahassee, FL 32303, USA               | cat brought baby to me                         | Animal interaction / Domestic animal / Cat                       |
| 33 | 10/21/2015    | common raccoon          | Dropoff | 2071 Edenfield Rd, Tallahassee, FL 32308, USA                | Raccoon unable to walk or run                  | Disease/probably distemper                                       |
| 34 | 10/21/2015    | eastern gray squirrel   | Dropoff | 5473 Sombra Del Lago Dr, Tallahassee, FL 32303, USA          | laying in parking spot                         | Orphan / Parents not available                                   |

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|---------------|-------------------------------------|---------|--------------------------------------------------------------------------|----------------------------------------------------------|------------------------------------------------------------------|
| Date Admitted | Species                             | Method  | Rescue Location                                                          | Reason                                                   | Circumstances of Rescue                                          |
| 35            | 10/21/2015 common raccoon           | Rescue  | 3380 Fred George Rd #802, Tallahassee, FL 32303, USA                     | lying by tree having off & on seizures **MARY K RESCUE** | Disease/probably distemper                                       |
| 36            | 10/21/2015 Eastern Cottontail       | Dropoff | 2880 Wildflower Rd, Tallahassee, FL 32305, USA                           | found on porch with cat                                  | Animal interaction / Domestic animal / Cat                       |
| 37            | 10/21/2015 Eastern Cottontail       | Dropoff | 2880 Wildflower Rd, Tallahassee, FL 32305, USA                           | found on porch with cat                                  | Animal interaction / Domestic animal / Cat                       |
| 38            | 10/22/2015 big brown bat            | Rescue  | Tower Rd, Tallahassee, FL 32303, USA                                     | On glue Trap **TERESA RESCUE**                           | Entrapment / Trap / Glue Trap                                    |
| 39            | 10/22/2015 common gray fox          | Rescue  | 5760 Thomasville Rd, Tallahassee, FL 32312, USA                          | in parking lot for hours-head trauma **TERESA RESCUE**   | Collision / Moving object / Car/truck/motorcycle                 |
| 40            | 10/24/2015 Eastern Cottontail       | Dropoff | 2819 Lucerne Dr, Tallahassee, FL 32303, USA                              | dog caught in back yard                                  | Animal interaction / Domestic animal / Dog                       |
| 41            | 10/25/2015 white-tailed deer        | Dropoff | Land Co-Op Rd, Tallahassee, FL 32309, USA                                | found lying in the woods                                 | Undetermined                                                     |
| 42            | 10/26/2015 Pine Warbler             | Dropoff | 1817 Morning Star Ln, Tallahassee, FL 32312, USA                         | found on porch, can't walk well                          | Collision / Stationary object / Walls/windows                    |
| 43            | 10/26/2015 eastern gray squirrel    | Dropoff | Patty Lynn Dr, Tallahassee, FL 32305, USA                                | found on ground by child                                 | Orphan / Parents not available                                   |
| 44            | 10/26/2015 eastern gray squirrel    | Dropoff | 3542 Carrington Dr, Tallahassee, FL 32303, USA                           | fell from nest-dog attack                                | Animal interaction / Domestic animal / Dog                       |
| 45            | 10/26/2015 Virginia Opossum         | Dropoff | 6533 Pisgah Church Rd, Tallahassee, FL 32308, USA                        | broken jaw                                               | Collision / Moving object / Car/truck/motorcycle                 |
| 46            | 10/28/2015 Wood Stork               | Rescue  | 3080 Jamey Rd, Tallahassee, FL 32303, USA                                | Broken leg, flies, not moving **TERESA RESCUE**          | Injury                                                           |
| 47            | 10/30/2015 eastern gray squirrel    | Dropoff | 1331 Late Sunset Way, Tallahassee, FL 32310, USA                         | found in yard                                            | Orphan / Parents not available                                   |
| 48            | 10/31/2015 Mourning Dove            | Dropoff | 1141 Brafforton Dr, Tallahassee, FL 32311, USA                           | cat attack                                               | Animal interaction / Domestic animal / Cat                       |
| 49            | 10/31/2015 eastern gray squirrel    | Dropoff | 8635 Thomasville Rd, Tallahassee, FL 32312, USA                          | cat attack                                               | Animal interaction / Domestic animal / Cat                       |
| 50            | 11/2/2015 eastern gray squirrel     | Dropoff | 715 Miccosukee Rd, Tallahassee, FL 32308, USA                            | found while walking home                                 | Orphan / Parents not available                                   |
| 51            | 11/4/2015 Northern Flicker          | Dropoff | 1119 Bannerman Rd., Tallahassee, FL 32312                                | unable to fly                                            | Injury                                                           |
| 52            | 11/4/2015 Gray Catbird              | Dropoff | 2433 Bass Bay Dr, Tallahassee, FL 32312, USA                             | bird hit window-stunned? Injured?                        | Collision / Stationary object / Walls/windows                    |
| 53            | 11/5/2015 House Sparrow             | Dropoff | 888 Timberlane Rd, Tallahassee, FL 32312, USA                            | found on walkway                                         | Undetermined                                                     |
| 54            | 11/7/2015 common raccoon            | Dropoff | 6505 Damascus Ct, Tallahassee, FL 32309, USA                             | hit by auto                                              | Collision / Moving object / Car/truck/motorcycle                 |
| 55            | 11/9/2015 common raccoon            | Dropoff | 2657 Stonegate Dr, Tallahassee, FL 32308, USA                            | found on porch-injured                                   | Disease/probably distemper                                       |
| 56            | 11/10/2015 common raccoon           | Rescue  | Bradfordville Rd, Tallahassee, FL, USA                                   | Distemper Symptoms **Pat Rescue**                        | Disease/probably distemper                                       |
| 57            | 11/11/2015 Pied-billed Grebe        | Dropoff | 11999 Woodville Hwy, Tallahassee, FL 32305, USA                          | hit by car                                               | Collision / Moving object / Car/truck/motorcycle                 |
| 58            | 11/11/2015 white-tailed deer        | Dropoff | Baum Rd, Tallahassee, FL, USA                                            | hit by car-died on route                                 | Collision / Moving object / Car/truck/motorcycle                 |
| 59            | 11/12/2015 Northern Cardinal        | Dropoff | 3977 Breeze Ct, Tallahassee, FL 32303, USA                               | on driveway with neck at angle                           | Collision/Moving object/Car                                      |
| 60            | 11/13/2015 eastern gray squirrel    | Dropoff | Woodville, FL, USA                                                       | found in road                                            | Collision / Moving object / Car/truck/motorcycle                 |
| 61            | 11/13/2015 eastern gray squirrel    | Dropoff | 3001 Valley Brook Rd, Tallahassee, FL 32308, USA                         | fell from high nest, mom was calling                     | Inappropriate human possession / Abduction with intent of rescue |
| 62            | 11/13/2015 eastern gray squirrel    | Dropoff | 3001 Valley Brook Rd, Tallahassee, FL 32308, USA                         | fell from high nest, mom was calling                     | Inappropriate human possession / Abduction with intent of rescue |
| 63            | 11/13/2015 eastern gray squirrel    | Dropoff | 3001 Valley Brook Rd, Tallahassee, FL 32308, USA                         | fell from high nest, mom was calling                     | Inappropriate human possession / Abduction with intent of rescue |
| 64            | 11/13/2015 common box turtle        | Dropoff | 1593 Crowder Rd, Tallahassee, FL 32303, USA                              | child found in yard, it appears blind                    | Disease                                                          |
| 65            | 11/14/2015 common raccoon           | Rescue  | 3165 Lakeshore Dr, Tallahassee, FL 32312, USA                            | hit by car **SISSY RESCUE**                              | Collision / Moving object / Car/truck/motorcycle                 |
| 66            | 11/14/2015 Hermit Thrush            | Dropoff | Elinor Klapp-Phipps Park, 4000 N Meridian Rd, Tallahassee, FL 32308, USA | unable to run or fly                                     | Injury                                                           |
| 67            | 11/14/2015 Yellow-bellied Sapsucker | Dropoff | N Mission Rd & Gearhart Rd, Tallahassee, FL 32303, USA                   | found in road                                            | Injury                                                           |
| 68            | 11/15/2015 Savannah Sparrow         | Dropoff | 6101 Redfield Cir, Tallahassee, FL 32317, USA                            | found in yard, injured                                   | Undetermined                                                     |
| 69            | 11/16/2015 Virginia Opossum         | Dropoff | 1490 Capital Cir NW, Tallahassee, FL 32303, USA                          | in home depot green house, foot got smashed              | Entrapment / building                                            |
| 70            | 11/17/2015 white-tailed deer        | Dropoff | Woodville Hwy, Tallahassee, FL 32305, USA                                | picked up off roadside by FWC biologists                 | Collision / Moving object / Car/truck/motorcycle                 |
| 71            | 11/18/2015 eastern gray squirrel    | Dropoff | 4823 Bradfordville Rd, Tallahassee, FL 32309, USA                        | unknown                                                  | Orphan / Parents not available                                   |
| 72            | 11/19/2015 eastern gray squirrel    | Dropoff | 4951 Woodlane Cir, Tallahassee, FL 32303, USA                            | found on windshield                                      | Orphan / Parents not available                                   |
| 73            | 11/20/2015 Cooper's Hawk            | Dropoff | 5158 Woodlane Cir, Tallahassee, FL 32303, USA                            | unknown                                                  | Injury                                                           |

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|---------------|-------------------------------------|---------|-----------------------------------------------------|-----------------------------------------------------------------------------|------------------------------------------------------------------|
| Date Admitted | Species                             | Method  | Rescue Location                                     | Reason                                                                      | Circumstances of Rescue                                          |
| 74            | 11/20/2015 common gray fox          | Rescue  | 1776 Dempsey Mayo Rd, Tallahassee, FL 32308, USA    | walking in circles **TERESA RESCUE**                                        | Disease/probably distemper                                       |
| 75            | 11/20/2015 eastern gray squirrel    | Dropoff | 4425 Widgeon Way, Tallahassee, FL 32303, USA        | found in lumber pile                                                        | Orphan / Parents not available                                   |
| 76            | 11/20/2015 eastern gray squirrel    | Dropoff | 4425 Widgeon Way, Tallahassee, FL 32303, USA        | found in lumber pile                                                        | Orphan / Parents not available                                   |
| 77            | 11/20/2015 eastern gray squirrel    | Dropoff | 4425 Widgeon Way, Tallahassee, FL 32303, USA        | found in lumber pile                                                        | Orphan / Parents not available                                   |
| 78            | 11/21/2015 common gray fox          | Rescue  | 3001 W Tennessee St, Tallahassee, FL 32304, USA     | falling over and walking in circles **MARY RESCUE**                         | Disease/probably distemper                                       |
| 79            | 11/22/2015 eastern gray squirrel    | Dropoff | 18184 Blountstown Hwy, Tallahassee, FL 32310, USA   | cat brought it in                                                           | Animal interaction / Domestic animal / Cat                       |
| 80            | 11/22/2015 Marsh Rabbit             | Dropoff | 11409 Woodville Hwy, Tallahassee, FL 32305, USA     | picked up from person who was holding?                                      | Undetermined                                                     |
| 81            | 11/24/2015 common box turtle        | Dropoff | 8073 Blountstown Hwy, Tallahassee, FL 32310, USA    | hit by auto                                                                 | Collision / Moving object / Car/truck/motorcycle                 |
| 82            | 11/24/2015 common raccoon           | Rescue  | 1316 Burgess Dr, Tallahassee, FL 32304, USA         | found on porch-not moving **TERESA RESCUE**                                 | Disease/Distemper                                                |
| 83            | 11/27/2015 southern flying squirrel | Dropoff | 16940 Sunray Rd, Tallahassee, FL 32309, USA         | found in yard                                                               | Orphan / Parents not available                                   |
| 84            | 11/29/2015 common box turtle        | Dropoff | 10764 Mahan Dr, Tallahassee, FL 32309, USA          | found hit by auto-alive                                                     | Collision / Moving object / Car/truck/motorcycle                 |
| 85            | 11/29/2015 house mouse              | Dropoff | 862 Meginnis Ln, Tallahassee, FL 32312, USA         | Cat attack                                                                  | Animal interaction / Domestic animal / Cat                       |
| 86            | 12/1/2015 common raccoon            | Dropoff | 2500 S Pedrick Rd, Tallahassee, FL 32317, USA       | raccoon came willingly on a rope-seizure                                    | Disease/Distemper                                                |
| 87            | 12/4/2015 Barred Owl                | Rescue  | 7977 Smith Creek Rd, Tallahassee, FL 32310, USA     | Laying on ground for two days **MICHELLE RESCUE**                           | Injury                                                           |
| 88            | 12/4/2015 common gray fox           | Dropoff | 3534 Plowshare Rd, Tallahassee, FL 32309, USA       | Unknown                                                                     | Disease/Distemper                                                |
| 89            | 12/4/2015 common raccoon            | Rescue  | 8232 Woodville Hwy, Tallahassee, FL 32305, USA      | typical distemper symptoms **EMILY RESCUE**                                 | Disease/Distemper                                                |
| 90            | 12/6/2015 Gray Ratsnake             | Dropoff | 3617 Flat Rd, Tallahassee, FL 32303, USA            | found in front of garage-playing dead                                       | Inappropriate human possession / Abduction with intent of rescue |
| 91            | 12/6/2015 eastern gray squirrel     | Dropoff | 8910 Celia Rd, Tallahassee, FL 32305, USA           | Dog attack, injured eye                                                     | Animal interaction / Domestic animal / Dog                       |
| 92            | 12/7/2015 eastern gray squirrel     | Dropoff | 2162 Hickory Ln, Tallahassee, FL 32305, USA         | Hawk attack-ate siblings                                                    | Animal interaction / Non-domestic animal / Different species     |
| 93            | 12/7/2015 eastern gray squirrel     | Dropoff | 2990 S Lake Bradford Rd, Tallahassee, FL 32310, USA | found on side of road                                                       | Collision / Moving object / Car/truck/motorcycle                 |
| 94            | 12/7/2015 Gray Fox                  | Rescue  | 7416 Laurel Ridge Ln, Tallahassee, FL 32312, USA    | found in yard **TERESA RESCUE**                                             | Disease/Distemper                                                |
| 95            | 12/10/2015 Virginia Opossum         | Dropoff | 1790 Aeon Church Rd, Tallahassee, FL 32304, USA     | Found on porch acting unlike an opossum                                     | Disease                                                          |
| 96            | 12/11/2015 American Coot            | Dropoff | Lake Jackson, Florida, USA                          | found while kayaking Lake Jackson                                           | Injury                                                           |
| 97            | 12/12/2015 short-tailed shrew       | Dropoff | 14230 Buckhorn Rd, Tallahassee, FL 32312, USA       | found on driveway                                                           | Orphan / Parents not available                                   |
| 98            | 12/12/2015 American Goldfinch       | Dropoff | 4912 Vernon Rd, Tallahassee, FL 32317, USA          | hopping in street, couldn't fly                                             | Injury                                                           |
| 99            | 12/13/2015 common gray fox          | Rescue  | Standing Pines Ln, Tallahassee, FL 32312, USA       | having seizures **MICHELLE RESCUE**                                         | Disease/Distemper                                                |
| 100           | 12/13/2015 southern flying squirrel | Dropoff | 14880 Silverheart Ln, Tallahassee, FL 32310, USA    | cat was chewing on it                                                       | Animal interaction / Domestic animal / Cat                       |
| 101           | 12/15/2015 white-tailed deer        | Rescue  | 1831 Ox Bottom Rd, Tallahassee, FL 32312, USA       | unknown-injured legs **TERESA RESCUE**                                      | Injury                                                           |
| 102           | 12/15/2015 Gray Fox                 | Rescue  | 6913 Ebony Trail, Tallahassee, FL 32309, USA        | moaning, falling over, no fear, flies, bleeding-nose/mouth **EMILY RESCUE** | Disease/Distemper                                                |
| 103           | 12/16/2015 eastern gray squirrel    | Dropoff | 5700 Mossy Top Way, Tallahassee, FL 32303, USA      | cat attack                                                                  | Animal interaction / Domestic animal / Cat                       |
| 104           | 12/16/2015 eastern gray squirrel    | Dropoff | 5700 Mossy Top Way, Tallahassee, FL 32303, USA      | cat attack                                                                  | Animal interaction / Domestic animal / Cat                       |
| 105           | 12/18/2015 common raccoon           | Rescue  | 3828 Castleberry Dr, Tallahassee, FL 32303, USA     | Holding RF leg up in yard **TERESA RESCUE**                                 | Disease/Distemper                                                |
| 106           | 12/18/2015 eastern gray squirrel    | Dropoff | 2416 Thornton Rd, Tallahassee, FL 32308, USA        | limb fell with nest in it                                                   | Nest/habitat destruction                                         |
| 107           | 12/18/2015 eastern gray squirrel    | Dropoff | 2416 Thornton Rd, Tallahassee, FL 32308, USA        | limb fell with nest in it                                                   | Nest/habitat destruction                                         |
| 108           | 12/20/2015 eastern gray squirrel    | Dropoff | 9084 Warbler St, Tallahassee, FL 32305, USA         | my cat had it                                                               | Animal interaction / Domestic animal / Cat                       |
| 109           | 12/21/2015 eastern gray squirrel    | Dropoff | 1911 Longview Dr, Tallahassee, FL 32303, USA        | Cat attack                                                                  | Animal interaction / Domestic animal / Cat                       |
| 110           | 12/21/2015 Gray Fox                 | Dropoff | 2320 Haverhill Rd, Tallahassee, FL 32312, USA       | found on road side                                                          | Collision / Moving object / Car/truck/motorcycle                 |
| 111           | 12/25/2015 common raccoon           | Rescue  | 5513 Mossy Top Way, Tallahassee, FL 32303, USA      | Found in yard, not moving ***TERESA RESCUE**                                | Disease/Distemper                                                |
| 112           | 12/28/2015 Gray Fox                 | Rescue  | 6504 Mahan Dr, Tallahassee, FL 32308, USA           | Healthy fox playing, ran away as I pulled up **EMILY RESCUE**               | Undetermined                                                     |



**ST. FRANCIS WILDLIFE ASSOCIATION, INC.**  
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|     | A                                     | B                        | C        | D                                                 | E                                                   | F                                      |
|-----|---------------------------------------|--------------------------|----------|---------------------------------------------------|-----------------------------------------------------|----------------------------------------|
|     | Date Admitted                         | Species                  | Method   | Rescue Location                                   | Reason                                              | Circumstances of Rescue                |
| 113 | 12/29/2015                            | southern flying squirrel | Dropoff  | 4140 Bradfordville Rd, Tallahassee, FL 32309, USA | Tree cut down with nest & baby                      | Nest/habitat destruction               |
| 114 | 12/30/2015                            | Gray Fox                 | Rescue   | 6504 Mahan Dr, Tallahassee, FL 32308, USA         | Nuisance report-Seizure in transport **PAT RESCUE** | Disease/Distemper                      |
| 115 |                                       |                          |          |                                                   |                                                     |                                        |
| 116 | ATTEMPTED RESCUE - No Animal Obtained |                          |          |                                                   |                                                     |                                        |
| 117 | 11/6/2015                             | Bird - Unidentified      | R/Teresa | 4424 Crawfordville Highway, Tallahassee, FL       | Bird in same place f/hours - suspected broken wing  | Rescuer could not locate bird          |
| 118 | 12/22/2015                            | Gray Fox                 | R/Teresa | 4363 Maylor Rd., Tallahassee, FL                  | Observed injured leg f/1 week, then stopped moving  | Ran away upon approach.                |
| 119 | 12/28/2015                            | Gray Fox                 | R/Emily  | 6504 Mahan, Tallahassee, FL                       | Laying on gravel pit; no symptoms                   | Ran away, appeared healthy & uninjured |

**ST. FRANCIS WILDLIFE ASSOCIATION, INC.**  
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|    | A             | B                         | C       | D                                                                                                                             | E                                                                      | F                                                       |
|----|---------------|---------------------------|---------|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|---------------------------------------------------------|
|    | Date Admitted | Species                   | Method  | Rescue Location                                                                                                               | Reason                                                                 | Circumstances of Rescue                                 |
|    | 1/3/2015      | Northern Cardinal         | Dropoff | 1825 Cottage Grove Road, Tallahassee, FL 32303, USA                                                                           | unknown                                                                | Animal interaction / Domestic animal / Dog              |
| 3  | 1/7/2015      | Eastern Mole              | Dropoff | 2824 Spaulding Road, Tallahassee, FL 32303, USA                                                                               | unknown                                                                | Animal interaction / Domestic animal / Dog              |
| 4  | 1/9/2015      | Northern Mockingbird      | Dropoff | 1394 Silver Pine Lane, Tallahassee, FL 32312, USA                                                                             | found bird on porch                                                    | Collision / Stationary object / Walls/windows           |
| 5  | 1/10/2015     | Red-shouldered Hawk       | Dropoff | 2306 Edenfield Road, Tallahassee, FL 32308, USA                                                                               | found in ditch                                                         | Collision / Moving object / Car/truck/motorcycle        |
| 6  | 1/10/2015     | Blue Jay                  | Dropoff | 4056 Brandon Hill Drive, Tallahassee, FL 32309, USA                                                                           | found on driveway moving head left to right                            | Collision / Moving object / Car/truck/motorcycle        |
| 7  | 1/10/2015     | Eastern River Cooter      | Rescue  | 3700 Golden Eagle Drive East, Tallahassee, FL 32312, USA                                                                      | Found in road-look home as pet- shell began curling **SHELDON RESCUE** | Inappropriate human possession / Pet                    |
| 8  | 1/11/2015     | Red-shouldered Hawk       | Rescue  | Bass Ridge Trail, Tallahassee, FL 32312, USA                                                                                  | Bird was stunned **MARY RESCUE**                                       | Collision / Stationary object / Walls/windows           |
| 9  | 1/13/2015     | American Robin            | Dropoff | Apalachicola National Forest, 1406 Bareback Drive, Tallahassee, FL 32310, USA                                                 | unknown                                                                | Animal interaction / Domestic animal / Cat              |
| 10 | 1/16/2015     | Turkey Vulture            | Dropoff | 2578 Jefferson Road, Tallahassee, FL 32317, USA                                                                               | unknown                                                                | Collision / Moving object / Car/truck/motorcycle        |
| 11 | 1/16/2015     | Virginia Opossum          | Dropoff | 2953 Arendell Way, Tallahassee, FL 32308, USA                                                                                 | was swimming in pool                                                   | Undetermined                                            |
| 12 | 1/18/2015     | Red-shouldered Hawk       | Rescue  | 6381 Carpenter's Ln, Tallahassee, FL 32311, USA                                                                               | found w/broken wing **SARA RESCUE**                                    | Undetermined                                            |
| 13 | 1/18/2015     | Pine Warbler              | Dropoff | 3498 Mahan Drive, Tallahassee, FL 32308, USA                                                                                  | fell from nest                                                         | Undetermined                                            |
| 14 | 1/24/2015     | eastern gray squirrel     | Dropoff | 20185 Edgewater Court, Tallahassee, FL 32310, USA                                                                             | Found near fire pit on ground in cold rainy weather.                   | Undetermined                                            |
| 15 | 1/28/2015     | Red-tailed Hawk           | Dropoff | 4315 Cripple Creek Drive, Tallahassee, FL 32309, USA                                                                          | Found sitting by my barn, no panic?                                    | Undetermined                                            |
| 16 | 1/29/2015     | Gray Fox                  | Rescue  | 9600 Miccosukee Road, Tallahassee, FL 32309, USA                                                                              | was having seizures by the side of the road **MICHELLE RESCUE**        | Collision / Moving object / Car/truck/motorcycle        |
| 17 | 2/2/2015      | Virginia Opossum          | Rescue  | 3510 East Lakeshore Drive, Tallahassee, FL 32312, USA                                                                         | found under porch steps not moving **MARY RESCUE**                     | Undetermined                                            |
| 18 | 2/6/2015      | Florida flying squirrel   | Dropoff | 216 Bannerman Road, Tallahassee, FL 32312, USA                                                                                | cat got the squirrel                                                   | Animal interaction / Domestic animal / Cat              |
| 19 | 2/8/2015      | wild boar                 | Dropoff | Apalachicola National Forest, Blountstown Highway & Geddie Road, Tallahassee, FL 32310, USA                                   | Mother found on side of road, dead, baby wouldn't leave the mother.    | Orphan / Parents not available                          |
| 20 | 2/8/2015      | Gray Fox                  | Rescue  | 9499 Bartlett Lane, Tallahassee, FL 32305, USA                                                                                | having seizures on porch **MICHELLE RESCUE**                           | Undetermined                                            |
| 21 | 2/9/2015      | common raccoon            | Rescue  | 2228 Mandrell Court, Tallahassee, FL 32303, USA                                                                               | injured in backyard ** NAT RESCUE**                                    | Undetermined                                            |
| 22 | 2/9/2015      | common gray fox           | Rescue  | 8788 Megans Lane, Tallahassee, FL 32309, USA                                                                                  | fox laying in yard not running away ** MARY RESCUE**                   | Undetermined                                            |
| 23 | 2/11/2015     | common raccoon            | Dropoff | Kinhega Drive, Tallahassee, FL 32312, USA                                                                                     | unknown                                                                | Collision / Moving object / Car/truck/motorcycle        |
| 24 | 2/12/2015     | Gray Catbird              | Dropoff | 14206 Red Hawk Road, Tallahassee, FL 32312, USA                                                                               | Couldn't Fly                                                           | Undetermined                                            |
| 25 | 2/13/2015     | American Goldfinch        | Dropoff | 528 Moss View Way, Tallahassee, FL 32312, USA                                                                                 | found bird under feeder unable to fly                                  | Animal interaction / Non-domestic animal / Same species |
| 26 | 2/15/2015     | Red Fox                   | Dropoff | Miccosukee Road & Thornton Road, Florida 32308, USA                                                                           | he stumbled into road we didn't see him                                | Collision / Moving object / Car/truck/motorcycle        |
| 27 | 2/16/2015     | Brazilian free-tailed bat | Dropoff | 5810 North Monroe Street, Tallahassee, FL 32303, USA                                                                          | Found on a window sill in Publix                                       | Collision / Stationary object / Walls/windows           |
| 28 | 2/17/2015     | Pine Warbler              | Dropoff | 962 Jeffrey Road, Tallahassee, FL 32312, USA                                                                                  | would not fly                                                          | Undetermined                                            |
| 29 | 2/19/2015     | Yellow-rumped Warbler     | Dropoff | Leon County S.O. Aviation Unit, Tallahassee Regional Airport (TLH), 3274 Capital Circle Southwest, Tallahassee, FL 32310, USA | found on sidewalk not moving much                                      | Undetermined                                            |
| 30 | 2/20/2015     | Barred Owl                | Rescue  | 1617 Talpeco Road, Tallahassee, FL 32303, USA                                                                                 | in yard, would not fly **MARY RESCUE**                                 | Undetermined                                            |
| 31 | 2/21/2015     | Florida flying squirrel   | Dropoff | 6014 Brookfair Lane, Tallahassee, FL 32309, USA                                                                               | spasms                                                                 | Animal interaction / Domestic animal / Cat              |

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|---------------|--------------------------|---------|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|
| Date Admitted | Species                  | Method  | Rescue Location                                              | Reason                                                                                                                       | Circumstances of Rescue                                 |
| 2/21/2015     | Eastern Cottontail       | Dropoff | 2396 Grass Roots Way, Tallahassee, FL 32311, USA             | dog had in mouth                                                                                                             | Animal interaction / Domestic animal / Dog              |
| 33 2/21/2015  | Eastern Cottontail       | Dropoff | 2396 Grass Roots Way, Tallahassee, FL 32311, USA             | dog had in mouth                                                                                                             | Animal interaction / Domestic animal / Dog              |
| 34 2/21/2015  | Carolina Wren            | Dropoff | 523 Tung Hill Drive, Tallahassee, FL 32317, USA              | fell into fifth wheel of semi covered in grease and wing was damaged                                                         | Entrapment / Non-trap / Oil/Grease contamination        |
| 35 2/22/2015  | Eastern Cottontail       | Dropoff | 3120 Lookout Trail, Tallahassee, FL 32309, USA               | unknown                                                                                                                      | Undetermined                                            |
| 36 2/22/2015  | eastern gray squirrel    | Dropoff | 15475 Sunray Road, Tallahassee, FL 32309, USA                | Taken as babies, now juveniles, rescuer feels they are "too wild and need to be released". Will be one year old this spring. | Inappropriate human possession / Pet                    |
| 37 2/22/2015  | eastern gray squirrel    | Dropoff | 15475 Sun Ray Rd, FL, USA                                    | Taken as babies as pets, now they are juveniles. Rescuer feels they are "too wild now and need to be released".              | Inappropriate human possession / Pet                    |
| 38 2/23/2015  | Red-shouldered Hawk      | Dropoff | 8433 Augustwood Lane, Tallahassee, FL 32311, USA             | found on driveway injured                                                                                                    | Undetermined                                            |
| 39 2/27/2015  | Red Fox                  | Dropoff | Eastenwood Drive, Tallahassee, FL 32311, USA                 | Taken to Leon County Animal Shelter and Euthanized there 8pm 2/27/15 DVM Possibly HBC                                        | Collision / Moving object / Car/truck/motorcycle        |
| 40 2/28/2015  | Eastern Cottontail       | Dropoff | Miccosukee Road & Edenfield Road, Tallahassee, FL 32308, USA | nest fell                                                                                                                    | Nest/habitat destruction                                |
| 41 2/28/2015  | Eastern Cottontail       | Dropoff | Miccosukee Road & Edenfield Road, Tallahassee, FL 32308, USA | nest fell                                                                                                                    | Nest/habitat destruction                                |
| 42 3/1/2015   | big free-tailed bat      | Dropoff | 175 Little Wood Lane, FL 32317, USA                          | in bath tub                                                                                                                  | Undetermined                                            |
| 43 3/1/2015   | Red-shouldered Hawk      | Dropoff | 5115 WW Kelley Road, Tallahassee, FL 32311, USA              | flew into car                                                                                                                | Collision / Moving object / Car/truck/motorcycle        |
| 44 3/4/2015   | Barred Owl               | Dropoff | 14000 North Menden Road, Tallahassee, FL 32312, USA          | Owl flew under truck                                                                                                         | Collision / Moving object / Car/truck/motorcycle        |
| 45 3/5/2015   | Bald Eagle               | Dropoff | 4541 Andrew Jackson Way, Tallahassee, FL 32303, USA          | attacked by two adult eagles nesting in the area                                                                             | Animal interaction / Non-domestic animal / Same species |
| 46 3/6/2015   | Eastern Screech-Owl      | Dropoff | 459 Cedar Hill Road, Tallahassee, FL 32312, USA              | flew into side of truck                                                                                                      | Collision / Moving object / Car/truck/motorcycle        |
| 47 3/7/2015   | Sharp-shinned Hawk       | Dropoff | 6745 Crooked Creek Road, Tallahassee, FL 32311, USA          | can't fly                                                                                                                    | Undetermined                                            |
| 48 3/7/2015   | Yellow-rumped Warbler    | Dropoff | 6984 Grenville Road, Tallahassee, FL 32309, USA              | found on ground                                                                                                              | Collision / Stationary object / Walls/windows           |
| 49 3/7/2015   | common gray fox          | Dropoff | 1521 Alshire Court North, Tallahassee, FL 32317, USA         | dogs chased fox into pool                                                                                                    | Animal interaction / Domestic animal / Dog              |
| 50 3/9/2015   | Black Vulture            | Dropoff | 1424 Pedrick Road, Tallahassee, FL 32317, USA                | found on ground                                                                                                              | Orphan / Parents not available                          |
| 51 3/11/2015  | Mourning Dove            | Dropoff | 413 Timberlane Road, Tallahassee, FL 32312, USA              | hit window                                                                                                                   | Collision / Stationary object / Walls/windows           |
| 52 3/12/2015  | Virginia Opossum         | Rescue  | 4169 Miccosukee Road, Tallahassee, FL 32308, USA             | Mother was HBC **MICHELLE RESCUE**                                                                                           | Orphan / Parents not available                          |
| 53 3/12/2015  | Virginia Opossum         | Rescue  | 4169 Miccosukee Road, Tallahassee, FL 32308, USA             | Mother was HBC **MICHELLE RESCUE**                                                                                           | Orphan / Parents not available                          |
| 54 3/12/2015  | Virginia Opossum         | Rescue  | 4169 Miccosukee Road, Tallahassee, FL 32308, USA             | mother HBC **RESCUE MICHELLE**                                                                                               | Orphan / Parents not available                          |
| 55 3/12/2015  | Virginia Opossum         | Rescue  | 4169 Miccosukee Road, Tallahassee, FL 32308, USA             | mother HBC **RESCUE MICHELLE**                                                                                               | Orphan / Parents not available                          |
| 56 3/12/2015  | Virginia Opossum         | Rescue  | 4169 Miccosukee Road, Tallahassee, FL 32308, USA             | Mother HBC **MICHELLE RESCUE**                                                                                               | Orphan / Parents not available                          |
| 57 3/12/2015  | common raccoon           | Rescue  | 9900 Hidden Pond Road, Tallahassee, FL 32317, USA            | came up and laid by bottom step of porch, looked sick ** RESCUE MICHELLE**                                                   | Undetermined                                            |
| 58 3/13/2015  | common gray fox          | Rescue  | 2338 Private Lane, Tallahassee, FL 32305, USA                | outside looking sick like rabies **MARY RESCUE**                                                                             | Undetermined                                            |
| 59 3/14/2015  | Yellow-bellied Sapsucker | Dropoff | 4721 Crossway Court, Tallahassee, FL 32305, USA              | cat                                                                                                                          | Animal interaction / Domestic animal / Cat              |

**ST. FRANCIS WILDLIFE ASSOCIATION, INC.**  
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|----|---------------------------------|------------------------|---------|------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|
|    | Date Admitted                   | Species                | Method  | Rescue Location                                                              | Reason                                                                                                                                                                 | Circumstances of Rescue                          |
| 60 | 3/14/2015                       | Florida cooter         | Dropoff | Buck Lake Road & Winfield Forest Drive, Tallahassee, FL 32317, USA           | I saw the vehicle approaching me swerve to miss it. I stopped and found it injured.                                                                                    | Collision / Moving object / Car/truck/motorcycle |
| 61 | 3/14/2015                       | Virginia Opossum       | Dropoff | 1919 Vineland Lane, Tallahassee, FL 32317, USA                               | unknown                                                                                                                                                                | Undetermined                                     |
| 62 | 3/14/2015                       | Virginia Opossum       | Dropoff | 1919 Vineland Lane, Tallahassee, FL 32317, USA                               | unknown                                                                                                                                                                | Undetermined                                     |
| 63 | 3/14/2015                       | Virginia Opossum       | Dropoff | 1919 Vineland Lane, Tallahassee, FL 32317, USA                               | unknown                                                                                                                                                                | Undetermined                                     |
| 64 | 3/14/2015                       | Virginia Opossum       | Dropoff | 1919 Vineland Lane, Tallahassee, FL 32317, USA                               | unknown                                                                                                                                                                | Undetermined                                     |
| 65 | 3/14/2015                       | Virginia Opossum       | Dropoff | 1919 Vineland Lane, Tallahassee, FL 32317, USA                               | unknown                                                                                                                                                                | Undetermined                                     |
| 66 | 3/15/2015                       | Florida cooter         | Dropoff | 6494 Thomasville Road, Tallahassee, FL 32312, USA                            | found in road                                                                                                                                                          | Collision / Moving object / Car/truck/motorcycle |
| 67 | 3/16/2015                       | Eastern Cottontail     | Dropoff | 5789 St. Joe Road, Tallahassee, FL 32311, USA                                | Found in our living room, dog or cat attack? Was going to release but found foot was injured.                                                                          | Animal interaction / Domestic animal / Dog       |
| 68 | 3/16/2015                       | Dark-eyed Junco        | Dropoff | 3634 Moody Trail, Tallahassee, FL 32309, USA                                 | found in yard with wing out stretched                                                                                                                                  | Undetermined                                     |
| 69 | 3/18/2015                       | common raccoon         | Dropoff | 4571 High Grove Road, Tallahassee, FL 32309, USA                             | Found on side of road                                                                                                                                                  | Undetermined                                     |
| 70 | 3/18/2015                       | Eastern Cottontail     | Dropoff | 1623 Corey Wood Circle, Tallahassee, FL 32304, USA                           | stray cat had it                                                                                                                                                       | Animal interaction / Domestic animal / Cat       |
| 71 | 3/18/2015                       | Eastern Cottontail     | Dropoff | 6909 Tomy Lee Trail, Tallahassee, FL 32309, USA                              | cat attack                                                                                                                                                             | Animal interaction / Domestic animal / Cat       |
| 72 | 3/18/2015                       | Eastern Cottontail     | Dropoff | 2831 Arendell Way, Tallahassee, FL 32308, USA                                | dog had rabbit in mouth                                                                                                                                                | Animal interaction / Domestic animal / Dog       |
| 73 | 3/22/2015                       | common gray fox        | Dropoff | Creekridge Circle, Tallahassee, FL 32309, USA                                | dogs chased it, found in yard looking sick                                                                                                                             | Animal interaction / Domestic animal / Dog       |
| 74 | 3/22/2015                       | eastern gray squirrel  | Dropoff | 19497 Ben Talquin Trce, Tallahassee, FL 32310, USA                           | fell from tree                                                                                                                                                         | Orphan / Parents not available                   |
| 75 | 3/22/2015                       | eastern gray squirrel  | Dropoff | 19497 Ben Talquin Trce, Tallahassee, FL 32310, USA                           | crying for mom                                                                                                                                                         | Orphan / Parents not available                   |
| 76 | 3/23/2015                       | Virginia Opossum       | Rescue  | 2010 Harriet Drive, Tallahassee, FL 32303, USA                               | mother HBC **SARA RESCUE**                                                                                                                                             | Orphan / Parents not available                   |
| 77 | 3/23/2015                       | Virginia Opossum       | Rescue  | 2010 Harriet Drive, Tallahassee, FL 32303, USA                               | mother HBC **SARA RESCUE**                                                                                                                                             | Orphan / Parents not available                   |
| 78 | 3/23/2015                       | Virginia Opossum       | Rescue  | 2010 Harriet Drive, Tallahassee, FL 32303, USA                               | mother HBC **SARA RESCUE**                                                                                                                                             | Orphan / Parents not available                   |
| 79 | 3/25/2015                       | Tufted Titmouse        | Dropoff | Pimlico Drive & Kingman Trail, Tallahassee, FL 32309, USA                    | found in road injured or in shock                                                                                                                                      | Collision / Moving object / Car/truck/motorcycle |
| 80 | 3/25/2015                       | Mourning Dove          | Dropoff | 5201 High Colony Drive, Tallahassee, FL 32317, USA                           | heard scuffling on porch and caught dog with bird's wing in her mouth                                                                                                  | Animal interaction / Domestic animal / Dog       |
| 81 | 3/27/2015                       | Gray Catbird           | Dropoff | Apalachicola National Forest, 358 Post Oak Drive, Tallahassee, FL 32310, USA | found in yard                                                                                                                                                          | Undetermined                                     |
| 82 | 3/28/2015                       | eastern gray squirrel  | Dropoff | 3675 Lake Charles Drive, Tallahassee, FL 32309, USA                          | unknown                                                                                                                                                                | Undetermined                                     |
| 83 | 3/29/2015                       | Mourning Dove          | Dropoff | 7808 McClure Drive, Tallahassee, FL 32312, USA                               | Cat had it                                                                                                                                                             | Animal interaction / Domestic animal / Cat       |
| 84 | 3/31/2015                       | Common Snapping Turtle | Dropoff | Bradley's Country Store, Moccasin Gap Rd., Tallahassee, FL 32309, USA        | Thought turtle was crossing road. Was going to take to direction heading. Thought it was dead so moved to side of road. It started moving so brought straight to NWAH. | Undetermined                                     |
| 85 | 3/31/2015                       | Virginia Opossum       | Dropoff | 16510 Sid Collins Rd., Tallahassee, FL 32310                                 | Dogs were sniffing around opossum                                                                                                                                      | Undetermined                                     |
| 86 |                                 |                        |         |                                                                              |                                                                                                                                                                        |                                                  |
| 87 |                                 |                        |         |                                                                              |                                                                                                                                                                        |                                                  |
| 88 | Unobtained Animals Jan-Mar 2015 |                        |         |                                                                              |                                                                                                                                                                        |                                                  |
| 89 | 2/2/2015                        | Gray Fox               | R/Mary  | 12331 Mahan Dr., Tallahassee, FL                                             | Fox lying on side of road. Possibly HBC.                                                                                                                               | Fox ran off while attempting to net it.          |
| 90 | 3/22/2015                       | Common Raccoon         | R/Sara  | 2626 Hastings Dr., Tallahassee, FL                                           | Injured raccoon.                                                                                                                                                       | Set a trap but unsuccessful capture              |



**ST. FRANCIS WILDLIFE ASSOCIATION, INC.**  
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|---------------|-----------------------|---------|------------------------------------------------------------------------------------------------------|------------------------------------------------------------|------------------------------------------------------|
| Date Admitted | Species               | Method  | Rescue Location                                                                                      | Reason                                                     | Circumstances of Rescue                              |
| 4/1/2015      | Common Merganser      | Rescue  | 6833 Hill Gail Trail, Tallahassee, FL 32309, USA                                                     | orphan-found under trailer **SARA RESCUE**                 | Orphan / Parents not available                       |
| 4/1/2015      | Virginia Opossum      | Dropoff | 7685 Deepwood Trail, Tallahassee, FL 32317, USA                                                      | Mother killed by a dog, another dog found 3 babies         | Animal interaction / Domestic animal / Dog           |
| 4/1/2015      | Virginia Opossum      | Dropoff | 7685 Deepwood Trail, Tallahassee, FL 32317, USA                                                      | Mother killed by dog, babies found by another dog          | Animal interaction / Domestic animal / Dog           |
| 4/1/2015      | Virginia Opossum      | Dropoff | 7685 Deepwood Trail, Tallahassee, FL 32317, USA                                                      | mother killed by one dog and 3 babies found by another dog | Animal interaction / Domestic animal / Dog           |
| 4/1/2015      | Yellow-rumped Warbler | Dropoff | 559 High Oaks Court, Tallahassee, FL 32312, USA                                                      | found under window after loud thump                        | Collision / Stationary object / Walls/windows        |
| 4/2/2015      | Barred Owl            | Dropoff | Natural Bridge Battlefield Historic State Park, 7502 Natural Bridge Road, Tallahassee, FL 32305, USA | Fishing line/hook tangled with wing, injured               | Entrapment / Non-trap / Sporting/landscaping netting |
| 4/5/2015      | Common Raccoon        | Dropoff | 3496 East Lakeshore Drive, Tallahassee, FL 32312, USA                                                | found on patio with wound on side                          | Undetermined                                         |
| 4/6/2015      | Black Vulture         | Dropoff | 4142 Kensington Road, Tallahassee, FL 32303, USA                                                     | Injured, couldn't fly-old injury                           | Undetermined                                         |
| 4/6/2015      | Common Raccoon        | Dropoff | 8150 Mahan Drive, Tallahassee, FL 32309, USA                                                         | Found on floor, he could barely walk                       | Undetermined                                         |
| 4/6/2015      | Eastern Cottontail    | Dropoff | 2367 Oscar Harvey Road, Tallahassee, FL 32310, USA                                                   | mom killed on road                                         | Orphan / Parents not available                       |
| 4/6/2015      | Eastern Cottontail    | Dropoff | 2367 Oscar Harvey Road, Tallahassee, FL 32310, USA                                                   | mom killed on road                                         | Orphan / Parents not available                       |
| 4/6/2015      | Eastern Cottontail    | Dropoff | 2367 Oscar Harvey Road, Tallahassee, FL 32310, USA                                                   | mom killed on road                                         | Orphan / Parents not available                       |
| 4/6/2015      | Eastern Cottontail    | Dropoff | 2367 Oscar Harvey Road, Tallahassee, FL 32310, USA                                                   | mom killed on road                                         | Orphan / Parents not available                       |
| 4/6/2015      | Mourning Dove         | Dropoff | Apalachicola National Forest, 8076 Baby Farm Road North, Tallahassee, FL 32310, USA                  | found in yard, injured                                     | Undetermined                                         |
| 4/6/2015      | Pine Siskin           | Dropoff | 5650 Santa Anita Drive, Tallahassee, FL 32309, USA                                                   | Bird appeared puffy and lethargic, didn't try to fly away  | Undetermined                                         |
| 4/8/2015      | House Finch           | Dropoff | 1793 Benado Lomas Drive, Tallahassee, FL 32317, USA                                                  | babies tried to fly but couldn't                           | Orphan / Parents not available                       |
| 4/8/2015      | House Finch           | Dropoff | 1793 Benado Lomas Drive, Tallahassee, FL 32317, USA                                                  | babies tried to fly but couldn't                           | Orphan / Parents not available                       |
| 4/8/2015      | House Finch           | Dropoff | 1793 Benado Lomas Drive, Tallahassee, FL 32317, USA                                                  | babies tried to fly but couldn't                           | Orphan / Parents not available                       |
| 4/8/2015      | House finch           | Dropoff | 1793 Benado Lomas Drive, Tallahassee, FL 32317, USA                                                  | fell from nest                                             | Orphan/Parents not available                         |
| 4/8/2015      | House finch           | Dropoff | 1793 Benado Lomas Drive, Tallahassee, FL 32317, USA                                                  | fell from nest                                             | Orphan/Parents not available                         |
| 4/9/2015      | Common Ground Dove    | Dropoff | Apalachicola National Forest, 209 Beth Circle, Tallahassee, FL 32310, USA                            | Baby was entangled in mesh in my yard                      | Entrapment / Non-trap / Sporting/landscaping netting |
| 4/9/2015      | Domestic Chicken      | Dropoff | 1825 Cottage Grove Road, Tallahassee, FL 32303, USA                                                  | Found in yard                                              | Undetermined                                         |
| 4/9/2015      | Virginia Opossum      | Dropoff | Bannerman Road, Tallahassee, FL 32312, USA                                                           | found in garage                                            | Orphan / Parents not available                       |
| 4/10/2015     | Eastern Cottontail    | Dropoff | 9745 Faraway Farm Road, Tallahassee, FL 32317, USA                                                   | heard it crying and found my cat standing over it          | Animal interaction / Domestic animal / Cat           |
| 4/10/2015     | Virginia Opossum      | Dropoff | Portal Drive, Tallahassee, FL 32303, USA                                                             | checked the breathing was labored, acting very lethargic   | Undetermined                                         |

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|    | Date Admitted | Species                  | Method  | Rescue Location                                                                  | Reason                                                                  | Circumstances of Rescue                                 |
| 27 | 4/10/2015     | Virginia Opossum         | Dropoff | Tallahassee, FL 32311, USA                                                       | Found in yard by child                                                  | Orphan / Parents not available                          |
| 28 | 4/10/2015     | Virginia Opossum         | Dropoff | 9060 Silver Oak Lane, Tallahassee, FL 32311, USA                                 | Found in yard                                                           | Orphan / Parents not available                          |
| 29 | 4/11/2015     | Brown Thrasher           | Rescue  | 1536 Sandtrail Lane, Tallahassee, FL 32305, USA                                  | Cat attack **NAT RESCUE**                                               | Animal Interaction / Domestic animal / Cat              |
| 30 | 4/11/2015     | Eastern Cottontail       | Dropoff | 5509 Hampton Woods Way, Tallahassee, FL 32311, USA                               | 2 cats were pouncing on him, 1/2 eaten rabbit was found the day before. | Animal interaction / Domestic animal / Cat              |
| 31 | 4/11/2015     | Virginia Opossum         | Dropoff | Meridian Hills Road, Tallahassee, FL 32312, USA                                  | dogs had opossum found lying on bike trail with foam in mouth **        | Animal Interaction / Domestic animal / Dog              |
| 32 | 4/12/2015     | Common Gray Fox          | Rescue  | Apalachicola National Forest, 4760 Woodville Highway, Tallahassee, FL 32305, USA | MARY RESCUE**                                                           | Undetermined                                            |
| 33 | 4/12/2015     | Eastern Cottontail       | Dropoff | 3445 Paces Ferry Road, Tallahassee, FL 32309, USA                                | found in garage                                                         | Orphan / Parents not available                          |
| 34 | 4/12/2015     | Northern Cardinal        | Dropoff | 4104 Tara Drive, Tallahassee, FL 32303, USA                                      | cat brought bird into house                                             | Animal Interaction / Domestic animal / Cat              |
| 35 | 4/12/2015     | Virginia Opossum         | Dropoff | 14230 Buckhorn Road, Tallahassee, FL 32312, USA                                  | Mom killed by dog                                                       | Orphan / Parents not available                          |
| 36 | 4/12/2015     | Virginia Opossum         | Dropoff | 16500 Blountstown Highway, Tallahassee, FL 32310, USA                            | Mom died, babies just laying there                                      | Orphan / Parents not available                          |
| 37 | 4/12/2015     | Virginia Opossum         | Dropoff | 16500 Blountstown Highway, Tallahassee, FL 32310, USA                            | Mom died, babies just laying there                                      | Orphan / Parents not available                          |
| 38 | 4/12/2015     | Virginia Opossum         | Dropoff | 16500 Blountstown Highway, Tallahassee, FL 32310, USA                            | Mom died, babies just laying there                                      | Orphan / Parents not available                          |
| 39 | 4/12/2015     | Virginia Opossum         | Dropoff | 16500 Blountstown Highway, Tallahassee, FL 32310, USA                            | Mom died, babies just laying there                                      | Orphan / Parents not available                          |
| 40 | 4/12/2015     | Virginia Opossum         | Dropoff | 16500 Blountstown Highway, Tallahassee, FL 32310, USA                            | Mom died, babies just laying there                                      | Orphan / Parents not available                          |
| 41 | 4/13/2015     | Great Crested Flycatcher | Dropoff | Crowder Road, Tallahassee, FL 32303, USA                                         | Hit bird with our car                                                   | Collision / Moving object / Car/truck/motorcycle        |
| 42 | 4/13/2015     | long-nosed armadillo     | Dropoff | 5082 Icicle Hill Road, Tallahassee, FL 32303, USA                                | Just walked right up to me                                              | Orphan / Parents not available                          |
| 43 | 4/13/2015     | Northern Cardinal        | Dropoff | 4027 Ballard Road, Tallahassee, FL 32305, USA                                    | undetermined                                                            | Undetermined                                            |
| 44 | 4/13/2015     | Undetermined             | Dropoff | 8461 Old Bainbridge Road, Tallahassee, FL 32303, USA                             | Cat brought into house                                                  | Animal Interaction / Domestic animal / Cat              |
| 45 | 4/14/2015     | Barred Owl               | Dropoff | Buck Lake Road & Medallion Way, Tallahassee, FL 32317, USA                       | no info                                                                 | Undetermined                                            |
| 46 | 4/14/2015     | Yellow-bellied Slider    | Rescue  | Sprinil Road, Tallahassee, FL 32305, USA                                         | **TERESA RESCUE** Ear Abcess/Face Mass                                  | Undetermined                                            |
| 47 | 4/15/2015     | Common Box Turtle        | Dropoff | 4010 Cayuga Street, Tallahassee, FL 32303, USA                                   | found in street upside down                                             | Collision / Moving object / Car/truck/motorcycle        |
| 48 | 4/16/2015     | Eastern Gray Squirrel    | Dropoff | 3754 Loma Farm Road, Tallahassee, FL 32309, USA                                  | dropped from the sky                                                    | Undetermined                                            |
| 49 | 4/16/2015     | Great Horned Owl         | Dropoff | 8319 Mahan Drive, Tallahassee, FL 32309, USA                                     | Saw a large bird fly away and the owl hobbling along on the ground      | Animal interaction / Non-domestic animal / Same species |
| 50 | 4/16/2015     | Northern Cardinal        | Dropoff | 2109 Queenswood Drive, Tallahassee, FL 32303, USA                                | Don't know                                                              | Undetermined                                            |
| 51 | 4/16/2015     | Northern Cardinal        | Dropoff | 2109 Queenswood Drive, Tallahassee, FL 32303, USA                                | Don't know                                                              | Undetermined                                            |
| 52 | 4/16/2015     | Northern Mockingbird     | Dropoff | 7126 Towner Trce, Tallahassee, FL 32312, USA                                     | no info given                                                           | Orphan / Parents not available                          |

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|    | Date Admitted | Species               | Method  | Rescue Location                                                    | Reason                                                                                           | Circumstances of Rescue                          |
| 53 | 4/16/2015     | Wood Duck             | Dropoff | 1000 Ox Bottom Road, Tallahassee, FL 32312, USA                    | a cat had the baby a far distance from the lake. No sign of mom.                                 | Animal interaction / Domestic animal / Cat       |
| 54 | 4/17/2015     | Carolina Wren         | Dropoff | 6814 Tomy Lee Trail, Tallahassee, FL 32309, USA                    | Abandoned by parents, one died 2 were left.                                                      | Orphan / Parents rejected                        |
| 55 | 4/17/2015     | Carolina Wren         | Dropoff | 6814 Tomy Lee Trail, Tallahassee, FL 32309, USA                    | abandoned, one died, two were left                                                               | Orphan / Parents not available                   |
| 56 | 4/17/2015     | Eastern Cottontail    | Dropoff | 2005 Lambert Lane, Tallahassee, FL 32317, USA                      | Dog found in yard                                                                                | Animal interaction / Domestic animal / Dog       |
| 57 | 4/18/2015     | Carolina Wren         | Dropoff | 4434 Gearhart Road #3504, Tallahassee, FL 32303, USA               | Cat brought it in                                                                                | Animal interaction / Domestic animal / Cat       |
| 58 | 4/18/2015     | Northern Cardinal     | Dropoff | 5705 Doonesbury Way, Tallahassee, FL 32303, USA                    | Bird fell out of nest, kept chirping, so I put it back                                           | Orphan / Parents rejected                        |
| 59 | 4/18/2015     | Northern Cardinal     | Dropoff | Old Bainbridge Road & Fred George Road, Tallahassee, FL 32303, USA | found in road                                                                                    | Undetermined                                     |
| 60 | 4/19/2015     | Black Vulture         | Rescue  | 8056 Woodville Highway, Tallahassee, FL 32305, USA                 | found hanging around dumpster **SARA RESCUE**                                                    | Undetermined                                     |
| 61 | 4/19/2015     | Yellow-bellied Slider | Dropoff | 3497 North Monroe Street, Tallahassee, FL 32303, USA               | found in the middle of two lanes of traffic                                                      | Collision / Moving object / Car/truck/motorcycle |
| 62 | 4/20/2015     | Carolina Wren         | Dropoff | 10881 Luna Point Road, Tallahassee, FL 32312, USA                  | Nest in wheel well of car-nest disturbed                                                         | Nest/habitat destruction                         |
| 63 | 4/20/2015     | Carolina Wren         | Dropoff | 10881 Luna Point Road, Tallahassee, FL 32312, USA                  | Nest in wheel well of car-nest disturbed                                                         | Nest/habitat destruction                         |
| 64 | 4/20/2015     | Carolina Wren         | Dropoff | 10881 Luna Point Road, Tallahassee, FL 32312, USA                  | Nest in wheel well of car-nest disturbed                                                         | Nest/habitat destruction                         |
| 65 | 4/20/2015     | Carolina Wren         | Dropoff | 10881 Luna Point Road, Tallahassee, FL 32312, USA                  | Nest in wheel well of car-nest disturbed                                                         | Nest/habitat destruction                         |
| 66 | 4/20/2015     | Carolina Wren         | Dropoff | 10881 Luna Point Road, Tallahassee, FL 32312, USA                  | Nest in wheel well of car-nest disturbed                                                         | Nest/habitat destruction                         |
| 67 | 4/20/2015     | Carolina Wren         | Dropoff | 10881 Luna Point Road, Tallahassee, FL 32312, USA                  | Nest in wheel well of car-nest disturbed                                                         | Nest/habitat destruction                         |
| 68 | 4/20/2015     | Carolina Wren         | Dropoff | 3415 Cherokee Ridge Trail, Tallahassee, FL 32312, USA              | Cat brought it in                                                                                | Animal interaction / Domestic animal / Cat       |
| 69 | 4/20/2015     | Eastern Cottontail    | Dropoff | Bull Headley Road, Tallahassee, FL 32312, USA                      | Found them spread out in the yard                                                                | Orphan / Parents not available                   |
| 70 | 4/20/2015     | Eastern Cottontail    | Dropoff | Bull Headley Road, Tallahassee, FL 32312, USA                      | Found them spread out in the yard                                                                | Orphan / Parents not available                   |
| 71 | 4/20/2015     | Eastern Cottontail    | Dropoff | Bull Headley Road, Tallahassee, FL 32312, USA                      | Found them spread out in the yard                                                                | Orphan / Parents not available                   |
| 72 | 4/20/2015     | Eastern Cottontail    | Dropoff | Bull Headley Road, Tallahassee, FL 32312, USA                      | Found them spread out in the yard                                                                | Orphan / Parents not available                   |
| 73 | 4/20/2015     | Eastern Gray Squirrel | Dropoff | J.R. Alford Greenway, Tallahassee, FL 32317, USA                   | heard him squeaking, tree nest was in fell Found in parking lot-could not fly. **Teresa Rescue** | Nest/habitat destruction                         |
| 74 | 4/20/2015     | Laughing Gull         | Rescue  | Friday Street, Tallahassee, FL 32304, USA                          | Tree fell with them in it.                                                                       | Undetermined                                     |
| 75 | 4/21/2015     | Downy Woodpecker      | Dropoff | Florida 20, Florida, USA                                           | Tree fell with them in it.                                                                       | Environment / Weather / Wind                     |
| 76 | 4/21/2015     | Downy Woodpecker      | Dropoff | Florida 20, Florida, USA                                           | Tree fell with them in it.                                                                       | Environment / Weather / Wind                     |
| 77 | 4/21/2015     | Downy Woodpecker      | Dropoff | Florida 20, Florida, USA                                           | Tree fell with them in it.                                                                       | Environment / Weather / Wind                     |
| 78 | 4/21/2015     | Northern Mockingbird  | Rescue  | 9667 Deer Valley Drive, Tallahassee, FL 32312, USA                 | fell from nest **SARA RESCUE**                                                                   | Orphan / Parents not available                   |
| 79 | 4/21/2015     | Red-shouldered Hawk   | Dropoff | 3634 Moody Trail, Tallahassee, FL 32309, USA                       | found in yard [SFW-was unable to locate this bird]                                               | Undetermined                                     |



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|     | Date Admitted | Species                  | Method  | Rescue Location                                              | Reason                                                                                | Circumstances of Rescue                          |
| 80  | 4/21/2015     | Yellow-bellied Slider    | Dropoff | 1424 Ox Bottom Road, Tallahassee, FL 32312, USA              | Saw car hit turtle, it flew through the air with head & legs out, landed on it's back | Collision / Moving object / Car/truck/motorcycle |
| 81  | 4/22/2015     | Florida softshell turtle | Dropoff | 3210 East Lakeshore Drive, Tallahassee, FL 32312, USA        | no comment, injured                                                                   | Undetermined                                     |
| 82  | 4/22/2015     | Northern Cardinal        | Dropoff | 4300 North Meridian Road, Tallahassee, FL 32312, USA         | Cat grabbed bird                                                                      | Animal interaction / Domestic animal / Cat       |
| 83  | 4/23/2015     | Carolina Wren            | Dropoff | 2920 Livingston Road, Tallahassee, FL 32303, USA             | rescued from truck, nest was disturbed                                                | Orphan / Parents not available                   |
| 84  | 4/23/2015     | Carolina Wren            | Dropoff | 2920 Livingston Road, Tallahassee, FL 32303, USA             | rescued from truck, nest was disturbed                                                | Orphan / Parents not available                   |
| 85  | 4/23/2015     | Carolina Wren            | Dropoff | 2920 Livingston Road, Tallahassee, FL 32303, USA             | rescued from truck, nest was disturbed                                                | Orphan / Parents not available                   |
| 86  | 4/23/2015     | Carolina Wren            | Dropoff | 2920 Livingston Road, Tallahassee, FL 32303, USA             | rescued from truck, nest was disturbed                                                | Orphan / Parents not available                   |
| 87  | 4/23/2015     | Carolina Wren            | Dropoff | 2920 Livingston Road, Tallahassee, FL 32303, USA             | rescued from truck, nest was disturbed                                                | Orphan / Parents not available                   |
| 88  | 4/23/2015     | Tufted Titmouse          | Dropoff | Appledore Lane & Lenox Mill Road, Tallahassee, FL 32309, USA | spotted bird while walking dogs                                                       | Orphan / Parents not available                   |
| 89  | 4/23/2015     | Virginia Opossum         | Dropoff | Kingman Trail, Tallahassee, FL 32309, USA                    | Cut Trees-They were in cavity w/mom. Mom left when tree hit ground.                   | Orphan / Parents not available                   |
| 90  | 4/23/2015     | Virginia Opossum         | Dropoff | Kingman Trail, Tallahassee, FL 32309, USA                    | Cut Trees-They were in cavity w/mom. Mom left when tree hit ground.                   | Orphan / Parents not available                   |
| 91  | 4/23/2015     | Virginia Opossum         | Dropoff | Kingman Trail, Tallahassee, FL 32309, USA                    | Cut Trees-They were in cavity w/mom. Mom left when tree hit ground.                   | Orphan / Parents not available                   |
| 92  | 4/24/2015     | Virginia Opossum         | Dropoff | Ox Bow Road, Tallahassee, FL 32312, USA                      | Found on road, hit                                                                    | Collision / Moving object / Car/truck/motorcycle |
| 93  | 4/25/2015     | Carolina Wren            | Dropoff | 7487 Buck Lake Road, Tallahassee, FL 32317, USA              | found in chimney-fell from nest                                                       | Orphan / Parents not available                   |
| 94  | 4/26/2015     | Common Raccoon           | Dropoff | 3978 Mc West Court, Tallahassee, FL 32303, USA               | found in yard                                                                         | Orphan / Parents not available                   |
| 95  | 4/26/2015     | Mourning Dove            | Dropoff | 1860 Hopkins Drive, Tallahassee, FL 32303, USA               | found at base of tree                                                                 | Orphan / Parents not available                   |
| 96  | 4/27/2015     | Barred Owl               | Dropoff | Buck Lake Road & Medallion Way, Tallahassee, FL 32317, USA   | Stunned-took from road-20 min later sitting up-looks injured                          | Collision / Moving object / Car/truck/motorcycle |
| 97  | 4/27/2015     | Carolina Wren            | Dropoff | 11909 Steeds Run, Tallahassee, FL 32317, USA                 | nest fell, abandoned                                                                  | Orphan / Parents not available                   |
| 98  | 4/27/2015     | Carolina Wren            | Dropoff | 11909 Steeds Run, Tallahassee, FL 32317, USA                 | nest fell, abandoned                                                                  | Orphan / Parents not available                   |
| 99  | 4/27/2015     | Carolina Wren            | Dropoff | 11909 Steeds Run, Tallahassee, FL 32317, USA                 | nest fell, abandoned                                                                  | Orphan / Parents not available                   |
| 100 | 4/27/2015     | Carolina Wren            | Dropoff | 11909 Steeds Run, Tallahassee, FL 32317, USA                 | nest fell, abandoned                                                                  | Orphan / Parents not available                   |
| 101 | 4/27/2015     | Carolina Wren            | Dropoff | 11909 Steeds Run, Tallahassee, FL 32317, USA                 | nest fell, abandoned                                                                  | Orphan / Parents not available                   |
| 102 | 4/27/2015     | Virginia Opossum         | Dropoff | 806 Westway Road, Tallahassee, FL 32305, USA                 | Mom dead on road                                                                      | Orphan / Parents not available                   |
| 103 | 4/27/2015     | Virginia Opossum         | Dropoff | 806 Westway Road, Tallahassee, FL 32305, USA                 | Mom dead on road                                                                      | Orphan / Parents not available                   |
| 104 | 4/27/2015     | Virginia Opossum         | Dropoff | 806 Westway Road, Tallahassee, FL 32305, USA                 | Mom dead on road                                                                      | Orphan / Parents not available                   |
| 105 | 4/27/2015     | Virginia Opossum         | Dropoff | 806 Westway Road, Tallahassee, FL 32305, USA                 | Mom dead on road                                                                      | Orphan / Parents not available                   |

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| Date Admitted | Species                          | Method  | Rescue Location                                                                | Reason                                                              | Circumstances of Rescue                          |
| 106           | 4/28/2015 Virginia Opossum       | Dropoff | Apalachicola National Forest, 2583 Wildflower Road, Tallahassee, FL 32305, USA | Found alone in yard.                                                | Orphan / Parents not available                   |
| 107           | 4/28/2015 Virginia Opossum       | Dropoff | 862 Meginnis Lane, Tallahassee, FL 32312, USA                                  | He came up on my back porch, is wounded                             | Undetermined                                     |
| 108           | 4/29/2015 common snapping turtle | Dropoff | Veterans Memorial Road & Roco County Road, Tallahassee, FL 32309, USA          | Found injured turtle on roadside, had duct tape on it!              | Collision / Moving object / Car/truck/motorcycle |
| 109           | 4/30/2015 Black Vulture          | Dropoff | 4142 Kensington Road, Tallahassee, FL 32303, USA                               | Hit by car, couldn't run or fly                                     | Collision / Moving object / Car/truck/motorcycle |
| 110           | 4/30/2015 Carolina Wren          | Dropoff | 2964 South Lake Bradford Road, Tallahassee, FL 32310, USA                      | kids disturbed nest, mother abandoned                               | Orphan / Parents not available                   |
| 111           | 4/30/2015 Carolina Wren          | Dropoff | 2964 South Lake Bradford Road, Tallahassee, FL 32310, USA                      | kids disturbed nest, mother abandoned                               | Orphan / Parents not available                   |
| 112           | 4/30/2015 Carolina Wren          | Dropoff | 2964 South Lake Bradford Road, Tallahassee, FL 32310, USA                      | kids disturbed nest, mother abandoned                               | Orphan / Parents not available                   |
| 113           | 4/30/2015 Carolina Wren          | Dropoff | 2964 South Lake Bradford Road, Tallahassee, FL 32310, USA                      | kids disturbed nest, mother abandoned                               | Orphan / Parents not available                   |
| 114           | 4/30/2015 Red-headed Woodpecker  | Dropoff | 7481 Creekridge Circle, Tallahassee, FL 32309, USA                             | found in yard, can't fly, injured                                   | Undetermined                                     |
| 115           | 4/30/2015 Virginia Opossum       | Dropoff | 1803 Sika Deer Drive, Tallahassee, FL 32304, USA                               | bit in neck by cat                                                  | Animal interaction / Domestic animal / Cat       |
| 116           | 4/30/2015 Virginia Opossum       | Dropoff | 1225 Gateshead Circle, Tallahassee, FL 32317, USA                              | Parent killed                                                       | Orphan / Parents not available                   |
| 117           | 4/30/2015 Virginia Opossum       | Dropoff | 1225 Gateshead Circle, Tallahassee, FL 32317, USA                              | Parent killed                                                       | Orphan / Parents not available                   |
| 118           | 4/30/2015 Virginia Opossum       | Dropoff | 1225 Gateshead Circle, Tallahassee, FL 32317, USA                              | Parent killed                                                       | Orphan / Parents not available                   |
| 119           | 4/30/2015 Virginia Opossum       | Dropoff | 1225 Gateshead Circle, Tallahassee, FL 32317, USA                              | Parent killed                                                       | Orphan / Parents not available                   |
| 120           | 5/1/2015 Carolina Wren           | Dropoff | 4307 Oakmont Street, Tallahassee, FL 32303, USA                                | Found w/cat pawing at him                                           | Animal interaction / Domestic animal / Cat       |
| 121           | 5/1/2015 Pileated Woodpecker     | Dropoff | Buck Lake Road, Florida, USA                                                   | no info given                                                       | Orphan / Parents not available                   |
| 122           | 5/1/2015 Pine Warbler            | Dropoff | 2008 Sara Lee Lane, Tallahassee, FL 32312, USA                                 | Cat captured it                                                     | Animal interaction / Domestic animal / Cat       |
| 123           | 5/2/2015 common gray fox         | Rescue  | 1012 Shady Wood Trail, Tallahassee, FL 32305, USA                              | Limp rear legs, alert, afraid of humans, emaciated **EMILY RESCUE** | Undetermined                                     |
| 124           | 5/2/2015 common raccoon          | Dropoff | 3572 Velda Woods Drive, Tallahassee, FL 32309, USA                             | Found in yard, waited 2 hours, no mom, brought to Allied.           | Orphan / Parents not available                   |
| 125           | 5/2/2015 Virginia Opossum        | Dropoff | 9696 South Horseshoe Road, Tallahassee, FL 32317, USA                          | Dog found. "No bites."                                              | Orphan / Parents not available                   |
| 126           | 5/2/2015 Virginia Opossum        | Dropoff | Newman Lane, Tallahassee, FL 32312, USA                                        | Responded to call for service                                       | Collision / Moving object / Car/truck/motorcycle |
| 127           | 5/3/2015 Eastern Cottontail      | Dropoff | 3252 Pioneer Road, Tallahassee, FL 32309, USA                                  | Dog bit baby on its side                                            | Animal interaction / Domestic animal / Dog       |
| 128           | 5/3/2015 Northern Mockingbird    | Dropoff | 7094 Ed Wilson Lane, Tallahassee, FL 32312, USA                                | found on sidewalk, injured                                          | Undetermined                                     |
| 129           | 5/3/2015 Red-shouldered Hawk     | Rescue  | 3637 Doris Drive, Tallahassee, FL 32303, USA                                   | found floating in pool **SARA RESCUE**                              | Undetermined                                     |
| 130           | 5/4/2015 common raccoon          | Dropoff | Buck Haven Trail, Tallahassee, FL 32312, USA                                   | Found 4 babies, all dead but this one                               | Orphan / Parents not available                   |
| 131           | 5/4/2015 Northern Mockingbird    | Dropoff | Stover Lane, Tallahassee, FL 32317, USA                                        | found in the road                                                   | Orphan / Parents not available                   |
| 132           | 5/5/2015 Canada Goose            | Dropoff | 348 Remington Run Court, Tallahassee, FL 32312, USA                            | Found on side of road                                               | Orphan / Parents not available                   |

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|     | Date Admitted | Species                   | Method  | Rescue Location                                                                     | Reason                                                               | Circumstances of Rescue                                 |
| 133 | 5/5/2015      | Eastern Cottontail        | Dropoff | 8602 Milford Court, Tallahassee, FL 32312, USA                                      | Found on driveway, still breathing, injured                          | Undetermined                                            |
| 134 | 5/5/2015      | Northern Cardinal         | Dropoff | 2211 Bannerman Road, Tallahassee, FL 32312, USA                                     | Cardinal dropped at my vet                                           | Undetermined                                            |
| 135 | 5/5/2015      | Tufted Titmouse           | Dropoff | 2211 Bannerman Road, Tallahassee, FL 32312, USA                                     | Titmouse found on sidewalk                                           | Undetermined                                            |
| 136 | 5/6/2015      | Alligator Snapping Turtle | Dropoff | Thomasville Road & U.S. 319, Tallahassee, FL 32309, USA                             | Found on side of the road, injured                                   | Undetermined                                            |
| 137 | 5/6/2015      | common raccoon            | Dropoff | 3572 Velda Woods Drive, Tallahassee, FL 32309, USA                                  | Abandoned in back yard.                                              | Orphan / Parents not available                          |
| 138 | 5/6/2015      | Eastern Bluebird          | Dropoff | 3096 Hawks Landing Drive, Tallahassee, FL 32309, USA                                | found in yard                                                        | Orphan / Parents not available                          |
| 139 | 5/6/2015      | Eastern Cottontail        | Dropoff | 7931 Thomasville Road, Tallahassee, FL 32312, USA                                   | Cat had in it's mouth                                                | Animal interaction / Domestic animal / Cat              |
| 140 | 5/8/2015      | Virginia Opossum          | Dropoff | 4038 Longleaf Court, Tallahassee, FL 32310, USA                                     | found crawling with injured hind leg and partial tail                | Undetermined                                            |
| 141 | 5/9/2015      | Blue Jay                  | Dropoff | 4280 Slash Pine Lane, Tallahassee, FL 32305, USA                                    | Crow stole from nest                                                 | Animal interaction / Non-domestic animal / Same species |
| 142 | 5/9/2015      | Blue Jay                  | Dropoff | 1040 Coe Landing Road, Tallahassee, FL 32310, USA                                   | found on ground                                                      | Nest/habitat destruction                                |
| 143 | 5/9/2015      | common raccoon            | Dropoff | 8304 Old St Augustine Rd, FL 32301, USA                                             | in road, not afraid of people or dogs                                | Orphan / Parents not available                          |
| 144 | 5/9/2015      | Eastern Cottontail        | Dropoff | 6909 Tomy Lee Trail, Tallahassee, FL 32309, USA                                     | cat caught it                                                        | Animal interaction / Domestic animal / Cat              |
| 145 | 5/9/2015      | eastern gray squirrel     | Dropoff | Bradfordville Road & Pisgah Church Road, Tallahassee, FL 32309, USA                 | Saw him flipping around in road                                      | Collision / Moving object / Car/truck/motorcycle        |
| 146 | 5/9/2015      | Great Blue Heron          | Dropoff | Apalachicola National Forest, Florida 20 & Crooked Road, Tallahassee, FL 32310, USA | fisherman recovered heron from floating in river                     | Undetermined                                            |
| 147 | 5/10/2015     | Alligator Snapping Turtle | Dropoff | 1562 Tung Hill Drive, Tallahassee, FL 32317, USA                                    | hit with shovel while digging                                        | Collision / Moving object / Human Swung Object          |
| 148 | 5/10/2015     | Wood Duck                 | Dropoff | 4797 Lakely Drive                                                                   | mother abandoned baby in nest box                                    | Orphan / Parents not available                          |
| 149 | 5/11/2015     | common raccoon            | Dropoff | 1929 Charlais Street, Tallahassee, FL 32317, USA                                    | mom killed, baby left in road                                        | Orphan / Parents not available                          |
| 150 | 5/11/2015     | Northern Mockingbird      | Dropoff | 3210 Whirlaway Trail, Tallahassee, FL 32309, USA                                    | Found inside house (cat)                                             | Animal interaction / Domestic animal / Cat              |
| 151 | 5/11/2015     | Virginia Opossum          | Rescue  | 3413 Zillah Street, Tallahassee, FL 32305, USA                                      | mom killed by car babies still suckling in pouch<br>**MARY RESCUE**  | Orphan / Parents not available                          |
| 152 | 5/11/2015     | Virginia Opossum          | Rescue  | 3413 Zillah Street, Tallahassee, FL 32305, USA                                      | mom killed by car babies still suckling in pouch<br>**MARY RESCUE**  | Orphan / Parents not available                          |
| 153 | 5/11/2015     | Virginia Opossum          | Rescue  | 3413 Zillah Street, Tallahassee, FL 32305, USA                                      | mom killed by car babies still suckling in pouch<br>**MARY RESCUE**  | Orphan / Parents not available                          |
| 154 | 5/11/2015     | Virginia Opossum          | Rescue  | 3413 Zillah Street, Tallahassee, FL 32305, USA                                      | mom killed by car babies still suckling in pouch<br>**MARY RESCUE**  | Orphan / Parents not available                          |
| 155 | 5/11/2015     | Virginia Opossum          | Rescue  | 3413 Zillah Street, Tallahassee, FL 32305, USA                                      | Mom killed by car, babies still suckling in pouch<br>**MARY RESCUE** | Orphan / Parents not available                          |
| 156 | 5/12/2015     | Common Starling           | Dropoff | Old Centerville Road, Tallahassee, FL, USA                                          | fell from nest                                                       | Orphan / Parents not available                          |
| 157 | 5/12/2015     | Common Starling           | Dropoff | Old Centerville Road, Tallahassee, FL, USA                                          | fell from nest                                                       | Orphan / Parents not available                          |
| 158 | 5/12/2015     | Eastern Bluebird          | Dropoff | 2110 Faulk Drive, Tallahassee, FL 32303, USA                                        | found in middle of road                                              | Orphan / Parents not available                          |
| 159 | 5/12/2015     | Northern Mockingbird      | Dropoff | 1253 Williams Landing Road, Tallahassee, FL 32310, USA                              | Found in road                                                        | Orphan / Parents not available                          |
| 160 | 5/12/2015     | Northern Mockingbird      | Dropoff | 1253 Williams Landing Road, Tallahassee, FL 32310, USA                              | found in road                                                        | Orphan / Parents not available                          |

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|     | Date Admitted | Species               | Method  | Rescue Location                                                                  | Reason                                                       | Circumstances of Rescue                          |
| 161 | 5/12/2015     | Red-shouldered Hawk   | Dropoff | 4900 Heritage Park Boulevard, Tallahassee, FL 32311, USA                         | was face down in ground cover not moving                     | Undetermined                                     |
| 162 | 5/12/2015     | Virginia Opossum      | Dropoff | 2407 Manzanita Court, Tallahassee, FL 32303, USA                                 | Dog was mouthing                                             | Animal interaction / Domestic animal / Dog       |
| 163 | 5/13/2015     | Barred Owl            | Dropoff | Buck Lake Road & Chaires Cross Road, Tallahassee, FL 32317, USA                  | Was on rd injured, did not move                              | Collision / Moving object / Car/truck/motorcycle |
| 164 | 5/13/2015     | Carolina Wren         | Dropoff | 4300 North Meridian Road, Tallahassee, FL 32312, USA                             | found hopping around                                         | Orphan / Parents not available                   |
| 165 | 5/13/2015     | Chimney Swift         | Dropoff | 6091 Huckleberry Lane, Tallahassee, FL 32303, USA                                | rescued bird from cat                                        | Animal interaction / Domestic animal / Cat       |
| 166 | 5/14/2015     | Brown Thrasher        | Dropoff | 3466 Terriwood Way, Tallahassee, FL 32317, USA                                   | Fell from nest, found in road, cat near by                   | Orphan / Parents not available                   |
| 167 | 5/14/2015     | Yellow-bellied Slider | Dropoff | 6970 Standing Pines Lane, Tallahassee, FL 32312, USA                             | Bleeding profusely                                           | Undetermined                                     |
| 168 | 5/15/2015     | Eastern Cottontail    | Dropoff | Riverwood Road & Jamey Road, Tallahassee, FL 32303, USA                          | Found in ditch next to road, injured leg                     | Undetermined                                     |
| 169 | 5/15/2015     | Florida cooter        | Rescue  | 2624 Neuchatel Drive, Tallahassee, FL 32303, USA                                 | hatched eggs and stuck eggs in pool **SARA RESCUE**          | Nest/habitat destruction                         |
| 170 | 5/15/2015     | Virginia Opossum      | Rescue  | 1452 Jake Drive, Tallahassee, FL 32305, USA                                      | Found inside house **EMILY RESCUE**                          | Entrapment / Spaces / Building                   |
| 171 | 5/16/2015     | Eastern Cottontail    | Dropoff | 4356 David Court, Tallahassee, FL 32309, USA                                     | Cat was playing with Bunny                                   | Animal interaction / Domestic animal / Cat       |
| 172 | 5/16/2015     | eastern gray squirrel | Dropoff | 5839 Deer Park Circle, Tallahassee, FL 32311, USA                                | no info                                                      | Undetermined                                     |
| 173 | 5/16/2015     | Tree Swallow          | Dropoff | Apalachicola National Forest, 4768 Woodville Highway, Tallahassee, FL 32305, USA | fell from nest                                               | Orphan / Parents not available                   |
| 174 | 5/17/2015     | Northern Cardinal     | Dropoff | 8900 Celia Road, Tallahassee, FL 32305, USA                                      | found under tree and then dogs discovered it                 | Animal interaction / Domestic animal / Dog       |
| 175 | 5/18/2015     | Eastern Cottontail    | Dropoff | 12157 Ring Neck Road, Tallahassee, FL 32312, USA                                 | Cat was tormenting bunny                                     | Animal interaction / Domestic animal / Cat       |
| 176 | 5/19/2015     | Eastern Cottontail    | Dropoff | 5622 Hoover Court, Tallahassee, FL 32311, USA                                    | gardening, discovered nest, mom moved 2, 1 died, 1 abandoned | Nest/habitat destruction                         |
| 177 | 5/19/2015     | eastern gray squirrel | Dropoff | 329 Remington Run Way, Tallahassee, FL 32312, USA                                | found on sidewalk                                            | Undetermined                                     |
| 178 | 5/20/2015     | Carolina Wren         | Dropoff | 6405 Jamaica Court, Tallahassee, FL 32309, USA                                   | cat brought it to me                                         | Animal interaction / Domestic animal / Cat       |
| 179 | 5/21/2015     | Brown Thrasher        | Dropoff | Greystone Drive, Tallahassee, FL 32312, USA                                      | Cat brought to house                                         | Animal interaction / Domestic animal / Cat       |
| 180 | 5/21/2015     | Carolina Wren         | Dropoff | 1257 Redfield Road, Tallahassee, FL 32317, USA                                   | cat brought in                                               | Animal interaction / Domestic animal / Cat       |
| 181 | 5/22/2015     | beaver                | Rescue  | Montford Middle School, 5789 Pimlico Drive, Tallahassee, FL 32309, USA           | no info given **TERESA RESCUE**                              | Undetermined                                     |
| 182 | 5/22/2015     | common raccoon        | Rescue  | 3236 Sharer Road, Tallahassee, FL 32312, USA                                     | maybe hit by car **NAT RESCUE**                              | Undetermined                                     |
| 183 | 5/22/2015     | Eastern Bluebird      | Dropoff | 3638 Flat Road, Tallahassee, FL 32303, USA                                       | Dog was playing with her                                     | Animal interaction / Domestic animal / Dog       |
| 184 | 5/23/2015     | house mouse           | Dropoff | 3095 Hawks Landing Dr., Tallahassee, FL, 32309, USA                              | found in Barn **Pick-up from Allied**                        | Orphan / Parents not available                   |
| 185 | 5/23/2015     | house mouse           | Dropoff | 3095 Hawks Landing Dr., Tallahassee, FL, 32309, USA                              | found in Barn **Pick-up from Allied**                        | Orphan / Parents not available                   |
| 186 | 5/23/2015     | house mouse           | Dropoff | 3095 Hawks Landing Dr., Tallahassee, FL, 32309, USA                              | found in Barn **Pick-up from Allied**                        | Orphan / Parents not available                   |



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|     | Date Admitted | Species               | Method  | Rescue Location                                                                    | Reason                                                           | Circumstances of Rescue                          |
| 187 | 5/24/2015     | Carolina Wren         | Dropoff | 3003 Pink Star Court, Tallahassee, FL 32309, USA                                   | nest in mailbox was abandoned                                    | Orphan / Parents rejected                        |
| 188 | 5/24/2015     | Carolina Wren         | Dropoff | 3003 Pink Star Court, Tallahassee, FL 32309, USA                                   | nest in mailbox was abandoned                                    | Orphan / Parents rejected                        |
| 189 | 5/24/2015     | Carolina Wren         | Dropoff | 3003 Pink Star Court, Tallahassee, FL 32309, USA                                   | nest in mailbox was abandoned                                    | Orphan / Parents rejected                        |
| 190 | 5/24/2015     | eastern gray squirrel | Dropoff | 2139 La Rochelle Drive, Tallahassee, FL 32308, USA                                 | Dog grabbed it, made it back up tree                             | Animal interaction / Domestic animal / Dog       |
| 191 | 5/24/2015     | Northern Cardinal     | Dropoff | 2756 Millstone Plantation Road, Tallahassee, FL 32312, USA                         | was squeaking for over an hour, near my barn                     | Orphan / Parents not available                   |
| 192 | 5/25/2015     | black rat             | Dropoff | 791 Brooke Manor Drive, Tallahassee, FL 32311, USA                                 | walking around yard w/sores all over body                        | Undetermined                                     |
| 193 | 5/25/2015     | Brown Thrasher        | Dropoff | 241 Sturgeon Drive, Tallahassee, FL 32312, USA                                     | rescued from cat                                                 | Animal interaction / Domestic animal / Cat       |
| 194 | 5/25/2015     | common gray fox       | Dropoff | 5036 Louvinia Drive, Tallahassee, FL 32311, USA                                    | In Road                                                          | Collision / Moving object / Car/truck/motorcycle |
| 195 | 5/25/2015     | common raccoon        | Dropoff | 8445 Olde Post Road, Tallahassee, FL 32311, USA                                    | found in drive way                                               | Orphan / Parents not available                   |
| 196 | 5/25/2015     | Eastern Cottontail    | Dropoff | 5708 Woodvalley Road, Tallahassee, FL 32311, USA                                   | Neighbor burned brush with nest inside                           | Nest/habitat destruction                         |
| 197 | 5/25/2015     | Eastern Cottontail    | Dropoff | 5708 Woodvalley Road, Tallahassee, FL 32311, USA                                   | Neighbor burned brush with nest inside                           | Nest/habitat destruction                         |
| 198 | 5/25/2015     | Eastern Cottontail    | Dropoff | 5708 Woodvalley Road, Tallahassee, FL 32311, USA                                   | Neighbor burned brush with nest inside                           | Nest/habitat destruction                         |
| 199 | 5/25/2015     | Eastern Cottontail    | Dropoff | 5708 Woodvalley Road, Tallahassee, FL 32311, USA                                   | Neighbor burned brush with nest inside                           | Nest/habitat destruction                         |
| 200 | 5/25/2015     | Northern Cardinal     | Dropoff | 3314 Lucky Debonair Trail, Tallahassee, FL 32309, USA                              | Cat had it in it's mouth                                         | Animal interaction / Domestic animal / Cat       |
| 201 | 5/25/2015     | Northern Cardinal     | Dropoff | 6524 Montrose Trail, Tallahassee, FL 32309, USA                                    | Found on ground-fell from tree                                   | Undetermined                                     |
| 202 | 5/25/2015     | Northern Mockingbird  | Dropoff | 24134 Lake Talquin Road, Tallahassee, FL 32310, USA                                | none provided                                                    | Undetermined                                     |
| 203 | 5/25/2015     | Virginia Opossum      | Dropoff | 509 Patty Lynn Drive, Tallahassee, FL 32305, USA                                   | none given                                                       | Undetermined                                     |
| 204 | 5/26/2015     | Mourning Dove         | Dropoff | 3015 Luther Hall Road, Tallahassee, FL 32310, USA                                  | cat brought home                                                 | Animal interaction / Domestic animal / Cat       |
| 205 | 5/26/2015     | Northern Cardinal     | Dropoff | 4284 Camden Road, Tallahassee, FL 32303, USA                                       | bird was on ground, cat near, adult cardinals swooping at cat... | Animal interaction / Domestic animal / Cat       |
| 206 | 5/27/2015     | eastern gray squirrel | Dropoff | Lake Talquin State Park, 14850 Jack Vause Landing Road, Tallahassee, FL 32310, USA | Found on ground after storm 5/20/15 mom never returned           | Orphan / Parents not available                   |
| 207 | 5/27/2015     | eastern gray squirrel | Dropoff | Lake Talquin State Park, 14850 Jack Vause Landing Road, Tallahassee, FL 32310, USA | Found on ground after storm 5/20/15 mom never returned           | Orphan / Parents not available                   |
| 208 | 5/27/2015     | Nine-banded Armadillo | Dropoff | 4825 Jackson Cove Road, Tallahassee, FL 32303, USA                                 | dog playing with it                                              | Animal interaction / Domestic animal / Dog       |
| 209 | 5/27/2015     | Red-shouldered Hawk   | Rescue  | Apalachicola National Forest, 5483 Jackson Bluff Road, Tallahassee, FL 32310, USA  | found sitting in hedges all day **SARA RESCUE**                  | Orphan / Parents not available                   |
| 210 | 5/27/2015     | Undetermined Bird     | Dropoff | 6785 Thomasville Road, Tallahassee, FL 32312, USA                                  | found in parking lot                                             | Orphan / Parents not available                   |
| 211 | 5/28/2015     | Carolina Wren         | Dropoff | 6700 Visalia Place, Tallahassee, FL 32317, USA                                     | Flew into pan of motor oil on patio                              | Behavioral Stranding                             |

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| Date Admitted | Species                             | Method  | Rescue Location                                                                        | Reason                                                                   | Circumstances of Rescue                          |
| 212           | 5/28/2015 Carolina Wren             | Dropoff | Florida State University Reservation, 3226 Flastacowo Road, Tallahassee, FL 32310, USA | found nest on ground                                                     | Orphan / Parents not available                   |
| 213           | 5/28/2015 Carolina Wren             | Dropoff | Florida State University Reservation, 3226 Flastacowo Road, Tallahassee, FL 32310, USA | found nest on ground                                                     | Orphan / Parents not available                   |
| 214           | 5/28/2015 Florida Green Water Snake | Dropoff | 4300 North Meridian Road, Tallahassee, FL 32312, USA                                   | Found in road/hit                                                        | Collision / Moving object / Car/truck/motorcycle |
| 215           | 5/28/2015 House Finch               | Dropoff | 7000 North Meridian Road #290, Tallahassee, FL 32312, USA                              | bird fell 20 feet from nest, I picked it up w/in 10 minutes              | Orphan / Parents not available                   |
| 216           | 5/29/2015 Carolina Wren             | Dropoff | 758 Brooke Manor Drive, Tallahassee, FL 32311, USA                                     | nest/babies fell out of yard umbrella                                    | Nest/habitat destruction                         |
| 217           | 5/29/2015 Carolina Wren             | Dropoff | 758 Brooke Manor Drive, Tallahassee, FL 32311, USA                                     | nest/babies fell out of yard umbrella                                    | Nest/habitat destruction                         |
| 218           | 5/29/2015 common raccoon            | Rescue  | 803 Shannon Street, Tallahassee, FL 32305, USA                                         | Stinks, Lethargic, Green eyes, No fear, Foaming @ mouth **EMILY RESCUE** | Undetermined                                     |
| 219           | 5/30/2015 common raccoon            | Dropoff | 5018 Bradfordville Rd, FL, USA                                                         | One fell from nest/4 found upstairs in shop                              | Orphan / Parents not available                   |
| 220           | 5/30/2015 common raccoon            | Dropoff | 5018 Bradfordville Rd, FL, USA                                                         | One fell from nest/4 found upstairs in shop                              | Orphan / Parents not available                   |
| 221           | 5/30/2015 common raccoon            | Dropoff | 5018 Bradfordville Rd, FL, USA                                                         | One fell from nest/4 found upstairs in shop                              | Orphan / Parents not available                   |
| 222           | 5/30/2015 common raccoon            | Dropoff | 5018 Bradfordville Rd, FL, USA                                                         | One fell from nest/4 found upstairs in shop                              | Orphan / Parents not available                   |
| 223           | 5/30/2015 common raccoon            | Dropoff | 5018 Bradfordville Rd, FL, USA                                                         | One fell from nest/4 found upstairs in shop                              | Orphan / Parents not available                   |
| 224           | 5/30/2015 Red-shouldered Hawk       | Dropoff | 10454 Rose Road, Tallahassee, FL 32311, USA                                            | Found in water trough                                                    | Orphan / Parents not available                   |
| 225           | 5/30/2015 Undetermined Bird         | Dropoff | 3305 Cherokee Ridge Trail, Tallahassee, FL 32312, USA                                  | Found 3 on driveway under birdhouse (one dead) mom abandoned             | Orphan / Parents rejected                        |
| 226           | 5/30/2015 Undetermined Bird         | Dropoff | 3305 Cherokee Ridge Trail, Tallahassee, FL 32312, USA                                  | Found 3 on driveway under birdhouse (one dead) mom abandoned             | Orphan / Parents rejected                        |
| 227           | 5/31/2015 Eastern Cottontail        | Dropoff | Buck Lake Road, Tallahassee, FL, USA                                                   | found in middle of rd, injured, dragging around                          | Collision / Moving object / Car/truck/motorcycle |
| 228           | 5/31/2015 Great Crested Flycatcher  | Dropoff | 516 Carr Lane, Tallahassee, FL 32312, USA                                              | fell from nest, put back, one died, parents abandoned                    | Orphan / Parents not available                   |
| 229           | 5/31/2015 Great Crested Flycatcher  | Dropoff | 516 Carr Lane, Tallahassee, FL 32312, USA                                              | fell from nest, put back, one died, parents abandoned                    | Orphan / Parents not available                   |
| 230           | 5/31/2015 Great Crested Flycatcher  | Dropoff | 516 Carr Lane, Tallahassee, FL 32312, USA                                              | fell from nest, put back, one died, parents abandoned                    | Orphan / Parents not available                   |
| 231           | 6/1/2015 Eastern Cottontail         | Dropoff | 1843 Chardonnay Place, Tallahassee, FL 32317, USA                                      | Cat Attack                                                               | Animal interaction / Domestic animal / Cat       |
| 232           | 6/1/2015 Eastern Cottontail         | Dropoff | 1934 Apalachee Trail, Tallahassee, FL 32311, USA                                       | dog brought the bunny                                                    | Animal interaction / Domestic animal / Dog       |
| 233           | 6/1/2015 Undetermined Bird          | Dropoff | 9341 Centerville Road, Tallahassee, FL 32309, USA                                      | moved something and nest fell                                            | Nest/habitat destruction                         |
| 234           | 6/2/2015 Brown Thrasher             | Dropoff | 8986 Eagles Ridge Drive, Tallahassee, FL 32312, USA                                    | hit window                                                               | Collision / Stationary object / Walls/windows    |
| 235           | 6/2/2015 common raccoon             | Dropoff | 5881 Split Oak Lane, Tallahassee, FL 32303, USA                                        | fell from nest-dog brought him to me                                     | Orphan / Parents not available                   |
| 236           | 6/2/2015 Summer Tanager             | Rescue  | North Monroe Street & Clara Kee Boulevard, Tallahassee, FL 32303, USA                  | Flew into car, hit by 2 others **EMILY RESCUE**                          | Collision / Moving object / Car/truck/motorcycle |
| 237           | 6/3/2015 Barn Swallow               | Dropoff | 7566 West Tennessee Street, Tallahassee, FL 32304, USA                                 | Found injured in our shop                                                | Undetermined                                     |
| 238           | 6/3/2015 Gopher Tortoise            | Rescue  | 13093 Henry Beadel Drive, Tallahassee, FL 32312, USA                                   | Found in road by Tall Timbers Research Center **MARY RESCUE**            | Collision / Moving object / Car/truck/motorcycle |

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|     | Date Admitted | Species                  | Method  | Rescue Location                                                                    | Reason                                                        | Circumstances of Rescue                                          |
| 239 | 6/3/2015      | Northern Cardinal        | Dropoff | 4294 Sherborne Road, Tallahassee, FL 32303, USA                                    | cat had it                                                    | Animal interaction / Domestic animal / Cat                       |
| 240 | 6/4/2015      | little brown bat         | Rescue  | Apalachicola National Forest, 7530 Blountstown Highway, Tallahassee, FL 32310, USA | fell off truck at a business (mom & baby)<br>**EMILY RESCUE** | Undetermined                                                     |
| 241 | 6/4/2015      | little brown bat         | Rescue  | Apalachicola National Forest, 7530 Blountstown Highway, Tallahassee, FL 32310, USA | Fell off truck at Business (mom and baby)<br>**Emily Rescue** | Undetermined                                                     |
| 242 | 6/4/2015      | Pine Warbler             | Dropoff | Apalachicola National Forest, 8552 Belk Drive West, Tallahassee, FL 32310, USA     | Cat was trying to eat baby                                    | Animal interaction / Domestic animal / Cat                       |
| 243 | 6/4/2015      | Red-shouldered Hawk      | Dropoff | 2513 Clara Kee Boulevard, Tallahassee, FL 32303, USA                               | found huddled on porch, broken wing                           | Undetermined                                                     |
| 244 | 6/5/2015      | American Crow            | Dropoff | 9520 Trailing Oaks Lane, Tallahassee, FL 32305, USA                                | broken leg, couldn't fly                                      | Undetermined                                                     |
| 245 | 6/5/2015      | Eastern Bluebird         | Dropoff | 3210 Whirlaway Trail, Tallahassee, FL 32309, USA                                   | found on ground, injured                                      | Undetermined                                                     |
| 246 | 6/5/2015      | Eastern Cottontail       | Dropoff | 1810 Lakeshore Lane, Tallahassee, FL 32312, USA                                    | Dog chased him and pulled leg out of socket                   | Animal interaction / Domestic animal / Dog                       |
| 247 | 6/5/2015      | House Finch              | Dropoff | 6050 Redfield Circle, Tallahassee, FL 32317, USA                                   | Dog caught bird on porch                                      | Animal interaction / Domestic animal / Dog                       |
| 248 | 6/5/2015      | Northern Mockingbird     | Dropoff | 824 Briandav Street, Tallahassee, FL 32305, USA                                    | found in yard                                                 | Orphan / Parents not available                                   |
| 249 | 6/6/2015      | little brown bat         | Dropoff | 3315 Whirlaway Trail, Tallahassee, FL 32309, USA                                   | found in hole in wall                                         | Inappropriate human possession / Abduction with intent of rescue |
| 250 | 6/6/2015      | little brown bat         | Dropoff | 3315 Whirlaway Trail, Tallahassee, FL 32309, USA                                   | found in hole in wall                                         | Inappropriate human possession / Abduction with intent of rescue |
| 251 | 6/6/2015      | little brown bat         | Dropoff | 3315 Whirlaway Trail, Tallahassee, FL 32309, USA                                   | found in hole in wall                                         | Inappropriate human possession / Abduction with intent of rescue |
| 252 | 6/6/2015      | little brown bat         | Dropoff | 3315 Whirlaway Trail, Tallahassee, FL 32309, USA                                   | found in hole in wall                                         | Inappropriate human possession / Abduction with intent of rescue |
| 253 | 6/6/2015      | Virginia Opossum         | Dropoff | Apalachicola National Forest, 7640 Cox Road, Tallahassee, FL 32305, USA            | found in yard                                                 | Orphan / Parents not available                                   |
| 254 | 6/7/2015      | American Crow            | Dropoff | 10032 Journeys End, Tallahassee, FL 32312, USA                                     | hawk dropped it                                               | Animal interaction / Non-domestic animal / Different species     |
| 255 | 6/7/2015      | Northern Cardinal        | Dropoff | 9525 Rose Road, Tallahassee, FL 32311, USA                                         | fell from nest                                                | Orphan / Parents not available                                   |
| 256 | 6/8/2015      | Chuck-will's-widow       | Dropoff | Apalachicola National Forest, Rivers Road, Tallahassee, FL 32305, USA              | found on side of road                                         | Undetermined                                                     |
| 257 | 6/8/2015      | common raccoon           | Dropoff | 9745 Faraway Farm Road, Tallahassee, FL 32317, USA                                 | next to garage surrounded by flies                            | Undetermined                                                     |
| 258 | 6/8/2015      | common raccoon           | Dropoff | 5636 Old Hickory Lane, Tallahassee, FL 32303, USA                                  | left at office door                                           | Orphan / Parents not available                                   |
| 259 | 6/8/2015      | Great Crested Flycatcher | Dropoff | Apalachicola National Forest, 6040 Hattie Carrol Lane, Tallahassee, FL 32305, USA  | found hobbling toward our porch-cat may have contacted        | Animal interaction / Domestic animal / Cat                       |
| 260 | 6/9/2015      | Blue Jay                 | Dropoff | 1825 Cottage Grove Road, Tallahassee, FL 32303, USA                                | found on porch                                                | Orphan / Parents not available                                   |
| 261 | 6/9/2015      | Northern Cardinal        | Dropoff | 8445 Cabin Hill Road, Tallahassee, FL 32311, USA                                   | found on ground                                               | Orphan / Parents not available                                   |
| 262 | 6/10/2015     | Northern Mockingbird     | Dropoff | 4917 Lester Road, Tallahassee, FL 32317, USA                                       | Rain/wind-nest turned sideways in storm                       | Nest/habitat destruction                                         |
| 263 | 6/10/2015     | Northern Mockingbird     | Dropoff | 4917 Lester Road, Tallahassee, FL 32317, USA                                       | Wind/rain-storm turned nest sideways                          | Orphan / Parents not available                                   |



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| A             | B                                  | C       | D                                                                              | E                                                                 | F                                                       |
|---------------|------------------------------------|---------|--------------------------------------------------------------------------------|-------------------------------------------------------------------|---------------------------------------------------------|
| Date Admitted | Species                            | Method  | Rescue Location                                                                | Reason                                                            | Circumstances of Rescue                                 |
| 264           | 6/10/2015 Northern Mockingbird     | Dropoff | 4917 Lester Road, Tallahassee, FL 32317, USA                                   | Wind/rain-storm turned nest sideways                              | Orphan / Parents not available                          |
| 265           | 6/10/2015 Northern Mockingbird     | Dropoff | 4917 Lester Road, Tallahassee, FL 32317, USA                                   | Wind/rain-storm turned nest sideways                              | Orphan / Parents not available                          |
| 266           | 6/10/2015 Northern Mockingbird     | Dropoff | 8173 Woodville Highway, Tallahassee, FL 32305, USA                             | found sitting in middle of parking lot                            | Orphan / Parents not available                          |
| 267           | 6/10/2015 Undetermined Bird        | Dropoff | 11876 Midnight Trail, Tallahassee, FL 32317, USA                               | Mom dead on floor, babies hopping around                          | Orphan / Parents not available                          |
| 268           | 6/10/2015 Undetermined Bird        | Dropoff | 11876 Midnight Trail, Tallahassee, FL 32317, USA                               | Mom dead on floor, babies hopping around                          | Orphan / Parents not available                          |
| 269           | 6/10/2015 Undetermined Bird        | Dropoff | 11876 Midnight Trail, Tallahassee, FL 32317, USA                               | Mom dead on floor, babies hopping around                          | Orphan / Parents not available                          |
| 270           | 6/10/2015 Virginia Opossum         | Dropoff | 1516 Lonnie Road, Tallahassee, FL 32308, USA                                   | Parent Killed                                                     | Orphan / Parents not available                          |
| 271           | 6/10/2015 Virginia Opossum         | Dropoff | 1516 Lonnie Road, Tallahassee, FL 32308, USA                                   | Parent Killed                                                     | Orphan / Parents not available                          |
| 272           | 6/10/2015 Virginia Opossum         | Dropoff | 1516 Lonnie Road, Tallahassee, FL 32308, USA                                   | Parent Killed                                                     | Orphan / Parents not available                          |
| 273           | 6/10/2015 Virginia Opossum         | Dropoff | 1516 Lonnie Road, Tallahassee, FL 32308, USA                                   | Parent Killed                                                     | Orphan / Parents not available                          |
| 274           | 6/10/2015 Virginia Opossum         | Dropoff | 1516 Lonnie Road, Tallahassee, FL 32308, USA                                   | Parent Killed                                                     | Orphan / Parents not available                          |
| 275           | 6/11/2015 Carolina Wren            | Dropoff | 5775 West Tennessee Street, Tallahassee, FL 32304, USA                         | Injured bird found in service drive                               | Undetermined                                            |
| 276           | 6/11/2015 common raccoon           | Dropoff | 4356 David Court, Tallahassee, FL 32309, USA                                   | Tree removal-baby dropped with rotten tree                        | Nest/habitat destruction                                |
| 277           | 6/11/2015 Florida cooter           | Dropoff | Elinor Klapp-Phipps Park, 4000 North Meridian Road, Tallahassee, FL 32308, USA | turtle stayed in same spot 48 hours                               | Undetermined                                            |
| 278           | 6/11/2015 Great Crested Flycatcher | Dropoff | 7047 Buck Skin Road, Tallahassee, FL 32309, USA                                | forced to take nest down-1 baby 2 eggs(1 egg hatched in his hand) | Nest/habitat destruction                                |
| 279           | 6/11/2015 Northern Cardinal        | Dropoff | 11288 Buck Lake Road, Tallahassee, FL, 32317, USA                              | found in road                                                     | Orphan / Parents not available                          |
| 280           | 6/12/2015 common raccoon           | Dropoff | 6129 Pisgah Church Road, Tallahassee, FL 32309, USA                            | Fell from tree                                                    | Orphan / Parents not available                          |
| 281           | 6/12/2015 Florida softshell turtle | Dropoff | 9431 Hawks Nest Lane, Tallahassee, FL 32309, USA                               | Found in road with cracked shell                                  | Collision / Moving object / Car/truck/motorcycle        |
| 282           | 6/12/2015 Undetermined Bird        | Dropoff | 1286 Robin Kay Road, Tallahassee, FL 32312, USA                                | Nest fell and was attacked by cat                                 | Animal interaction / Domestic animal / Cat              |
| 283           | 6/14/2015 Carolina Wren            | Dropoff | 6715 Landover Circle, Tallahassee, FL 32317, USA                               | bird continuously flipped onto back as it's family watched        | Undetermined                                            |
| 284           | 6/14/2015 Eastern Cottontail       | Dropoff | 2329 Barcelona Court, Tallahassee, FL 32311, USA                               | cat brought bunny to us                                           | Animal interaction / Domestic animal / Cat              |
| 285           | 6/14/2015 Great Crested Flycatcher | Dropoff | 3428 Thresher Drive, Tallahassee, FL 32312, USA                                | found in yard-unable to fly                                       | Undetermined                                            |
| 286           | 6/14/2015 Northern Cardinal        | Dropoff | 1424 Ox Bottom Road, Tallahassee, FL 32312, USA                                | Hit by car                                                        | Collision / Moving object / Car/truck/motorcycle        |
| 287           | 6/14/2015 Pileated Woodpecker      | Dropoff | 2070 Edenfield Road, Tallahassee, FL 32308, USA                                | Another woodpecker attacked it                                    | Animal interaction / Non-domestic animal / Same species |
| 288           | 6/15/2015 American Crow            | Dropoff | 8391 Chickasaw Trail, Tallahassee, FL 32312, USA                               | found in yard, unable to fly                                      | Undetermined                                            |
| 289           | 6/15/2015 Wood Duck                | Dropoff | 7064 Ox Bow Road, Tallahassee, FL 32312, USA                                   | found in pool-no mom-nearest water 1/4 mile away                  | Orphan / Parents not available                          |

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|---------------|-----------------------------------------|---------|------------------------------------------------------------------|---------------------------------------------------------------------------|------------------------------------------------------------------|
| Date Admitted | Species                                 | Method  | Rescue Location                                                  | Reason                                                                    | Circumstances of Rescue                                          |
| 290           | 6/16/2015 Fish Crow                     | Dropoff | 9932 Beaver Ridge Trail, Tallahassee, FL 32312, USA              | fell from nest                                                            | Orphan / Parents not available                                   |
| 291           | 6/16/2015 Northern Rough-winged Swallow | Dropoff | 2324 Cleburn Lane, Tallahassee, FL 32309, USA                    | nest fell from ceiling to concrete floor                                  | Orphan / Parents not available                                   |
| 292           | 6/17/2015 Carolina Wren                 | Dropoff | 10549 Old Centerville Road, Tallahassee, FL 32309, USA           | Cat had bird                                                              | Animal interaction / Domestic animal / Cat                       |
| 293           | 6/17/2015 Carolina Wren                 | Dropoff | 4541 Andrew Jackson Way, Tallahassee, FL 32303, USA              | kids found as baby (now is juvenile). Bedding wrapped around foot-injured | Inappropriate human possession / Pet                             |
| 294           | 6/17/2015 Undetermined Bird             | Dropoff | 7021 Spencer Drive, Tallahassee, FL 32312, USA                   | fell from nest                                                            | Orphan / Parents not available                                   |
| 295           | 6/17/2015 Undetermined Bird             | Dropoff | 5655 Doonesbury Way, Tallahassee, FL 32303, USA                  | found in yard-bleeding-unable to fly                                      | Orphan / Parents not available                                   |
| 296           | 6/17/2015 Yellow-bellied Slider         | Dropoff | 2112 Arendell Way, Tallahassee, FL 32308, USA                    | Saw it in driveway, no H2o around, not going any place...so               | Inappropriate human possession / Abduction with intent of rescue |
| 297           | 6/18/2015 Brown Thrasher                | Dropoff | 5008 Susannah Drive, Tallahassee, FL 32303, USA                  | my cat caught the bird                                                    | Animal interaction / Domestic animal / Cat                       |
| 298           | 6/18/2015 common raccoon                | Dropoff | 4810 Pimlico Drive, Tallahassee, FL 32309, USA                   | Parent killed, found in road                                              | Orphan / Parents not available                                   |
| 299           | 6/18/2015 Mourning Dove                 | Dropoff | 5201 Williams Road, Tallahassee, FL 32311, USA                   | fell from nest-dog attacked                                               | Animal interaction / Domestic animal / Dog                       |
| 300           | 6/18/2015 Northern Cardinal             | Dropoff | 7818 Centerville Road, Tallahassee, FL 32309, USA                | fell from nest-dog attack                                                 | Animal interaction / Domestic animal / Dog                       |
| 301           | 6/18/2015 Tufted Titmouse               | Dropoff | 2000 Merchants Row Boulevard, Tallahassee, FL 32311, USA         | found in bushes, cat had been playing with it                             | Animal interaction / Domestic animal / Cat                       |
| 302           | 6/20/2015 American Crow                 | Dropoff | 10477 Valentine Road South, Tallahassee, FL 32317, USA           | found in garage, wouldn't fly                                             | Orphan / Parents not available                                   |
| 303           | 6/20/2015 common raccoon                | Dropoff | 4647 Autumn Woods Way, Tallahassee, FL 32303, USA                | brought to us by our dog                                                  | Animal interaction / Domestic animal / Dog                       |
| 304           | 6/21/2015 Broad-winged Hawk             | Dropoff | North Meridian Road & Bannerman Road, Tallahassee, FL 32312, USA | just standing by the road                                                 | Collision / Moving object / Car/truck/motorcycle                 |
| 305           | 6/21/2015 Broad-winged Hawk             | Dropoff | North Meridian Road & Bannerman Road, Tallahassee, FL 32312, USA | just standing by the road                                                 | Collision / Moving object / Car/truck/motorcycle                 |
| 306           | 6/22/2015 common raccoon                | Dropoff | 3400 Williams Road, Tallahassee, FL 32311, USA                   | 15' off rd, foot injury w/maggots                                         | Collision / Moving object / Car/truck/motorcycle                 |
| 307           | 6/22/2015 eastern gray squirrel         | Dropoff | 6030 Michaela Way, Tallahassee, FL 32303, USA                    | found under stationary car-bleeding-injured                               | Undetermined                                                     |
| 308           | 6/22/2015 Red-tailed Hawk               | Rescue  | 6491 Alford Drive, Tallahassee, FL 32317, USA                    | found in yard **SARA RESCUE**                                             | Undetermined                                                     |
| 309           | 6/23/2015 common raccoon                | Dropoff | 4647 Autumn Woods Way, Tallahassee, FL 32303, USA                | found under tree                                                          | Orphan / Parents not available                                   |
| 310           | 6/23/2015 Northern Cardinal             | Dropoff | 4294 Sherborne Road, Tallahassee, FL 32303, USA                  | saw cat with bird                                                         | Animal interaction / Domestic animal / Cat                       |
| 311           | 6/24/2015 common raccoon                | Dropoff | 2705 Parramore Shores Road, Tallahassee, FL 32310, USA           | found next to tree                                                        | Orphan / Parents not available                                   |
| 312           | 6/24/2015 Eastern Cottontail            | Dropoff | 1853 Vineyard Way, Tallahassee, FL 32317, USA                    | Dog brought baby to us, found nest and second baby                        | Animal interaction / Domestic animal / Dog                       |
| 313           | 6/24/2015 Northern Mockingbird          | Dropoff | Clara Kee Boulevard, Tallahassee, FL 32303, USA                  | attacked by cat-fell from nest                                            | Animal interaction / Domestic animal / Cat                       |
| 314           | 6/24/2015 Undetermined Bird             | Dropoff | 6529 Pisgah Church Road, Tallahassee, FL 32309, USA              | found cat trying to kill it                                               | Animal interaction / Domestic animal / Cat                       |
| 315           | 6/24/2015 white-tailed deer             | Dropoff | 11260 Turkey Roost Road, Tallahassee, FL 32317, USA              | 1194 barking-fawn was walking in yard-had maggots                         | Orphan / Parents not available                                   |

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| Date Admitted | Species                               | Method    | Rescue Location                                                                           | Reason                                                               | Circumstances of Rescue                                          |
| 316 6/25/2015 | common raccoon                        | Dropoff   | 3285 Lord Murphy Trail, Tallahassee, FL 32309, USA                                        | found laying in driveway-no others-no mom                            | Orphan / Parents not available                                   |
| 317 6/25/2015 | Northern Mockingbird                  | Dropoff   | Apalachicola National Forest, 1835 Rodrigue Lane, Tallahassee, FL 32310, USA              | fell from nest                                                       | Inappropriate human possession / Abduction with intent of rescue |
| 318 6/27/2015 | Brown Thrasher                        | Dropoff   | 718 Greenleaf Drive, Tallahassee, FL 32305, USA                                           | found on ground                                                      | Orphan / Parents not available                                   |
| 319 6/27/2015 | eastern gray squirrel                 | Dropoff   | 5045 Barfield Road, Tallahassee, FL 32308, USA                                            | dogs found squirrel, I took it away                                  | Animal interaction / Domestic animal / Dog                       |
| 320 6/27/2015 | eastern gray squirrel                 | Dropoff   | 8383 Summerdale Lane, Tallahassee, FL 32311, USA                                          | none given                                                           | Undetermined                                                     |
| 321 6/27/2015 | eastern gray squirrel                 | Dropoff   | 3120 Elwood Trail, Tallahassee, FL 32309, USA                                             | found injured, in yard                                               | Undetermined                                                     |
| 322 6/28/2015 | Barred Owl                            | Rescue    | Louvinia Drive & Little Terry Circle, Tallahassee, FL 32311, USA                          | Hit by semi-sitting by side of road-head/eye trauma **EMILY RESCUE** | Collision / Moving object / Car/truck/motorcycle                 |
| 323 6/28/2015 | Broad-winged Hawk                     | Dropoff   | 1971 Queenswood Drive, Tallahassee, FL 32303, USA                                         | none given                                                           | Undetermined                                                     |
| 324 6/29/2015 | Carolina Wren                         | Dropoff   | 8717 Waltham Court, Tallahassee, FL 32311, USA                                            | found fallen nest in yard                                            | Orphan / Parents not available                                   |
| 325 6/29/2015 | Carolina Wren                         | Dropoff   | 8717 Waltham Court, Tallahassee, FL 32311, USA                                            | found fallen nest in yard                                            | Orphan / Parents not available                                   |
| 326 6/29/2015 | Carolina Wren                         | Dropoff   | 8717 Waltham Court, Tallahassee, FL 32311, USA                                            | found fallen nest in yard                                            | Orphan / Parents not available                                   |
| 327 6/29/2015 | Eastern Cottontail                    | Dropoff   | 1843 Winery Way, Tallahassee, FL 32317, USA                                               | cat brought into house                                               | Animal interaction / Domestic animal / Cat                       |
| 328 6/29/2015 | eastern gray squirrel                 | Dropoff   | 539 Willowbrook Ln., Tallahassee, FL 32317, USA                                           | on my porch, covered w/flies, disoriented, fell in pool              | Undetermined                                                     |
| 329 6/29/2015 | Northern Cardinal                     | Dropoff   | 2963 Glen Ives Dr., Tallahassee, FL 32312, USA                                            | heard bird - left alone f/several hrs but remained on ground.        | Orphan / Parents not available                                   |
| 330 6/30/2015 | common raccoon                        | Dropoff   | 3824 Wiggington Rd., Tallahassee, FL 32303, USA                                           | raccoon lying in back yard, unresponsive                             | Undetermined                                                     |
| 331           |                                       |           |                                                                                           |                                                                      |                                                                  |
| 332           | ATTEMPTED RESCUE - NO ANIMAL OBTAINED |           |                                                                                           |                                                                      |                                                                  |
| 333 4/11/2015 | Black Vulture                         | R/Sara    | 8056 Woodville Highway, Tallahassee, FL I-10 at Ochlocknee River Wildlife Management Area | not flying                                                           | hobbled away; couldn't catch him in the woods                    |
| 334 4/28/2015 | Bald Eagle                            | R/Sara    |                                                                                           | reported in middle of I-10                                           | not there upon arrival                                           |
| 335 4/29/2015 | common raccoon                        | R/Michell | 2000 Merchants Row                                                                        | sick raccoon                                                         | Animal Control picked it up before arrival                       |
| 336 5/3/2015  | common raccoon                        | R/Teresa  | 5021 Louvinia Dr.                                                                         | sick raccoon; not walking                                            | climbed up tree upon approach                                    |
| 337 5/6/2015  | Canada Goose                          | R/Sara    | 7001 Duck Cove Rd.                                                                        | busted leg                                                           | flew away upon arrival                                           |

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|----|---------------|--------------------------|---------|--------------------------------------------------------------------|----------------------------------------------------|------------------------------------------------------------------|
|    | Date Admitted | Species                  | Method  | Rescue Location                                                    | Reason                                             | Circumstances of Rescue                                          |
| 2  | 7/1/2015      | common raccoon           | Dropoff | Clippys Drive, Tallahassee, FL 32303, USA                          | walking around by itself from several days-no mom  | Orphan / Parents not available                                   |
| 3  | 7/2/2015      | Great Crested Flycatcher | Dropoff | 2365 Mcwest Street, Tallahassee, FL 32303, USA                     | found near pool w/broken wing                      | Undetermined                                                     |
| 4  | 7/3/2015      | Carolina Wren            | Dropoff | 5151 Quail Valley Road, Tallahassee, FL 32309, USA                 | after storm nest was at front door-cat?            | Animal interaction / Domestic animal / Cat                       |
| 5  | 7/3/2015      | Carolina Wren            | Dropoff | 5151 Quail Valley Road, Tallahassee, FL 32309, USA                 | after storm nest was at front door-cat?            | Animal interaction / Domestic animal / Cat                       |
| 6  | 7/3/2015      | white-tailed deer        | Dropoff | North Meridian Road, Tallahassee, FL, USA                          | found in road, thought dead, waited for mom 1 hour | Orphan / Parents not available                                   |
| 7  | 7/4/2015      | Virginia Opossum         | Dropoff | Rhoden Cove Road & Lake Ridge Drive, Tallahassee, FL 32312, USA    | Mom hit by car-had 8 babies, 1 was still alive     | Orphan / Parents not available                                   |
| 8  | 7/4/2015      | white-tailed deer        | Dropoff | 4007 Samantha Court, Tallahassee, FL 32305, USA                    | found injured, maggot infested deer                | Undetermined                                                     |
| 9  | 7/4/2015      | Blue Jay                 | Dropoff | 10020 Surrey Farms Lane, Tallahassee, FL 32309, USA                | standing in driveway                               | Inappropriate human possession / Abduction with intent of rescue |
| 10 | 7/4/2015      | Mourning Dove            | Dropoff | 4211 Kensington Road, Tallahassee, FL 32303, USA                   | cat attack                                         | Animal interaction / Domestic animal / Cat                       |
| 11 | 7/4/2015      | Northern Mockingbird     | Dropoff | 4211 Kensington Road, Tallahassee, FL 32303, USA                   | Storm event-no parents found                       | Orphan / Parents not available                                   |
| 12 | 7/5/2015      | Eastern Cottontail       | Dropoff | 2015 Sara Lee Lane, Tallahassee, FL 32312, USA                     | dog found one and we found the other               | Orphan / Parents not available                                   |
| 13 | 7/5/2015      | Eastern Cottontail       | Dropoff | 2015 Sara Lee Lane, Tallahassee, FL 32312, USA                     | dog found one and we found the other               | Orphan / Parents not available                                   |
| 14 | 7/5/2015      | common raccoon           | Rescue  | 8881 Winged Foot Drive, Tallahassee, FL 32312, USA                 | na **NAT RESCUE**                                  | Undetermined                                                     |
| 15 | 7/6/2015      | Virginia Opossum         | Rescue  | 5709 Stoneler Road, Tallahassee, FL 32303, USA                     | found on desk-dog attack **SARA RESCUE**           | Animal interaction / Domestic animal / Dog                       |
| 16 | 7/7/2015      | Virginia Opossum         | Dropoff | Tram Road, Tallahassee, FL, USA                                    | found in garage                                    | Orphan / Parents not available                                   |
| 17 | 7/8/2015      | Northern Cardinal        | Dropoff | 1908 Talpeco Road, Tallahassee, FL 32303, USA                      | Puppies found and retrieved                        | Animal interaction / Domestic animal / Dog                       |
| 18 | 7/8/2015      | Eastern Bluebird         | Dropoff | 2213 Bourgogne Drive, Tallahassee, FL 32308, USA                   | Parents killed by hawk                             | Orphan / Parents not available                                   |
| 19 | 7/8/2015      | Eastern Bluebird         | Dropoff | 2213 Bourgogne Drive, Tallahassee, FL 32308, USA                   | Parents killed by hawk                             | Orphan / Parents not available                                   |
| 20 | 7/8/2015      | Northern Cardinal        | Dropoff | 7018 Duck Cove Road, Tallahassee, FL 32312, USA                    | found flopping in yard, couldn't close wing        | Undetermined                                                     |
| 21 | 7/8/2015      | Virginia Opossum         | Dropoff | Bass Ridge Trail, Tallahassee, FL 32312, USA                       | Mom and siblings hit and killed by car             | Orphan / Parents not available                                   |
| 22 | 7/8/2015      | Northern Cardinal        | Dropoff | 2385 Mcwest Street, Tallahassee, FL 32303, USA                     | 2 red birds chased him onto my porch               | Animal interaction / Non-domestic animal / Same species          |
| 23 | 7/10/2015     | Canada Goose             | Rescue  | Apalachee Parkway & Dakota Road, Tallahassee, FL 32311, USA        | Hit bird @ 20MPH, went under car/not tires         | Collision / Moving object / Car/truck/motorcycle                 |
| 24 | 7/11/2015     | Carolina Wren            | Dropoff | 8288 Shenandoah Drive South, Tallahassee, FL 32317, USA            | in flowers pot, nest fell                          | Orphan / Parents not available                                   |
| 25 | 7/11/2015     | Carolina Wren            | Dropoff | 8288 Shenandoah Drive South, Tallahassee, FL 32317, USA            | in flowers pot, nest fell                          | Orphan / Parents not available                                   |
| 26 | 7/11/2015     | Carolina Wren            | Dropoff | 8288 Shenandoah Drive South, Tallahassee, FL 32317, USA            | in flowers pot, nest fell                          | Orphan / Parents not available                                   |
| 27 | 7/12/2015     | Mississippi Kite         | Dropoff | 1613 Talpeco Road, Tallahassee, FL 32303, USA                      | found in middle of yard, not moving                | Orphan / Parents not available                                   |
| 28 | 7/12/2015     | Mississippi Kite         | Dropoff | 4869 Victor Brown Lane, Tallahassee, FL 32303, USA                 | found at base of tree w/injured leg                | Orphan / Parents not available                                   |
| 29 | 7/13/2015     | Eastern Cottontail       | Dropoff | Winged Foot Drive & Golden Eagle Drive, Tallahassee, FL 32312, USA | found next to road                                 | Orphan / Parents not available                                   |



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|---------------|-----------------------------------|---------|--------------------------------------------------------|-------------------------------------------------------|--------------------------------------------------------------|
| Date Admitted | Species                           | Method  | Rescue Location                                        | Reason                                                | Circumstances of Rescue                                      |
| 30            | 7/13/2015 Chimney Swift           | Dropoff | Clippys Drive, Tallahassee, FL 32303, USA              | Found in a house, mom did not return for them         | Orphan / Parents not available                               |
| 31            | 7/13/2015 Chimney Swift           | Dropoff | Clippys Drive, Tallahassee, FL 32303, USA              | Found in a house, mom did not return for them         | Orphan / Parents not available                               |
| 32            | 7/13/2015 white-tailed deer       | Dropoff | 2404 Hares Den, Tallahassee, FL 32312, USA             | abandoned                                             | Orphan / Parents not available                               |
| 33            | 7/14/2015 Northern Mockingbird    | Dropoff | 1955 North Barn Way, Tallahassee, FL 32317, USA        | fell from nest, hawk picked up and dropped it         | Animal interaction / Non-domestic animal / Different species |
| 34            | 7/16/2015 Blue Jay                | Dropoff | Ben Boulevard, Tallahassee, FL 32303, USA              | found on porch, can't fly                             | Orphan / Parents not available                               |
| 35            | 7/16/2015 eastern gray squirrel   | Dropoff | 3720 North Monroe Street, Tallahassee, FL 32303, USA   | found on ground                                       | Orphan / Parents not available                               |
| 36            | 7/17/2015 eastern gray squirrel   | Dropoff | 5506 Hickory Forest Circle, Tallahassee, FL 32303, USA | Heard squeaking-got before my cat did                 | Orphan / Parents not available                               |
| 37            | 7/17/2015 eastern gray squirrel   | Dropoff | 5506 Hickory Forest Circle, Tallahassee, FL 32303, USA | found on floor saved from cat attack                  | Animal interaction / Domestic animal / Cat                   |
| 38            | 7/19/2015 Eastern Cottontail      | Dropoff | 11132 Tung Grove Road, Tallahassee, FL 32317, USA      | ran over nest w/lawnmower                             | Nest/habitat destruction                                     |
| 39            | 7/19/2015 Eastern Cottontail      | Dropoff | 11132 Tung Grove Road, Tallahassee, FL 32317, USA      | ran over nest w/lawnmower                             | Nest/habitat destruction                                     |
| 40            | 7/19/2015 Mourning Dove           | Dropoff | 2609 Rippee Road, Tallahassee, FL 32303, USA           | found in middle of road                               | Orphan / Parents not available                               |
| 41            | 7/19/2015 Broad-winged Hawk       | Dropoff | 2039 Cynthia Drive, Tallahassee, FL 32303, USA         | no info given                                         | Undetermined                                                 |
| 42            | 7/20/2015 Red-shouldered Hawk     | Dropoff | 1926 Willow Run Drive, Tallahassee, FL 32312, USA      | was in yard all day                                   | Undetermined                                                 |
| 43            | 7/20/2015 Barred Owl              | Dropoff | 2751 W.W. Kelley Road, Tallahassee, FL 32311, USA      | found on side of road unable to fly                   | Collision / Moving object / Car/truck/motorcycle             |
| 44            | 7/20/2015 Downy Woodpecker        | Dropoff | 3600 Turkey Run Lane, Tallahassee, FL 32312, USA       | Hit a window                                          | Collision / Stationary object / Walls/windows                |
| 45            | 7/21/2015 Great Blue Heron        | Rescue  | Beech Ridge Trail, Tallahassee, FL 32312, USA          | fish hook stuck to both legs **SARA RESCUE**          | Entrapment / Non-trap / Sporting/landscaping netting         |
| 46            | 7/21/2015 Red-shouldered Hawk     | Dropoff | 119 Sonora Lane, Tallahassee, FL 32305, USA            | stood in same spot in yard for 3 hours                | Orphan / Parents not available                               |
| 47            | 7/21/2015 Carolina Wren           | Dropoff | Florida 20 & Forbes Way, Tallahassee, FL 32310, USA    | hit window/cat grabbed it/released it/it couldn't fly | Animal interaction / Domestic animal / Cat                   |
| 48            | 7/21/2015 eastern gray squirrel   | Dropoff | 8032 Witch Boulevard, Tallahassee, FL 32309, USA       | found on ground-nest fell apart                       | Orphan / Parents not available                               |
| 49            | 7/22/2015 Florida flying squirrel | Dropoff | 2027 Wildridge Drive, Tallahassee, FL 32303, USA       | found on ground, could not climb over 18"             | Animal interaction / Domestic animal / Cat                   |
| 50            | 7/23/2015 Carolina Wren           | Dropoff | 9525 Rose Road, Tallahassee, FL 32311, USA             | Found left in nest (in a stroller)on porch            | Orphan / Parents not available                               |
| 51            | 7/24/2015 Virginia Opossum        | Dropoff | Scott Lane, Tallahassee, FL 32305, USA                 | hit by car                                            | Collision / Moving object / Car/truck/motorcycle             |
| 52            | 7/24/2015 eastern gray squirrel   | Dropoff | 1140 Brafforton Drive, Tallahassee, FL 32311, USA      | fell in debris onto my car                            | Nest/habitat destruction                                     |
| 53            | 7/24/2015 eastern gray squirrel   | Dropoff | 1140 Brafforton Drive, Tallahassee, FL 32311, USA      | fell in debris onto my car                            | Nest/habitat destruction                                     |
| 54            | 7/24/2015 eastern gray squirrel   | Dropoff | 1140 Brafforton Drive, Tallahassee, FL 32311, USA      | fell in debris onto my car                            | Nest/habitat destruction                                     |
| 55            | 7/24/2015 eastern gray squirrel   | Dropoff | 3694 Dwight Davis Drive, Tallahassee, FL 32312, USA    | found outside                                         | Orphan / Parents not available                               |
| 56            | 7/25/2015 Undetermined Bird       | Dropoff | 1617 Talpeco Road, Tallahassee, FL 32303, USA          | found in nest                                         | Orphan / Parents not available                               |

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|    | Date Admitted | Species                      | Method  | Rescue Location                                                   | Reason                                                | Circumstances of Rescue                          |
| 57 | 7/25/2015     | eastern gray squirrel        | Dropoff | 5045 Barfield Road, Tallahassee, FL 32308, USA                    | dog attack                                            | Animal interaction / Domestic animal / Dog       |
| 58 | 7/25/2015     | American Crow                | Dropoff | 942 Capital Circle Southwest, Tallahassee, FL 32304, USA          | found on property w/broken leg                        | Collision / Moving object / Car/truck/motorcycle |
| 59 | 7/25/2015     | eastern gray squirrel        | Dropoff | 2109 Queenswood Drive, Tallahassee, FL 32303, USA                 | cat brought him to me                                 | Animal interaction / Domestic animal / Cat       |
| 60 | 7/25/2015     | Cooper's Hawk                | Dropoff | North Meridian Road & Woodbrook Drive, Tallahassee, FL 32312, USA | found in yard/w broken wing                           | Undetermined                                     |
| 61 | 7/26/2015     | eastern gray squirrel        | Dropoff | 1904 Kathryn Speed Court, Tallahassee, FL 32303, USA              | nest fell after rain                                  | Orphan / Parents not available                   |
| 62 | 7/26/2015     | Eastern Cottontail           | Dropoff | 707 Flagg Street #2, Tallahassee, FL 32305, USA                   | my cat was playing with it-injured                    | Animal interaction / Domestic animal / Cat       |
| 63 | 7/26/2015     | Northern Cardinal            | Dropoff | 11201 Capitola Road, Tallahassee, FL 32317, USA                   | hit car windshield                                    | Collision / Moving object / Car/truck/motorcycle |
| 64 | 7/26/2015     | eastern gray squirrel        | Dropoff | 5619 Lunker Lane, Tallahassee, FL 32303, USA                      | Branches fell with babies under them                  | Nest/habitat destruction                         |
| 65 | 7/26/2015     | eastern gray squirrel        | Dropoff | 5619 Lunker Lane, Tallahassee, FL 32303, USA                      | branches fell w/babies underneath                     | Orphan / Parents not available                   |
| 66 | 7/26/2015     | eastern gray squirrel        | Dropoff | 5619 Lunker Lane, Tallahassee, FL 32303, USA                      | branches fell w/babies underneath                     | Orphan / Parents not available                   |
| 67 | 7/26/2015     | eastern gray squirrel        | Dropoff | 5619 Lunker Lane, Tallahassee, FL 32303, USA                      | branches fell w/babies underneath                     | Orphan / Parents not available                   |
| 68 | 7/27/2015     | common gray fox              | Rescue  | 1700 Smittys Way, Tallahassee, FL 32304, USA                      | NA **TERESA RESCUE**                                  | Undetermined                                     |
| 69 | 7/27/2015     | Chimney Swift                | Dropoff | 5708 La France Circle, Tallahassee, FL 32305, USA                 | fell from nest in chimney                             | Orphan / Parents not available                   |
| 70 | 7/27/2015     | Barn Swallow                 | Dropoff | 3463 Velda Dairy Drive, Tallahassee, FL 32309, USA                | fell, was left for 5+hours                            | Orphan / Parents not available                   |
| 71 | 7/27/2015     | eastern gray squirrel        | Dropoff | 5030 Box Wood Lane, Tallahassee, FL 32303, USA                    | found under tree w/dead sibling                       | Orphan / Parents not available                   |
| 72 | 7/29/2015     | Carolina Wren                | Dropoff | 4765 Capital Circle Northwest, Tallahassee, FL 32303, USA         | Found on ground                                       | Orphan / Parents not available                   |
| 73 | 7/29/2015     | Carolina Wren                | Dropoff | 4765 Capital Circle Northwest, Tallahassee, FL 32303, USA         | Found on ground                                       | Orphan / Parents not available                   |
| 74 | 7/29/2015     | Black-bellied Whistling Duck | Dropoff | 4797 Lakely Drive, Tallahassee, FL 32303, USA                     | Wood stork was eating babies                          | Orphan / Parents not available                   |
| 75 | 7/29/2015     | Black-bellied Whistling Duck | Dropoff | 4797 Lakely Drive, Tallahassee, FL 32303, USA                     | Wood stork was eating babies                          | Orphan / Parents not available                   |
| 76 | 7/29/2015     | Black-bellied Whistling Duck | Dropoff | 4797 Lakely Drive, Tallahassee, FL 32303, USA                     | Wood stork was eating babies                          | Orphan / Parents not available                   |
| 77 | 7/29/2015     | Black-bellied Whistling Duck | Dropoff | 4797 Lakely Drive, Tallahassee, FL 32303, USA                     | Wood stork was eating babies                          | Orphan / Parents not available                   |
| 78 | 7/30/2015     | common raccoon               | Dropoff | 5405 Trinidad Drive, Tallahassee, FL 32305, USA                   | dogs found him                                        | Animal interaction / Domestic animal / Dog       |
| 79 | 7/31/2015     | eastern gray squirrel        | Dropoff | 10524 Lake Iamonia Drive, Tallahassee, FL 32312, USA              | hit by auto                                           | Collision / Moving object / Car/truck/motorcycle |
| 80 | 7/31/2015     | common gray fox              | Dropoff | Kendridge Trail, Tallahassee, FL 32312, USA                       | Sick - found in bushes                                | Undetermined                                     |
| 81 | 7/31/2015     | eastern gray squirrel        | Dropoff | 2109 Queenswood Drive, Tallahassee, FL 32303, USA                 | fell from nest                                        | Orphan / Parents not available                   |
| 82 | 8/1/2015      | eastern gray squirrel        | Dropoff | Buck Lake Road, Tallahassee, FL, USA                              | tree was cut down                                     | Nest/habitat destruction                         |
| 83 | 8/1/2015      | Red-shouldered Hawk          | Rescue  | 3935 Wigginton Road, Tallahassee, FL 32303, USA                   | was acting sick, (fx rt wing @ elbow) **RESCUE SARA** | Undetermined                                     |
| 84 | 8/1/2015      | Mourning Dove                | Dropoff | 5700 Verlaine Court, Tallahassee, FL 32303, USA                   | cat attack                                            | Animal interaction / Domestic animal / Cat       |



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| Date Admitted | Species                          | Method  | Rescue Location                                        | Reason                                     | Circumstances of Rescue                                          |
| 85            | 8/2/2015 eastern gray squirrel   | Dropoff | 7027 Anglewood Lane, Tallahassee, FL 32309, USA        | cut Limb down with nest in it              | Nest/habitat destruction                                         |
| 86            | 8/2/2015 eastern gray squirrel   | Dropoff | 7027 Anglewood Lane, Tallahassee, FL 32309, USA        | cut Limb down with nest in it              | Nest/habitat destruction                                         |
| 87            | 8/3/2015 Eastern Cottontail      | Dropoff | 1611 East Windwood Way, Tallahassee, FL 32311, USA     | cat found playing w/baby                   | Animal interaction / Domestic animal / Cat                       |
| 88            | 8/3/2015 Bahama Mockingbird      | Dropoff | 3750 Grove Park Drive, Tallahassee, FL 32311, USA      | sitting in hot sun 45-60 minutes, no mom   | Inappropriate human possession / Abduction with intent of rescue |
| 89            | 8/4/2015 eastern gray squirrel   | Dropoff | 2442 Manzanita Court, Tallahassee, FL 32303, USA       | Cat brought in                             | Animal interaction / Domestic animal / Cat                       |
| 90            | 8/4/2015 eastern gray squirrel   | Dropoff | 6030 Michaela Way, Tallahassee, FL 32303, USA          | found in closet, bleeding, cat or dog?     | Animal interaction / Domestic animal / Cat                       |
| 91            | 8/5/2015 common box turtle       | Dropoff | North Meridian Road, Tallahassee, FL, USA              | hit by car-found on road                   | Collision / Moving object / Car/truck/motorcycle                 |
| 92            | 8/5/2015 eastern gray squirrel   | Dropoff | 4506 Hickory Forest Circle, Tallahassee, FL 32303, USA | Cat Attack                                 | Animal interaction / Domestic animal / Cat                       |
| 93            | 8/6/2015 eastern gray squirrel   | Dropoff | Sugar Mill Rd, Tallahassee, FL 32317, USA              | Nest fell was destroyed by mowers          | Nest/habitat destruction                                         |
| 94            | 8/6/2015 eastern gray squirrel   | Dropoff | Sugar Mill Rd, Tallahassee, FL 32317, USA              | Nest fell was destroyed by mowers          | Nest/habitat destruction                                         |
| 95            | 8/6/2015 eastern gray squirrel   | Dropoff | Sugar Mill Rd, Tallahassee, FL 32317, USA              | Nest fell was destroyed by mowers          | Nest/habitat destruction                                         |
| 96            | 8/6/2015 eastern gray squirrel   | Dropoff | Sugar Mill Rd, Tallahassee, FL 32317, USA              | Nest fell was destroyed by mowers          | Nest/habitat destruction                                         |
| 97            | 8/7/2015 eastern gray squirrel   | Dropoff | 5177 Water Valley Drive, Tallahassee, FL 32303, USA    | Found in yard covered w/fire ants          | Dead on Arrival                                                  |
| 98            | 8/7/2015 common raccoon          | Dropoff | 2206 Seasons Lane, Tallahassee, FL 32305, USA          | Dragging hind legs, trying to get cat food | Undetermined                                                     |
| 99            | 8/7/2015 Eastern Cottontail      | Dropoff | Druid Lane, Tallahassee, FL 32304, USA                 | Found on sidewalk                          | Orphan / Parents not available                                   |
| 100           | 8/7/2015 eastern gray squirrel   | Dropoff | 9316 Elgin Rd, Tallahassee, FL 32305, USA              | tree cut down, nest fell                   | Nest/habitat destruction                                         |
| 101           | 8/7/2015 eastern gray squirrel   | Dropoff | 3713 Danesborough Dr, Tallahassee, FL 32303, USA       | found nest next to tree, mom never came    | Orphan / Parents not available                                   |
| 102           | 8/7/2015 eastern gray squirrel   | Dropoff | 3713 Danesborough Dr, Tallahassee, FL 32303, USA       | found nest next to tree-mom never came     | Orphan / Parents not available                                   |
| 103           | 8/7/2015 eastern gray squirrel   | Dropoff | 3713 Danesborough Dr, Tallahassee, FL 32303, USA       | found nest next to tree-mom never came     | Orphan / Parents not available                                   |
| 104           | 8/8/2015 eastern red bat         | Dropoff | Lake Jackson, Florida, USA                             | Hit fish rod-bribe wing                    | Collision / Stationary object / Powerlines/wires                 |
| 105           | 8/9/2015 eastern gray squirrel   | Dropoff | 6946 Greenville Road, Tallahassee, FL 32309, USA       | dog found this am in yard                  | Orphan / Parents not available                                   |
| 106           | 8/9/2015 Red-headed Woodpecker   | Dropoff | 6007 Lightning Ridge Road, Tallahassee, FL 32305, USA  | cut tree down w/nest                       | Nest/habitat destruction                                         |
| 107           | 8/10/2015 eastern gray squirrel  | Dropoff | 16024 Fletcher Creek Court, Tallahassee, FL 32310, USA | fell from nest                             | Orphan / Parents not available                                   |
| 108           | 8/10/2015 eastern gray squirrel  | Dropoff | 16024 Fletcher Creek Court, Tallahassee, FL 32310, USA | fell from nest                             | Orphan / Parents not available                                   |
| 109           | 8/10/2015 eastern gray squirrel  | Dropoff | 16024 Fletcher Creek Court, Tallahassee, FL 32310, USA | fell from nest                             | Orphan / Parents not available                                   |
| 110           | 8/10/2015 Red-bellied Woodpecker | Dropoff | 2329 Barcelona Court, Tallahassee, FL 32311, USA       | cat brought to doorstep                    | Animal interaction / Domestic animal / Cat                       |
| 111           | 8/12/2015 Bobcat                 | Dropoff | Thornton Road, Tallahassee, FL 32308, USA              | sitting in road, hit by car                | Collision / Moving object / Car/truck/motorcycle                 |
| 112           | 8/14/2015 Mourning Dove          | Dropoff | Buck Lake Road, Tallahassee, FL, USA                   | in middle of road                          | Collision / Moving object / Car/truck/motorcycle                 |
| 113           | 8/14/2015 eastern gray squirrel  | Dropoff | 7908 Christy Cary Lane, Tallahassee, FL 32304, USA     | cat brought home                           | Animal interaction / Domestic animal / Cat                       |
| 114           | 8/15/2015 eastern gray squirrel  | Dropoff | 1888 Wax Myrtle Road, Tallahassee, FL 32305, USA       | Cat brought into house                     | Animal interaction / Domestic animal / Cat                       |

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|     | Date Admitted | Species               | Method  | Rescue Location                                          | Reason                                                                               | Circumstances of Rescue                                          |
| 115 | 8/16/2015     | common raccoon        | Dropoff | Benjamin Chaires Road, Tallahassee, FL 32317, USA        | dog pulled out of grapevines                                                         | Animal interaction / Domestic animal / Dog                       |
| 116 | 8/16/2015     | white-tailed deer     | Dropoff | 3700 Golden Eagle Drive East, Tallahassee, FL 32312, USA | Found in creek (had snails on her)                                                   | Orphan / Parents not available                                   |
| 117 | 8/17/2015     | common raccoon        | Rescue  | 2312 Ashdown Forest Way, Tallahassee, FL 32309, USA      | Symptoms of distemper **EMILY S RESCUE**                                             | Undetermined                                                     |
| 118 | 8/17/2015     | Northern Cardinal     | Dropoff | 10511 Casanova Drive, Tallahassee, FL 32317, USA         | found in yard, unmoving but alert                                                    | Undetermined                                                     |
| 119 | 8/17/2015     | Gray Ratsnake         | Dropoff | 741 Litchfield Road, Tallahassee, FL 32312, USA          | ate fake egg from chicken coop area                                                  | Undetermined                                                     |
| 120 | 8/17/2015     | eastern gray squirrel | Dropoff | 4975 Pimlico Drive, Tallahassee, FL 32309, USA           | nest fell                                                                            | Orphan / Parents not available                                   |
| 121 | 8/17/2015     | eastern gray squirrel | Dropoff | 4975 Pimlico Drive, Tallahassee, FL 32309, USA           | nest fell                                                                            | Orphan / Parents not available                                   |
| 122 | 8/17/2015     | eastern gray squirrel | Dropoff | 274 Roachhill Drive North, Tallahassee, FL 32312, USA    | Nest fell/disturbed                                                                  | Orphan / Parents not available                                   |
| 123 | 8/17/2015     | eastern gray squirrel | Dropoff | 274 Roachhill Drive North, Tallahassee, FL 32312, USA    | Nest fell/disturbed                                                                  | Orphan / Parents not available                                   |
| 124 | 8/18/2015     | common raccoon        | Rescue  | 4565 Louvinia Drive, Tallahassee, FL 32311, USA          | they looked sickly **RESCUE SARA & LYDIA**                                           | Undetermined                                                     |
| 125 | 8/18/2015     | eastern gray squirrel | Rescue  | 4888 High Grove Road, Tallahassee, FL 32309, USA         | had them for 2 days, dehydrated(one dead) **MARY RESCUE**                            | Orphan / Parents not available                                   |
| 126 | 8/18/2015     | eastern gray squirrel | Rescue  | 4888 High Grove Road, Tallahassee, FL 32309, USA         | had them for 2 days, dehydrated(one dead) **MARY RESCUE**                            | Orphan / Parents not available                                   |
| 127 | 8/18/2015     | Undetermined Bird     | Dropoff | 2913 Mystic Warrior Trail, Tallahassee, FL 32309, USA    | cat attacked bird, bird stunned                                                      | Animal interaction / Domestic animal / Cat                       |
| 128 | 8/19/2015     | eastern gray squirrel | Dropoff | 3610 N Monroe St, Tallahassee, FL 32303, USA             | AAA Tree Company Fell from nest                                                      | Orphan / Parents not available                                   |
| 129 | 8/19/2015     | eastern gray squirrel | Dropoff | 3610 N Monroe St, Tallahassee, FL 32303, USA             | AAA Tree Company Fell from nest                                                      | Orphan / Parents not available                                   |
| 130 | 8/19/2015     | eastern gray squirrel | Dropoff | 3610 N Monroe St, Tallahassee, FL 32303, USA             | AAA Tree Company Fell from nest                                                      | Orphan / Parents not available                                   |
| 131 | 8/19/2015     | eastern gray squirrel | Dropoff | 3610 N Monroe St, Tallahassee, FL 32303, USA             | AAA Tree Company Fell from nest                                                      | Orphan / Parents not available                                   |
| 132 | 8/20/2015     | common raccoon        | Dropoff | 709 Duparc Circle, Tallahassee, FL 32312, USA            | Found in yard                                                                        | Undetermined                                                     |
| 133 | 8/20/2015     | eastern gray squirrel | Dropoff | 4324 Scawthorn Drive, Tallahassee, FL 32303, USA         | found on porch, barely responsive<br>Snake found in bathroom, healthy *SARA RESCUE** | Orphan / Parents not available                                   |
| 134 | 8/21/2015     | Gray Ratsnake         | Rescue  | 3511 Baum Road, Tallahassee, FL 32309, USA               |                                                                                      | Entrapment / Spaces / Building                                   |
| 135 | 8/22/2015     | eastern gray squirrel | Dropoff | 1541 Cinnamon Bear Circle, Tallahassee, FL 32311, USA    | fell into truck bed, left him for mom 9 hours                                        | Orphan / Parents not available                                   |
| 136 | 8/22/2015     | eastern gray squirrel | Dropoff | Deer Lake South, Tallahassee, FL 32312, USA              | fell from nest                                                                       | Orphan / Parents not available                                   |
| 137 | 8/22/2015     | eastern gray squirrel | Dropoff | 564 Gem Terrace, Tallahassee, FL 32305, USA              | Brought in by cat                                                                    | Animal interaction / Domestic animal / Cat                       |
| 138 | 8/22/2015     | eastern gray squirrel | Dropoff | 8004 Wakulla Springs Road, Tallahassee, FL 32305, USA    | fell from nest                                                                       | Orphan / Parents not available                                   |
| 139 | 8/23/2015     | eastern gray squirrel | Dropoff | 3782 Houston Road, Tallahassee, FL 32304, USA            | found on patio                                                                       | Inappropriate human possession / Abduction with intent of rescue |
| 140 | 8/23/2015     | eastern gray squirrel | Dropoff | 10039 Green Fountain Rd, Tallahassee, FL 32305, USA      | tree removal                                                                         | Nest/habitat destruction                                         |
| 141 | 8/23/2015     | eastern gray squirrel | Dropoff | 10039 Green Fountain Rd, Tallahassee, FL 32305, USA      | tree removal                                                                         | Nest/habitat destruction                                         |

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|     | Date Admitted | Species               | Method  | Rescue Location                                        | Reason                                               | Circumstances of Rescue                          |
| 142 | 8/23/2015     | eastern gray squirrel | Dropoff | 10039 Green Fountain Rd, Tallahassee, FL 32305, USA    | tree removal                                         | Nest/habitat destruction                         |
| 143 | 8/24/2015     | eastern gray squirrel | Dropoff | Deer Lake North, Tallahassee, FL 32312, USA            | in attic                                             | Entrapment / Spaces / Building                   |
| 144 | 8/24/2015     | Eastern Cottontail    | Dropoff | 3203 Ridgeland Court, Tallahassee, FL 32312, USA       | Cat brought to door                                  | Animal interaction / Domestic animal / Cat       |
| 145 | 8/24/2015     | eastern gray squirrel | Dropoff | 9572 Mahan Drive, Tallahassee, FL 32309, USA           | retriever brought to me                              | Animal interaction / Domestic animal / Dog       |
| 146 | 8/24/2015     | eastern gray squirrel | Dropoff | 3276 Roundtree Lane, Tallahassee, FL 32317, USA        | Cat dropped it on kitchen floor                      | Animal interaction / Domestic animal / Cat       |
| 147 | 8/24/2015     | eastern gray squirrel | Dropoff | 6544 Kingman Trail, Tallahassee, FL 32309, USA         | none given                                           | Undetermined                                     |
| 148 | 8/25/2015     | white-tailed deer     | Dropoff | Centerville Road, Tallahassee, FL, USA                 | green puss oozing from head injury                   | Undetermined                                     |
| 149 | 8/25/2015     | common raccoon        | Dropoff | 7886 Maclean Road, Tallahassee, FL 32312, USA          | on porch-neighbor shot adult rac today-mom?          | Orphan / Parents not available                   |
| 150 | 8/25/2015     | common raccoon        | Dropoff | 7886 Maclean Road, Tallahassee, FL 32312, USA          | on porch-neighbor shot adult rac today-mom?          | Orphan / Parents not available                   |
| 151 | 8/26/2015     | Common Pigeon         | Dropoff | Cottage Wood Trail, Tallahassee, FL 32311, USA         | found sitting on fence(3 hours)                      | Undetermined                                     |
| 152 | 8/26/2015     | common raccoon        | Dropoff | 7012 Spencer Drive, Tallahassee, FL 32312, USA         | Mother & baby (baby died)                            | Undetermined                                     |
| 153 | 8/27/2015     | eastern gray squirrel | Dropoff | 6752 Landover Circle, Tallahassee, FL 32317, USA       | cat found on ground                                  | Animal interaction / Domestic animal / Cat       |
| 154 | 8/27/2015     | white-tailed deer     | Rescue  | 5421 West West Kelley Road, Tallahassee, FL 32311, USA | Tangled on Fence, poss. dog attack **RESCUE TERESA** | Entrapment / Non-trap / Fence                    |
| 155 | 8/27/2015     | Eastern Cottontail    | Dropoff | 4400 Widgeon Way, Tallahassee, FL 32303, USA           | found in pool                                        | Entrapment / Spaces / Pool                       |
| 156 | 8/27/2015     | eastern gray squirrel | Dropoff | 1904 Longview Dr, FL 32303, USA                        | rescued from cat                                     | Animal interaction / Domestic animal / Cat       |
| 157 | 8/28/2015     | eastern gray squirrel | Dropoff | 9345 Buck Haven Trail, Tallahassee, FL 32312, USA      | cat brought them to me                               | Animal interaction / Domestic animal / Cat       |
| 158 | 8/28/2015     | eastern gray squirrel | Dropoff | 9345 Buck Haven Trail, Tallahassee, FL 32312, USA      | cat brought them to me                               | Animal interaction / Domestic animal / Cat       |
| 159 | 8/28/2015     | Eastern Cottontail    | Dropoff | 3314 Lucky Debonair Trail, Tallahassee, FL 32309, USA  | cat brought to door                                  | Animal interaction / Domestic animal / Cat       |
| 160 | 8/28/2015     | common box turtle     | Dropoff | 2320 Aeon Church Road, Tallahassee, FL 32310, USA      | hit by car                                           | Collision / Moving object / Car/truck/motorcycle |
| 161 | 8/28/2015     | Virginia Opossum      | Dropoff | 2126 Faulk Drive, Tallahassee, FL 32303, USA           | found in yard, eye infested w/maggots                | Undetermined                                     |
| 162 | 8/28/2015     | eastern gray squirrel | Dropoff | 6714 Thomasville Road, Tallahassee, FL 32312, USA      | Hit by car or Animal attack?                         | Undetermined                                     |
| 163 | 8/28/2015     | Black Vulture         | Dropoff | 7550 Apalachee Parkway, Tallahassee, FL 32311, USA     | At dump-got stuck-broken wing                        | Entrapment / Non-trap / Litter/garbage           |
| 164 | 8/28/2015     | eastern gray squirrel | Dropoff | 1904 Wax Myrtle Court, Tallahassee, FL 32305, USA      | nest fell                                            | Nest/habitat destruction                         |
| 165 | 8/28/2015     | eastern gray squirrel | Dropoff | 3601 Greens Battery Court, Tallahassee, FL 32308, USA  | fell from nest                                       | Orphan / Parents not available                   |
| 166 | 8/28/2015     | eastern gray squirrel | Dropoff | 6030 Pickwick Road, Tallahassee, FL 32309, USA         | cat brought it into house                            | Animal interaction / Domestic animal / Cat       |
| 167 | 8/29/2015     | Mourning Dove         | Dropoff | 1303 Van Delia Road, Tallahassee, FL 32310, USA        | cat brought in from yard                             | Animal interaction / Domestic animal / Cat       |
| 168 | 8/29/2015     | eastern gray squirrel | Dropoff | 4123 Tara Drive, Tallahassee, FL 32303, USA            | Fell from nest, found in street                      | Orphan / Parents not available                   |
| 169 | 8/29/2015     | Pileated Woodpecker   | Dropoff | 8277 Tram Road, Tallahassee, FL 32311, USA             | He flew in window, then dog grabbed him              | Animal interaction / Domestic animal / Dog       |

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| 170 | 8/29/2015     | eastern gray squirrel     | Dropoff | 7148 Atascadero Lane, Tallahassee, FL 32317, USA   | found hopping around in yard w/injury      | Undetermined                               |
| 171 | 8/29/2015     | eastern gray squirrel     | Dropoff | 1064 Coe Landing Road, Tallahassee, FL 32310, USA  | in yard covered w/ants                     | Undetermined                               |
| 172 | 8/29/2015     | Northern Cardinal         | Dropoff | 6516 Kingman Trail, Tallahassee, FL 32309, USA     | cat brought bird into house                | Animal interaction / Domestic animal / Cat |
| 173 | 8/30/2015     | Ruby-throated Hummingbird | Dropoff | 3680 Matt Wing Road, Tallahassee, FL 32311, USA    | can't fly-just hopping                     | Undetermined                               |
| 174 | 8/30/2015     | eastern gray squirrel     | Dropoff | Forest Lair, Tallahassee, FL 32312, USA            | nest fell, dog attacked them               | Animal interaction / Domestic animal / Dog |
| 175 | 8/30/2015     | eastern gray squirrel     | Dropoff | Forest Lair, Tallahassee, FL 32312, USA            | nest fell, dog attacked them               | Animal interaction / Domestic animal / Dog |
| 176 | 8/30/2015     | eastern gray squirrel     | Dropoff | Forest Lair, Tallahassee, FL 32312, USA            | nest fell, dog attacked them               | Animal interaction / Domestic animal / Dog |
| 177 | 8/31/2015     | eastern gray squirrel     | Dropoff | 2109 Queenswood Drive, Tallahassee, FL 32303, USA  | Cat had it in it's mouth                   | Animal interaction / Domestic animal / Cat |
| 178 | 8/31/2015     | eastern gray squirrel     | Dropoff | 4238 Ben Boulevard, Tallahassee, FL 32303, USA     | Construction-nest destroyed                | Nest/habitat destruction                   |
| 179 | 8/31/2015     | eastern gray squirrel     | Dropoff | 4815 Deerrunn Drive, Tallahassee, FL 32303, USA    | cats were after it                         | Animal interaction / Domestic animal / Cat |
| 180 | 8/31/2015     | eastern gray squirrel     | Dropoff | 3844 N Monroe St, Tallahassee, FL 32303, USA       | cut down tree w/nest                       | Nest/habitat destruction                   |
| 181 | 8/31/2015     | eastern gray squirrel     | Dropoff | 3844 N Monroe St, Tallahassee, FL 32303, USA       | cut down tree w/nest                       | Nest/habitat destruction                   |
| 182 | 8/31/2015     | eastern gray squirrel     | Dropoff | 3844 N Monroe St, Tallahassee, FL 32303, USA       | cut down tree w/nest                       | Nest/habitat destruction                   |
| 183 | 8/31/2015     | eastern gray squirrel     | Dropoff | 3844 N Monroe St, Tallahassee, FL 32303, USA       | cut down tree w/nest                       | Nest/habitat destruction                   |
| 184 | 9/1/2015      | eastern gray squirrel     | Dropoff | 1342 Chaires Cross Road, Tallahassee, FL, USA      | cat attack                                 | Animal interaction / Domestic animal / Cat |
| 185 | 9/1/2015      | eastern gray squirrel     | Dropoff | 3640 Fred George Road, Tallahassee, FL 32303, USA  | Cat brought to front porch                 | Animal interaction / Domestic animal / Cat |
| 186 | 9/1/2015      | eastern gray squirrel     | Dropoff | 15475 Sunray Road, Tallahassee, FL 32309, USA      | fell from nest, onto roof, covered by ants | Orphan / Parents not available             |
| 187 | 9/1/2015      | eastern gray squirrel     | Dropoff | 15475 Sunray Road, Tallahassee, FL 32309, USA      | fell from nest, onto roof, covered by ants | Orphan / Parents not available             |
| 188 | 9/1/2015      | eastern gray squirrel     | Dropoff | 2002 Indian Springs Ct, Tallahassee, FL 32303, USA | Nest fell with babies                      | Nest/habitat destruction                   |
| 189 | 9/1/2015      | eastern gray squirrel     | Dropoff | 2002 Indian Springs Ct, Tallahassee, FL 32303, USA | Nest fell with babies                      | Nest/habitat destruction                   |
| 190 | 9/1/2015      | eastern gray squirrel     | Dropoff | 2002 Indian Springs Ct, Tallahassee, FL 32303, USA | Nest fell with babies                      | Nest/habitat destruction                   |
| 191 | 9/1/2015      | eastern gray squirrel     | Dropoff | 2002 Indian Springs Ct, Tallahassee, FL 32303, USA | Nest fell with babies                      | Nest/habitat destruction                   |
| 192 | 9/2/2015      | eastern gray squirrel     | Dropoff | 4460 Argyle Lane, Tallahassee, FL 32309, USA       | found on side of road                      | Orphan / Parents not available             |
| 193 | 9/2/2015      | eastern gray squirrel     | Dropoff | 5281 Tower Road, Tallahassee, FL 32303, USA        | found in warehouse                         | Orphan / Parents not available             |
| 194 | 9/3/2015      | eastern gray squirrel     | Rescue  | 3008 Pink Star Court, Tallahassee, FL 32309, USA   | Cat Attack **TERESA RESCUE**               | Animal interaction / Domestic animal / Cat |
| 195 | 9/4/2015      | eastern gray squirrel     | Dropoff | 5644 Nature Lane, Tallahassee, FL 32303, USA       | nest fell                                  | Nest/habitat destruction                   |
| 196 | 9/4/2015      | eastern gray squirrel     | Dropoff | 5644 Nature Lane, Tallahassee, FL 32303, USA       | nest fell                                  | Nest/habitat destruction                   |



**ST. FRANCIS WILDLIFE ASSOCIATION, INC.**  
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|     | A             | B                     | C       | D                                                                              | E                                                            | F                                          |
|-----|---------------|-----------------------|---------|--------------------------------------------------------------------------------|--------------------------------------------------------------|--------------------------------------------|
|     | Date Admitted | Species               | Method  | Rescue Location                                                                | Reason                                                       | Circumstances of Rescue                    |
| 197 | 9/4/2015      | Warbling Vireo        | Dropoff | 2850 Green Forest Lane, Tallahassee, FL 32312, USA                             | was in whirlwind tumble with cat/I stopped it                | Animal interaction / Domestic animal / Cat |
| 198 | 9/4/2015      | eastern gray squirrel | Dropoff | 2262 Tuscavilla Road, Tallahassee, FL 32312, USA                               | Nest fell, fell from nest                                    | Orphan / Parents not available             |
| 199 | 9/4/2015      | eastern gray squirrel | Dropoff | 3705 North Monroe Street, Tallahassee, FL 32303, USA                           | found on playground                                          | Orphan / Parents not available             |
| 200 | 9/4/2015      | eastern gray squirrel | Dropoff | 8416 Little Scenic Lane, Tallahassee, FL 32309, USA                            | found in driveway                                            | Orphan / Parents not available             |
| 201 | 9/4/2015      | eastern gray squirrel | Dropoff | 5660 Nature Lane, Tallahassee, FL 32303, USA                                   | found crawling across driveway                               | Orphan / Parents not available             |
| 202 | 9/5/2015      | brush mouse           | Dropoff | 5517 Black Bass Pass, Tallahassee, FL 32303, USA                               | found in yard, no mom or nest                                | Orphan / Parents not available             |
| 203 | 9/5/2015      | eastern gray squirrel | Dropoff | 3966 Calle De Santos Road, Tallahassee, FL 32311, USA                          | my cat had it                                                | Animal interaction / Domestic animal / Cat |
| 204 | 9/5/2015      | eastern gray squirrel | Dropoff | 827 Bannerman Road, Tallahassee, FL 32312, USA                                 | Dog alerted me to it by barking                              | Orphan / Parents not available             |
| 205 | 9/5/2015      | Eastern Cottontail    | Dropoff | 7465 Creekridge Circle, Tallahassee, FL 32309, USA                             | found injured under a bush                                   | Orphan / Parents not available             |
| 206 | 9/5/2015      | Eastern Cottontail    | Dropoff | 7465 Creekridge Circle, Tallahassee, FL 32309, USA                             | found injured under a bush                                   | Orphan / Parents not available             |
| 207 | 9/6/2015      | Yellow-bellied Slider | Dropoff | 6270 Williams Road, Tallahassee, FL 32311, USA                                 | attacked by dog                                              | Animal interaction / Domestic animal / Dog |
| 208 | 9/6/2015      | eastern gray squirrel | Dropoff | Bice Road, Florida, USA                                                        | found nest in road, run over                                 | Orphan / Parents not available             |
| 209 | 9/6/2015      | eastern gray squirrel | Dropoff | Bice Rd, Florida, USA                                                          | Nest found on road-run over                                  | Orphan / Parents not available             |
| 210 | 9/7/2015      | Northern Cardinal     | Dropoff | 8186 Blue Quill Trail, Tallahassee, FL 32312, USA                              | sitting in from of garage, couldn't fly                      | Undetermined                               |
| 211 | 9/7/2015      | common raccoon        | Rescue  | 7016 Spencer Rd., Tallahassee, FL 32312, USA                                   | Prob Distemper **EMILY RESCUE**                              | Undetermined                               |
| 212 | 9/7/2015      | eastern gray squirrel | Dropoff | 7093 Ox Bow Road, Tallahassee, FL 32312, USA                                   | found in middle of road w/bloody nose                        | Undetermined                               |
| 213 | 9/7/2015      | eastern gray squirrel | Dropoff | Lawton Chiles High School, 7200 Lawton Chiles Lane, Tallahassee, FL 32312, USA | was in a pipe at school                                      | Orphan / Parents not available             |
| 214 | 9/7/2015      | eastern gray squirrel | Dropoff | 1980 Tomberlin Road, Tallahassee, FL 32305, USA                                | Mother killed by dog                                         | Orphan / Parents not available             |
| 215 | 9/7/2015      | Northern Cardinal     | Dropoff | 5632 Stoneler Road, Tallahassee, FL 32303, USA                                 | cat caught him in yard                                       | Animal interaction / Domestic animal / Cat |
| 216 | 9/7/2015      | eastern gray squirrel | Dropoff | 9316 Elgin Rd, Tallahassee, FL 32305, USA                                      | cut tree, nest fell                                          | Nest/habitat destruction                   |
| 217 | 9/7/2015      | eastern gray squirrel | Dropoff | 9316 Elgin Rd, Tallahassee, FL 32305, USA                                      | cut tree, nest fell                                          | Nest/habitat destruction                   |
| 218 | 9/7/2015      | eastern gray squirrel | Dropoff | 9316 Elgin Rd, Tallahassee, FL 32305, USA                                      | cut tree, nest fell                                          | Nest/habitat destruction                   |
| 219 | 9/8/2015      | eastern gray squirrel | Dropoff | 4647 Autumn Woods Way, Tallahassee, FL 32303, USA                              | found in neighbor's yard                                     | Orphan / Parents not available             |
| 220 | 9/8/2015      | eastern gray squirrel | Dropoff | 6360 Fitz Lane, Tallahassee, FL 32311, USA                                     | found at base of tree, siblings found dead                   | Orphan / Parents not available             |
| 221 | 9/8/2015      | eastern gray squirrel | Dropoff | 4693 N Monroe St, Tallahassee, FL 32303, USA                                   | found laying on the concrete                                 | Undetermined                               |
| 222 | 9/8/2015      | Virginia Opossum      | Dropoff | 2344 Tour Eiffel Dr, Tallahassee, FL 32308, USA                                | found in trash in utility room                               | Entrapment / Spaces / Building             |
| 223 | 9/9/2015      | white-tailed deer     | Rescue  | 8701 Hill N Barnes Ln, Tallahassee, FL 32317, USA                              | Leg caught in fence, I released & it ran off **SARA RESCUE** | Entrapment / Non-trap / Fence              |
| 224 | 9/9/2015      | eastern gray squirrel | Dropoff | 213 Pond Pine St, Tallahassee, FL 32310, USA                                   | found in my kitchen, injured                                 | Animal interaction / Domestic animal / Cat |
| 225 | 9/9/2015      | eastern gray squirrel | Dropoff | 8524 Hannary Cir, Tallahassee, FL 32312, USA                                   | found in yard                                                | Orphan / Parents not available             |

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|     | A             | B                         | C       | D                                                      | E                                                | F                                                |
|-----|---------------|---------------------------|---------|--------------------------------------------------------|--------------------------------------------------|--------------------------------------------------|
|     | Date Admitted | Species                   | Method  | Rescue Location                                        | Reason                                           | Circumstances of Rescue                          |
| 226 | 9/11/2015     | eastern gray squirrel     | Dropoff | 4779 Lancashire Ln, Tallahassee, FL 32309, USA         | found in gutter down spout                       | Entrapment / Non-trap / Litter/garbage           |
| 227 | 9/11/2015     | eastern gray squirrel     | Dropoff | 4779 Lancashire Ln, Tallahassee, FL 32309, USA         | found in gutter down spout                       | Entrapment / Non-trap / Litter/garbage           |
| 228 | 9/11/2015     | eastern gray squirrel     | Dropoff | 2945 Golden Eagle Dr E, Tallahassee, FL 32312, USA     | found clinging to brick wall in storm            | Nest/habitat destruction                         |
| 229 | 9/11/2015     | eastern gray squirrel     | Dropoff | 2945 Golden Eagle Dr E, Tallahassee, FL 32312, USA     | found clinging to brick wall in storm            | Nest/habitat destruction                         |
| 230 | 9/11/2015     | eastern gray squirrel     | Dropoff | N US Hwy 27 & W W Kelly Rd, Tallahassee, FL 32317, USA | nest fell                                        | Nest/habitat destruction                         |
| 231 | 9/11/2015     | eastern gray squirrel     | Dropoff | N US Hwy 27 & W W Kelly Rd, Tallahassee, FL 32317, USA | nest fell                                        | Nest/habitat destruction                         |
| 232 | 9/12/2015     | eastern gray squirrel     | Dropoff | 436 Ravensview Dr, Tallahassee, FL 32310, USA          | fell from nest                                   | Orphan / Parents not available                   |
| 233 | 9/12/2015     | Eastern Bluebird          | Dropoff | 8150 Mahan Dr, Tallahassee, FL 32309, USA              | Fluttering in driveway                           | Undetermined                                     |
| 234 | 9/12/2015     | common raccoon            | Rescue  | 2064 Crestdale Dr, Tallahassee, FL 32308, USA          | Classic distemper symptoms **EMILY SHAW RESCUE** | Undetermined                                     |
| 235 | 9/13/2015     | eastern gray squirrel     | Dropoff | 3648 Westmoreland Dr, Tallahassee, FL 32303, USA       | Limb being cut, nest & babies fell, mom ran      | Nest/habitat destruction                         |
| 236 | 9/13/2015     | eastern gray squirrel     | Dropoff | 3648 Westmoreland Dr, Tallahassee, FL 32303, USA       | Limb being cut, nest & babies fell, mom ran      | Nest/habitat destruction                         |
| 237 | 9/13/2015     | eastern gray squirrel     | Dropoff | 3648 Westmoreland Dr, Tallahassee, FL 32303, USA       | Limb being cut, nest & babies fell, mom ran      | Nest/habitat destruction                         |
| 238 | 9/13/2015     | eastern gray squirrel     | Dropoff | 3648 Westmoreland Dr, Tallahassee, FL 32303, USA       | Limb being cut, nest & babies fell, mom ran      | Nest/habitat destruction                         |
| 239 | 9/13/2015     | eastern gray squirrel     | Dropoff | 4175 Miccosukee Rd, Tallahassee, FL 32308, USA         | found on street                                  | Orphan / Parents not available                   |
| 240 | 9/13/2015     | eastern gray squirrel     | Dropoff | 5742 Japonica Ct, Tallahassee, FL 32303, USA           | branches fell w/baby                             | Nest/habitat destruction                         |
| 241 | 9/13/2015     | Eastern Cottontail        | Dropoff | 3840 Matt Wing Rd, Tallahassee, FL 32311, USA          | in driveway-was run over                         | Collision / Moving object / Car/truck/motorcycle |
| 242 | 9/14/2015     | Ruby-throated Hummingbird | Dropoff | 1843 Chardonnay Pl, Tallahassee, FL 32317, USA         | injured; cannot fly                              | Undetermined                                     |
| 243 | 9/14/2015     | Brown Thrasher            | Dropoff | 2213 Greystone Dr, Tallahassee, FL 32312, USA          | Trauma to mouth                                  | Undetermined                                     |
| 244 | 9/14/2015     | eastern gray squirrel     | Dropoff | 8219 Chickasaw Trail, Tallahassee, FL 32312, USA       | Dog attack                                       | Animal interaction / Domestic animal / Dog       |
| 245 | 9/15/2015     | eastern gray squirrel     | Dropoff | 3571 Lakeshore Dr, Tallahassee, FL 32312, USA          | cat batting it around                            | Animal interaction / Domestic animal / Cat       |
| 246 | 9/15/2015     | Virginia Opossum          | Dropoff | 5819 W Tennessee St, Tallahassee, FL, USA              | found in road                                    | Collision / Moving object / Car/truck/motorcycle |
| 247 | 9/15/2015     | eastern gray squirrel     | Dropoff | 4882 Portal Dr, Tallahassee, FL 32303, USA             | nest fell                                        | Orphan / Parents not available                   |
| 248 | 9/15/2015     | eastern gray squirrel     | Dropoff | 4882 Portal Dr, Tallahassee, FL 32303, USA             | nest fell                                        | Orphan / Parents not available                   |
| 249 | 9/15/2015     | eastern gray squirrel     | Dropoff | 2120 Longview Dr, Tallahassee, FL 32303, USA           | cat attack                                       | Animal interaction / Domestic animal / Cat       |
| 250 | 9/15/2015     | Mourning Dove             | Dropoff | 3705 N Monroe St, Tallahassee, FL 32303, USA           | found on playground                              | Orphan / Parents not available                   |
| 251 | 9/16/2015     | Virginia Opossum          | Dropoff | 2677 Old Bainbridge Rd, Tallahassee, FL 32303, USA     | found in yard, injured                           | Undetermined                                     |
| 252 | 9/17/2015     | Virginia Opossum          | Rescue  | 1406 Manor House Dr, Tallahassee, FL 32312, USA        | injured, gloved, attacked **SARA RESCUE**        | Undetermined                                     |



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|     | A             | B                         | C       | D                                                                        | E                                                 | F                                                    |
|-----|---------------|---------------------------|---------|--------------------------------------------------------------------------|---------------------------------------------------|------------------------------------------------------|
|     | Date Admitted | Species                   | Method  | Rescue Location                                                          | Reason                                            | Circumstances of Rescue                              |
| 253 | 9/17/2015     | eastern gray squirrel     | Dropoff | 3359 Whipporwill Dr, Tallahassee, FL 32310, USA                          | tree cut down                                     | Nest/habitat destruction                             |
| 254 | 9/17/2015     | eastern gray squirrel     | Dropoff | 3359 Whipporwill Dr, Tallahassee, FL 32310, USA                          | tree cut down                                     | Nest/habitat destruction                             |
| 255 | 9/17/2015     | Northern Mockingbird      | Dropoff | Pisgah Church Rd, Tallahassee, FL, USA                                   | Found next to window                              | Collision / Stationary object / Walls/windows        |
| 256 | 9/17/2015     | Ruby-throated Hummingbird | Dropoff | 262 Hiamonee Dr, Tallahassee, FL 32312, USA                              | Bird fell with broken wing                        | Undetermined                                         |
| 257 | 9/17/2015     | common raccoon            | Dropoff | 5401 Tower Rd., Tallahassee, FL 32303, USA                               | tree cut down                                     | Nest/habitat destruction                             |
| 258 | 9/19/2015     | eastern gray squirrel     | Dropoff | 6069 Thackeray Ln, Tallahassee, FL 32309, USA                            | Found on driveway paralyzed                       | Undetermined                                         |
| 259 | 9/20/2015     | Red-shouldered Hawk       | Dropoff | 3800 Sutton Pl, Tallahassee, FL 32303, USA                               | Just sitting on a table by the pool, no fear      | Undetermined                                         |
| 260 | 9/20/2015     | eastern gray squirrel     | Dropoff | 4104 Tara Dr, Tallahassee, FL 32303, USA                                 | dog attack                                        | Animal interaction / Domestic animal / Dog           |
| 261 | 9/20/2015     | eastern gray squirrel     | Dropoff | 9464 Buck Haven Trail, Tallahassee, FL 32312, USA                        | cat attack                                        | Animal interaction / Domestic animal / Cat           |
| 262 | 9/20/2015     | eastern gray squirrel     | Dropoff | 495 Audubon Dr, Tallahassee, FL 32312, USA                               | cat was playing with it                           | Animal interaction / Domestic animal / Cat           |
| 263 | 9/21/2015     | eastern gray squirrel     | Dropoff | 4757 Pintail Dr, Tallahassee, FL 32317, USA                              | fell from nest                                    | Orphan / Parents not available                       |
| 264 | 9/21/2015     | eastern gray squirrel     | Dropoff | 4757 Pintail Dr, Tallahassee, FL 32317, USA                              | fell from nest                                    | Orphan / Parents not available                       |
| 265 | 9/21/2015     | eastern gray squirrel     | Dropoff | 700 Barineau Rd, Tallahassee, FL 32304, USA                              | cut down tree                                     | Nest/habitat destruction                             |
| 266 | 9/22/2015     | white-tailed deer         | Dropoff | 7609 Skipper Ln, Tallahassee, FL 32317, USA                              | deer stuck in fence                               | Entrapment / Non-trap / Fence                        |
| 267 | 9/23/2015     | eastern gray squirrel     | Dropoff | 1797 Folkstone Rd, Tallahassee, FL 32312, USA                            | found lying outside                               | Animal interaction / Domestic animal / Cat           |
| 268 | 9/23/2015     | eastern gray squirrel     | Dropoff | 3427 Briar Branch Trail, Tallahassee, FL 32312, USA                      | found on patio surrounded by 3 cats               | Animal interaction / Domestic animal / Cat           |
| 269 | 9/23/2015     | House Finch               | Dropoff | 2821 Misty Garden, Tallahassee, FL 32303, USA                            | cat caught it - finch had crusty eyes             | Animal interaction / Domestic animal / Cat           |
| 270 | 9/24/2015     | Eastern Kingbird          | Dropoff | 4300 N Meridian Rd, Tallahassee, FL 32312, USA                           | can't fly                                         | Undetermined                                         |
| 271 | 9/24/2015     | eastern gray squirrel     | Dropoff | 10518 Faye Way, Tallahassee, FL 32317, USA                               | 9/23 mom dead, 9/24 found babies                  | Orphan / Parents not available                       |
| 272 | 9/24/2015     | eastern gray squirrel     | Dropoff | 10518 Faye Way, Tallahassee, FL 32317, USA                               | 9/23 mom dead, 9/24 found babies                  | Orphan / Parents not available                       |
| 273 | 9/24/2015     | eastern gray squirrel     | Dropoff | 9011 Eagles Ridge Dr, Tallahassee, FL 32312, USA                         | found in store show room                          | Orphan / Parents not available                       |
| 274 | 9/24/2015     | eastern gray squirrel     | Dropoff | 10518 Faye Way, Tallahassee, FL 32317, USA                               | 9/23 found adult dead, 9/24 found baby            | Orphan / Parents not available                       |
| 275 | 9/24/2015     | eastern gray squirrel     | Dropoff | 3767 Matt Wing Rd, Tallahassee, FL 32311, USA                            | found cat playing with it                         | Animal interaction / Domestic animal / Cat           |
| 276 | 9/26/2015     | White-eyed Vireo          | Dropoff | 2097 Mistletoe Ct, Tallahassee, FL 32317, USA                            | bird hit window/roof-fell                         | Collision / Stationary object / Walls/windows        |
| 277 | 9/27/2015     | Great Horned Owl          | Rescue  | Elinor Klapp-Phipps Park, 4000 N Meridian Rd, Tallahassee, FL 32308, USA | Stuck in side net of soccer field **RESCUE SSSI** | Entrapment / Non-trap / Sporting/landscaping netting |
| 278 | 9/27/2015     | Pied-billed Grebe         | Dropoff | 7773 MacLean Rd, Tallahassee, FL 32312, USA                              | Fell off my roof, injured                         | Undetermined                                         |
| 279 | 9/27/2015     | eastern gray squirrel     | Dropoff | 7773 MacLean Rd, Tallahassee, FL 32312, USA                              | cat was standing over it                          | Animal interaction /                                 |

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|     | A                | B                     | C       | D                                                         | E                                       | F                                                |
|-----|------------------|-----------------------|---------|-----------------------------------------------------------|-----------------------------------------|--------------------------------------------------|
|     | Date<br>Admitted | Species               | Method  | Rescue Location                                           | Reason                                  | Circumstances of Rescue                          |
| 280 | 9/27/2015        | Eastern Kingbird      | Dropoff | 4067 Lagniappe Way, Tallahassee, FL 32317, USA            | found near cars trying to fly           | Undetermined                                     |
| 281 | 9/28/2015        | eastern gray squirrel | Dropoff | 3966 Calle De Santos Rd, Tallahassee, FL 32311, USA       | cat had it                              | Animal interaction / Domestic animal / Cat       |
| 282 | 9/29/2015        | Hawk                  | Dropoff | 6305 St. Joe Rd., Tallahassee, FL 32311, USA              | possibly hit by auto                    | Collision / Moving object / Car/truck/motorcycle |
| 283 | 9/29/2015        | Virginia Opossum      | Dropoff | 3378 Wood Hill Dr., Tallahassee, FL 32303, USA            | dog attack                              | Animal interaction / Domestic animal / Dog       |
| 284 | 9/29/2015        | Mourning Dove         | Dropoff | 3927 Paces Pl., Tallahassee, FL 32311, USA                | hurt wing                               | Undetermined                                     |
| 285 | 9/29/2015        | eastern gray squirrel | Dropoff | 10477 Valentine Rd., Tallahassee, FL 32317, USA           | found struggling up a tree              | Undetermined                                     |
| 286 | 9/29/2015        | Virginia Opossum      | Dropoff | 5191 Capital Circle Southwest, Tallahassee 32305, FL, USA | stuck in wrought iron furniture outside | Entrapment/non-trap/outside obstacle             |
| 287 | 9/30/2015        | Black Vulture         | Dropoff | 7800 Apalachee Parkway, Tallahassee, FL, USA              | injured                                 | Undetermined                                     |
| 288 | 9/30/2015        | Gopher Tortoise       | Dropoff | 4207 Walter Gerrell Dr., Tallahassee, FL 32305, USA       | dog found turtle in back yard           | Animal interaction / Domestic animal / Dog       |
| 289 | 9/30/2015        | eastern gray squirrel | Dropoff | 4680 Thomasville Rd., Tallahassee, FL, USA                | nest fell while trimming tree           | Nest/habitat destruction                         |

# LEON COUNTY CONTRACT ROUTING FORM

Original (3 originals)  
☒ Renewal  
Amendment( # )

County Contract No. 29181

Division Contact: Pamela Tisdale

Phone # 606-1913

Department/Division: Office of Human Services & Community Partnerships (HSCP)

Contractor: Whole Child Leon

Address The Bloxham Building 725 South Calhoun Street

City, State, Zip Tallahassee, Florida 32301

Phone (850) 487-7316

Contract Period: From 10/01/2015 To 09/30/2016

Renewal Periods: Number \_\_\_\_\_ Term 1 Year

Contract Total \$ Amount: \$38,000 or check if ☐ Unit Price Agreement

## Contract Type:

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

## Procurement Method:

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

## Insurance Certificates:

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

## Forms Required:

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

\*Bid/RFP # \_\_\_\_\_

## Awarded by:

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

Agenda Date 10/13/15 Item # 12

Comments: FY2015-2016 Whole Child Leon

RECEIVED  
15 DEC - 1 PM 2:52  
FINANCE DIVISION  
BOB INZER  
CLERK & COMPTROLLER

9/29 Budget Adoption - (Lm)

the original executed grant agreement will be filed with the Clerk of the Court.

## Routing:

Required

☒

Initials PT

Date 11/3/15

Originating Division HSCP

☐

☐

☐

Group Director

☐

☐

☐

Purchasing

☒

☒

11/3/15

County Attorney's Office

☐

☐

11/25

Deputy or Assistant County Administrator

☒

☒

11-30-15

County Administrator

☐

☐

☐

Chairman, BCC

☒

☒

12/2

Clerk's Office (Finance)

Return completed documents to: Please return 2 Original Copies to Pamela Tisdale HSCP

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

RECEIVED  
15 DEC - 3 PM 3:37  
FINANCE DIVISION  
BOB INZER  
CLERK & COMPTROLLER  
Received by  
Leon County Attorney's Office  
11/03/15 15:30:37  
Received by  
Leon County Attorney's Office  
11/03/15 15:30:41  
Leon County Attorney's Office



## **GRANT FUNDING AGREEMENT**

This Agreement is made and entered into this 1st day of October, 2015, by and between Leon County, Florida, a Charter County and political subdivision of the State of Florida, (hereinafter referred to as "County") and Whole Child Leon, Inc., (hereinafter referred to as "Grantee").

### **RECITALS**

**WHEREAS**, the Grantee has presented the County a proposal, identifying the community service activities, as well as those persons responsible for overseeing and assuring delivery of those services, to implement with the grant funding provided for herein; and

**WHEREAS**, the County, by and through its Board of Commissioners, at its final public hearing on the fiscal year 2016 budget approved a disbursement of funds to the Grantee for the purposes of providing those identified community service activities; and

**WHEREAS**, the Grantee is either a governmental, civic, or not-for-profit organization; and

**WHEREAS**, the grant funding herein provided is not construed by Grantee to be a continuing obligation of the County; and

**WHEREAS**, the Parties desire to reduce their intentions to writing.

**NOW, THEREFORE**, in consideration of the premises and mutual covenants contained herein, the sufficiency of which is acknowledged hereby, the Parties do agree as follows:

#### **I. Services to be Provided**

- A. Grantee shall provide those activities and services ("Services") identified in the Funding Request Application submitted October 7, 2015 in which the Grantee set out and identified the activities and Services which it would undertake as a community service and identified the person or persons responsible for overseeing and assuring that those Services would be delivered, a copy of which is attached hereto as Exhibit A and incorporated herein as if fully set forth below.

- B. Grantee shall be responsible for all expenses associated with the delivery of Services required by this Agreement.
- C. Grantee shall comply with all applicable laws, ordinances, and regulations governing its operation and in the provision of Services herein required.

**II. Budget and Grant Funds Distribution**

- A. County Agrees to provide \$38,000 for those Services provided by Grantee under this Agreement, which shall include but are not limited to, a part-time Whole Child Connection Manager and a part-time Communications Specialist.
- B. The Agency Report of Advance and Expenditures (Form to be prescribed and supplied by the County) shall be submitted on a quarterly basis and shall be due no later than the fifteen day of the month following the reporting period. Documentation of all expenditures shall be required. Expenditures are subject to review by County Staff. Reimbursements are not guaranteed.
- C. Future distributions to the Grantee will be contingent upon compliance with this Agreement and the status of previously disbursed funds to the Grantee.
- D. Upon termination of this Agreement, the Grantee shall remit all unexpended funds to the County within ten (10) business days following the effective date of such termination.
- E. Funding for Services shall end September 30, 2016. The Grantee shall return any unexpended funds to the County by October 10, 2016.
- F. County specifically reserves the right to reduce, increase, or totally withdraw its financial commitment as set forth herein to the Grantee at any time and for any reason.

**III. Personnel and Subcontracting**

- A. The Grantee represents that it has and will maintain adequate staffing to carry out the Services to be provided under this Agreement. Such employees shall not be employees of Leon County or have any contractual relationship with the County.
- B. All Services required hereunder will be performed by the Grantee and all personnel engaged in the performance of work or Services shall be fully qualified and properly authorized under appropriate state and local laws to perform such Services.



- C. None of the work or Services to be performed under this Agreement shall be subcontracted without prior written approval from the County.

**IV. Reporting and Notices**

- A. Upon execution of the Agreement the Grantee will provide in writing the Grantee staff member who will be responsible for the submission of all Grantee reports to the County for the administration of this Agreement.
- B. All reports, if required hereunder, shall be submitted electronically to Pamela Tisdale at [TisdaleP@leoncountyfl.gov](mailto:TisdaleP@leoncountyfl.gov). All other related correspondence may be submitted to:

Pamela Tisdale, Human Services Analyst  
Office of Human Services and Community Partnerships  
918 Railroad Avenue  
Tallahassee, FL 32310

- C. All notices required hereunder shall be in writing sent by United States certified mail, postage prepaid, return receipt requested, overnight courier or by hand delivery. All notices required under this Agreement shall be given to the Parties at the addresses below or at such other place as the Parties may designate in writing.

Notice to Grantee: Courtney Atkins, Executive Director  
Whole Child Leon, Inc.  
Bloxham Building  
725 South Calhoun Street  
Tallahassee, FL 32301

Notice to COUNTY: Eryn D. Calabro, Director  
Office of Human Services and Community Partnerships  
918 Railroad Avenue  
Tallahassee, FL 32310

- D. Grantee shall provide both a mid-year and annual report to the County of all Services provided in the approved Non-Departmental Funding Performance Report form, attached hereto as Exhibit A and incorporated herein as if fully set forth below.
- E. The Grantee shall develop a spreadsheet, approved by the County, that summarizes the mid-year and annual report and provide a copy of same upon delivery of the mid-year and annual reports to the County.



**V. Termination**

- A. This Agreement may be terminated by either Party without cause upon no less than 30 calendar days' notice in writing to the other Party, unless a sooner time is mutually agreed upon in writing by the Parties. Said notice shall be delivered in accordance with Section IV. C. herein.
- B. In the event that funds for payment pursuant to this Agreement become unavailable or inadequate, the County may terminate this Agreement upon not less than 24 hours' notice in writing to the Grantee. Said notice shall be sent in accordance with Section IV.C. hereof. The County shall be the final authority as to the availability and/or adequacy of funds. In the event of termination of this Agreement, the Grantee will be compensated only for any work performed under this Agreement which has been satisfactorily completed.
- C. This Agreement may be terminated as a result of the Grantee non-performance and/or breach of this Agreement upon not less than 24 hours written notice to the Grantee. Failure to object to a breach of any provisions of this Agreement shall not be deemed to be a waiver of any other or subsequent breach and shall not be construed to be a modification of the terms and conditions of this Agreement. The provisions herein do not limit the County's right to any other available remedies at law or in equity. Failure to have performed any contractual obligations in the Agreement in a manner satisfactory to the County shall be deemed sufficient cause for termination.

**VI. Audits and Records**

- A. Grantee acknowledges and agrees that the County reserves the right to conduct, either or both, a financial audit and management audit. An audit by the County may encompass an examination of all financial transactions, all accounts, and all reports, as well as an evaluation of compliance with the Terms and Conditions of this Agreement.
- B. Within fifteen (15) days of the end of the Agreement Term, the Grantee shall submit a report of expenditures to the County for the entire contract period, documenting the details of each expenditure made and Service provided hereunder.
- C. The County may inspect all reports and conduct audits to ensure both program and fiscal compliance and shall provide written notice of any findings and proposed corrective action, if any, to the Grantee.
- D. Grantee shall provide the Leon County Office of Financial Stewardship, for their review, a copy of any audit Grantee has performed of itself.

- E. Grantee agrees to maintain and keep any and all records necessary to substantiate the expenditure of funds consistent with Services set out in this Agreement.
- F. Grantee shall produce all records requested by the County for its determination that monies distributed by the County are being spent in accordance with this Agreement.
- G. The Grantee shall use an accounting system that meets generally accepted accounting principles. The Grantee shall maintain such property, personnel, financial and other books, records, documents and other evidence sufficient to reflect accurately the amount, receipt, and disposition by the Grantee of all funds received. The Grantee shall preserve and make its records available until the expiration of three (3) years from the date of Termination or Expiration of the Term of this Agreement, and for such longer period, if any, as is required by applicable statute or lawful requirement.

#### **VII. Use of County Funds**

- A. Funds received by the Grantee pursuant to this Agreement shall only be used for those purposes outlined in the Agreement.
- B. Funds shall be deemed misused when the Grantee does not fully utilize funds in accordance with this Agreement. The Grantee agrees to repay to the County all misused funds.

#### **VIII. Term**

The Effective date of this Agreement shall commence on October 1, 2015, or on the date on which the Agreement is signed by the last Party, and shall terminate on September 30, 2016, unless extended by the Parties.

#### **IX. General Provisions**

- A. Governing Law and Venue. This Agreement shall be governed by and construed in accordance with the laws of the State of Florida. Any action to enforce any of the provisions of this Agreement must be maintained in Tallahassee, Leon County, Florida.
- B. Waiver. Failure to insist upon strict compliance with any term, covenant or condition of this Agreement shall not be deemed a waiver of it. No waiver or relinquishment of a right or power under this Agreement shall be deemed a waiver of that right or power at any other time.
- C. Modification. This Agreement shall not be extended, changed or modified, except in writing duly executed by the Parties hereto.



- D. Binding Effect. This Agreement shall be binding upon the successors and, subject to below, assigns of the Parties hereto.
- E. Assignment. Because of the unique nature of the relationship between the Parties and the terms of this Agreement, neither Party hereto shall have the right to assign this Agreement or any of its rights or responsibilities hereunder to any third Party without the express written consent of the other Party to this Agreement, which consent shall not unreasonably be withheld.
- F. Entire Agreement. This Agreement constitutes the entire agreement between the Parties with respect to the matters contained herein, and all prior agreements or arrangements between them with respect to such matters are superseded by this Agreement.
- G. Headings. Headings in this Agreement are for convenience only and shall not be used to interpret or construe its provisions.
- H. Ambiguity. This Agreement has been negotiated by the Parties with the advice of counsel and, in the event of an ambiguity herein, such ambiguity shall not be construed against any Party as the author hereof.
- I. Public Bodies. It is expressly understood between the Parties that the County is a political subdivision of the State of Florida. Nothing contained herein shall be construed as a waiver or relinquishment by the County to claim such exemptions, privileges or immunities as may be provided to that Party by law.
- J. Force Majeure. A Party shall be excused from performance of an obligation under this Agreement to the extent, and only to the extent, that such performance is affected by a "Force Majeure Event" which term shall mean any cause beyond the reasonable control of the Party affected, except where such Party could have reasonably foreseen and reasonably avoided the occurrence, which materially and adversely affects the performance by such Party of its obligation under this Agreement. Such events shall include, but not be limited to, an act of God, disturbance, hostility, war, or revolution; strike or lockout; epidemic; accident; fire; storm, flood, or other unusually severe weather or act of nature; or any requirements of law.
- K. Cost(s) and Attorney Fees. In the event of litigation between the Parties to construe or enforce the terms of this Agreement or otherwise arising out of this Agreement, the prevailing Party in such litigation shall be entitled to recover from the other Party its reasonable costs and attorney's fees incurred in maintaining or defending subject litigation. The term litigation shall include appellate proceedings.

- L. Severability. It is intended that each Section of this Agreement shall be viewed as separate and divisible, and in the event that any Section, or part thereof, shall be held to be invalid, the remaining Sections and parts shall continue to be in full force and effect.
- M. Revision. In any case where, in fulfilling the requirements of this Agreement or of any guarantee, embraced or required hereby, it is deemed necessary for the Grantee to deviate from the requirements of this Agreement, the Grantee shall obtain the prior written consent of the County.
- N. Publicity. Without limitation, the Grantee and its employees, agents, and representatives shall not, without prior written approval of the County, in each instance, use in advertisement, publicity or other promotional endeavor any County mark, the name of the County, or any County officer or employee, nor represent directly or indirectly, that any products or Services provided by the Grantee have been approved or endorsed by Leon County or refer to the existence of this Agreement in press releases, advertising or materials distributed by the Grantee to its respective customers.
- O. Public Entity Crime. Pursuant to section 287.133, Florida Statutes, the following restrictions are placed on the ability of persons convicted of a public entity crime to transact business with Leon County: when a person or affiliate has been placed on the convicted vendor list following a conviction for public entity crime, he/she may not submit a bid on a contract to provide any goods or Services to a public entity, may not submit a bid on a contract with a public entity for the construction or the repair of a public building or public work, may not submit bids on leases of real property to a public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in section 287.017, Florida Statutes, for Category two, for a period of 36 months from the date of being placed on the convicted vendor list.
- P. Civil Rights Requirements. The Grantee shall not discriminate against any employee in the performance of this Agreement or against any applicant for employment because of age, race, religion, color, disability, national origin, or sex. The Grantee further agrees that all subcontractors or others with whom it arranges to provide Services or benefits to participants or employees in conjunction with any of its programs and activities are not discriminated against because of age, race, religion, color, disability, national origin, or sex. The Grantee shall conduct its funded activities in such a manner as to provide for non-discrimination and full equality of opportunity regardless of race, color, religion, national origin, sex, age, handicap, marital status, political affiliation, or beliefs.



Therefore, the Grantee agrees to comply with Title VII of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, the Florida Human Rights Act, and the American Disabilities Act of 1990.

- Q. Survival. Any provision of this Agreement which contemplates performance or observance subsequent to any termination or expiration of this Agreement, will survive expiration or termination of this Agreement.
- R. Counterparts. This Agreement may be executed in one or more counterparts, each of which will be deemed an original but all of which taken together will constitute one and the same instrument.
- S. Indemnity. The Grantee agrees to indemnify, defend and hold harmless the County, its officials, officers, employees and agents, from and against any and all claims, damages, liabilities, losses, costs, or suits, of any nature whatsoever arising out of, because of, or due to any acts or omissions of the Grantee, its delegates, employees and agents, arising out of or under this Agreement, including a reasonable attorney's fees. The County may, at its sole option, defend itself or require the Grantee to provide the defense. The Grantee acknowledges that ten dollars (\$10.00) of the amount paid to the Grantee is sufficient consideration of the Grantee's indemnification of the County.
- T. Agency. Nothing herein contained is intended or should be construed as creating or establishing the relationship of agency, partners, or employment between the Parties hereto, or as constituting either Party as the agent or representative of the other for any purpose. Grantee is not authorized to bind the County to any contracts or other obligations and shall not expressly represent to any Party that the Grantee and County are partners or that Grantee is the agent or representative of the County.
- U. Public Records. The Grantee shall:
1. Keep and maintain public records that ordinarily and necessarily would be required by the public agency in order to perform the service.
  2. Provide the public with access to public records on the same terms and conditions that the public agency would provide the records and at a cost that does not exceed the cost provided in this chapter or as otherwise provided by law.
  3. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law.

4. Meet all requirements for retaining public records and transfer, at no cost, to the public agency all public records in possession of the contractor upon termination of the contract and destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. All records stored electronically must be provided to the public agency in a format that is compatible with the information technology systems of the public agency.

V. Sovereign Immunity

Nothing herein shall be construed as a waiver of any rights and privileges afforded the County under section 768.28, Florida Statutes.

WHERETO, the Parties have set their hands and seals effective the date whereon the last

Party executes this Agreement.

COUNTY

BY: Vincent S. Long  
Vincent S. Long  
County Administrator

GRANTEE

By: F. Courtney Atkins  
As Its: Executive Director  
Date: 10-30-15

DATE: 11.30.15

Attest: \_\_\_\_\_  
As Its: \_\_\_\_\_

ATTEST:

Bob Inzer

Clerk of Circuit Court and Comptroller  
Leon County, Florida

By: \_\_\_\_\_



APPROVED AS TO FORM:

Leon County Attorney's Office  
Leon County, Florida

By: Herbert W. A. Thiele  
Herbert W. A. Thiele  
County Attorney



**PART 1 of 2014-15 YEAR-END NARRATIVE REPORT**

Please complete only the areas highlighted in green

Agency Name: Foundation Leon County School Program Name: Whole Child Leon, Inc.  
Reporting Period: October 1, 2014 - September 30, 2015

Funding Source (Please Check One):

- ☒ General Revenue  
☐ CDBG (Community Development Block Grant)  
☐ Change for Change  
☐ GR Special Project

| Section 1: Persons Served                |                         |       |       |                                   |                                |                    |               |
|------------------------------------------|-------------------------|-------|-------|-----------------------------------|--------------------------------|--------------------|---------------|
| PERSONS SERVED:                          | Black/ African American | White | Asian | American Indian or Alaskan Native | Native Hawaiian/ Other Pacific | Other Multi Racial | Total Persons |
| Male                                     | 510                     | 521   | 35    |                                   |                                | 63                 | 1129          |
| Female                                   | 547                     | 640   | 42    |                                   |                                | 40                 | 1269          |
| TOTALS:                                  | 1057                    | 1161  | 77    | 0                                 | 0                              | 103                | 2398          |
| ETHNICITY:                               |                         |       |       |                                   |                                |                    |               |
| Hispanic                                 | 53                      | 45    |       |                                   |                                |                    | 98            |
| AGE CATEGORIES:                          |                         |       |       |                                   |                                |                    |               |
| Birth - 5                                | 55                      | 75    | 17    |                                   |                                | 55                 | 202           |
| 6-12                                     | 81                      | 132   | 9     |                                   |                                | 49                 | 271           |
| 13-18                                    | 58                      | 60    | 1     |                                   |                                | 9                  | 128           |
| 19-25                                    | 221                     | 205   | 4     |                                   |                                | 5                  | 435           |
| 26-39                                    | 181                     | 185   | 8     |                                   |                                | 18                 | 390           |
| 40-54                                    | 197                     | 259   | 7     |                                   |                                | 15                 | 478           |
| 55 and above                             | 245                     | 226   | 13    |                                   |                                | 10                 | 494           |
| AGE CATEGORY TOTALS:                     | 1038                    | 1142  | 59    | 0                                 | 0                              | 159                | 2398          |
| INCOME LEVELS:                           |                         |       |       |                                   |                                |                    |               |
| LOW (51-80% of Area Median Income (AMI)) |                         |       |       |                                   |                                |                    | 0             |
| VERY LOW (31-50% of AMI)                 |                         |       |       |                                   |                                |                    | 0             |
| EXTREMELY LOW (30% & below AMI)          |                         |       |       |                                   |                                |                    | 0             |
| INCOME LEVEL TOTALS:                     | 0                       | 0     | 0     | 0                                 | 0                              | 0                  | 0             |
| HOUSEHOLDS:                              |                         |       |       |                                   |                                |                    |               |
| Total Female-Headed Households Served:   |                         |       |       |                                   |                                |                    |               |
| Total Household Served:                  |                         |       |       |                                   |                                |                    |               |

| Income Guidelines Effective July 1, 2014: Leon County, Florida                                      |               |                                                   |                |          |          |          |          |          |          |          |
|-----------------------------------------------------------------------------------------------------|---------------|---------------------------------------------------|----------------|----------|----------|----------|----------|----------|----------|----------|
| Area                                                                                                | Median Income | Income Category                                   | Household Size |          |          |          |          |          |          |          |
| Leon County                                                                                         | \$64,800      | <a href="#">Income Limits</a>                     | 1 Person       | 2 Person | 3 Person | 4 Person | 5 Person | 6 Person | 7 Person | 8 Person |
|                                                                                                     |               |                                                   | \$35,950       | \$41,050 | \$46,200 | \$51,300 | \$55,450 | \$59,550 | \$63,650 | \$67,750 |
|                                                                                                     |               | <a href="#">Very Low (50%) Income Limits</a>      | \$22,450       | \$25,650 | \$28,850 | \$32,050 | \$34,650 | \$37,200 | \$39,750 | \$42,350 |
|                                                                                                     |               | <a href="#">Extremely Low (30%) Income Limits</a> | \$13,500       | \$15,730 | \$19,790 | \$23,850 | \$27,910 | \$31,970 | \$36,030 | \$40,090 |
| Following areas: Gadsden, Jefferson, and Leon counties. Income limits effective as of July 1, 2014. |               |                                                   |                |          |          |          |          |          |          |          |

**PART 2 of the 2014-15 Year-End Narrative Report****Section 2: Program Accomplishments**

- a) List program tasks/activities/Products **exactly as stated in the 2014-15 Agency Agreement's, Attachment A-Statement of Work** and describe, in detail, specific program achievements for this reporting period.

| <b>Attachment A: Statement of Work</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Tasks, Activities or Products</b><br><b>(Exactly as listed in your 2014-15 Agency Contract):</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Specific Achievements:</b><br>Provide specific information such as number of clients served; specific program activities, frequency of activities, etc. Describe, in detail, specific program achievements for this reporting period.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <p><b>A. Early Childhood System of Care/PACT -</b> (Provider and Community Advocating for Children Together) A. Early Childhood System of Care/PACT (Provider and Community Advocating for Children Together) - As a result of a Substance Abuse Mental Health Services Administration (SAMHSA) System of Care planning grant, received by Department of Children and Families in October 2011, Days. WCL is the facilitating agency and a vision, mission and a strategic plan was developed to expand early childhood mental health services and supports in order to improve the social, emotional, developmental, and behavioral health of infants and young children, from birth through age 8. The PACT workgroups continue to develop and refine their objectives. Each of the PACT workgroups have or are in the process of developing a work plan designed to accomplish specific strategic plan goals. The plans already developed include the Cultural &amp; Linguistic Competence, Social Marketing and Financial/Sustainability Plan. Gadsden/Leon PACT does not provide any direct services to children or their families but represent the agencies and programs that do provide direct services. The Collaboration &amp; Coordination of Services and Activities workgroup has undertaken the goal of looking at the local array of services and accessibility of services to help the local service agencies better serve the children and families in our target population.</p> | <p><b>A. Early Childhood System of Care/PACT-</b> The PACT Coordinating Council Meeting and Community Meeting are monthly on 2<sup>nd</sup> Fridays. Beginning in July we combined the PACT Community Meeting with the WCL Professional Network meeting and restructured the meeting to a "Community Conversation" style meeting where providers work together to identify gaps in services and make recommendations to the PACT Coordinating Council for addressing those gaps. 4<sup>th</sup> Q Community Conversation meetings were held June 11, July 10 and Aug 14. Outcomes from these meetings are as follows:</p> <ol style="list-style-type: none"> <li>1. Implemented the new WCL Professional Network and the PACT Community Meeting format resulting in improving the types and effectiveness of services to the early childhood population by hosting a community discussion with providers and parents together to learn about the challenges that young families have, what services are available and what are needed.<br/>Helping the community address the 6 Family Protective Factors and nurture all 6 dimensions of a child's well-being in order to raise a healthy child while using the SOC values of: Family-driven and youth-guided, Home and community based, Strengths-based and individualized, Trauma- informed, Culturally and linguistically competent, Connected to natural helping networks, Data- driven, quality and outcomes oriented.</li> <li>2. PACT Family &amp; Youth Advisory/Advocacy Council –working to engage parents through monthly parent support groups (PACT Partners hosting and through Family Café initiative (wrote application for Knight Community grant).</li> <li>3. Emergency Drop-in Service –this large well represented workgroup has been meeting with representatives from The Kearny Center and the RCC for the past 12 months in an effort to open a child development center for children 0-5 who are experiencing homelessness in the former Dick Howser Center. After many challenges, the workgroup has decided the most viable solution is for this initiative to start as a drop-in service for families with young children experiencing homelessness. The work group is moving forward with securing all the necessary resources and other considerations including; creating intake forms and an orientation process for new families, a waitlist, donations, and coordinating meals for children, and having resources like diapers, wipes, etc. available at the center.</li> </ol> <p>New provider partners- During this reporting period Florida Therapy, Inc. and the Capital City Youth Services, HelpingHands2, Big Bend Hospice and Turn About, Inc. showed increased readiness to embrace system of care values in the services that they provide. Helping Hands2 started off funded by</p> |



## PART 2 of the 2014-15 Year-End Narrative Report

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>B. Healthy Infant Partnership</b>-Consists of representatives from agencies and organizations serving children and families, community advocates and volunteers. The group is finding ways to address the high infant death rate and other poor birth outcomes in our area. Leon County has more low birth weight babies and a higher infant mortality rate than the state average, especially high among the African American population.</p> <p>Americans. WCL Exec Director hosts and co-chairs the monthly Steering Committee meeting and helps to coordinate activities of team members.</p> | <p>DJJ to provide a 6-week diversion program for first time offenders in Gadsden County ages 5-18. Through community collaboration the agency grew in capacity to provide additional services through funding raised by our thrift store, such as after school tutoring, mental health and substance abuse and first time employment opportunities and training. We also offer disability eligibility services and donate a lot of clothes and furniture throughout the year (based on availability). <b>Big Bend Hospice</b> is directly involved in the Trauma Informed Care workgroup in our area and will be working with the PACT Partnership in developing Trauma Informed services in our area. <b>Turn About, Inc.</b> also began working with more directly with this site during this quarter. Currently 16 of the 40 members of the PACT Coordinating Council are either family members or youth who have received social-emotional, behavioral, developmental or physical health services through system of care providers. We have 6 family members or youth from three family organizations actively working with the PACT Partnership. These represent NAMI, The Federation of Families, and the Family Café, Inc. The Whole Child Leon/PACT Partnership Facebook page reached 10,600 people during this quarter. The Parent &amp; Youth Engagement workgroup has started weekly mom to mom weekly meetings to raise awareness and get more parents involved in SOC activities. During this quarter they have reached out to 20 community moms in this process The major youth event during this quarter was the MY FEST youth day. During that event approximately 1, 500 youth and parents were exposed to the mental health messages.</p> <p><b>B. Healthy Infant Partnership</b> - The aim this year was to increase awareness around the health disparities among minority populations and to engage community residents with physicians and other healthcare professionals in meaningful discussions. The team met monthly to plan for and implement the 2<sup>nd</sup> Annual Maternal Child Health Community Forum event held on April 18<sup>th</sup>. The event was held at FAMU College of Pharmaceutical Science. Dr. Camara Jones, MD, MPH, Ph.D. was keynote speaker and panelists included physicians, public health professors and an area youth. 75 plus provider and members of the community attended the event. CEUs and CME accreditation was provided. The team met on April 24<sup>th</sup>, May 22<sup>nd</sup> and June 16<sup>th</sup> to review event surveys, follow-up with event sponsors and participants and to begin planning next year's event. All meetings were held a WCL office and the conference planning has been a collaborative effort of the following partners: FAMU College of Pharmaceutical Science and Institute of Public Health, FSU College of Medicine, FL-DOH Leon, and Capital Area Healthy Start Coalition.</p> <p>In July the HIP organized a group to discuss strategies for increasing the number of women initiating breast feeding and increasing the duration that women breast feed. The group meets at Tallahassee Pediatric Foundation and is focusing policy issues that would address the barriers to breast feeding in the workplace.</p> |
| <p><b>D. Community Engagement Opportunity</b> - WCL is not a direct service provider but Whole Child identifies and addresses critical community issues affecting children 0-5 and is catalyst to create partnerships that solve problems. Driven by its mission of building a community where everyone works together to make sure children</p>                                                                                                                                                                                                                                                        | <p><b>D. Community Engagement Opportunity</b> -the WCL website had 11,868 visits and 21, 203 page views in FY 14-15. The Resource Guide continues to be the most viewed component of the site. WCL staff engaged community leaders, provider partners, parents and families by participating and/or facilitating the following community events, planning meetings and presentations during this quarter. Staff interfaced with 2456 community leaders, providers, parents, caregivers and children (see demographics).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

## PART 2 of the 2014-15 Year-End Narrative Report

|                                                                                       |                                                                                                                                                  |     |
|---------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| thrive, Whole Child Leon is focused on ensuring that all children in Leon County are: | WCL attended 41 community events attend during quarter 1, interfacing with 2793 providers, community leaders and advocates, parents and children |     |
| • Community Participation and Ownership in Early Childhood Success                    | October 2-TLCC on the Status of Women and Girls                                                                                                  | 32  |
| • Healthy at age 1                                                                    | October 7-SC Revitalization Council                                                                                                              | 8   |
| • Making Appropriate Progress                                                         | October 10-PACT Coordinating Council                                                                                                             | 16  |
| • Entering Kindergarten Ready to Succeed                                              | October 14-FL IMPACT                                                                                                                             | 55  |
|                                                                                       | October 18-ELC 5k Run for Readiness                                                                                                              | 225 |
|                                                                                       | October 23-Leadership TLH Tour of South City                                                                                                     | 26  |
|                                                                                       | October 24-Kids Inc. partner Focus Group                                                                                                         | 18  |
|                                                                                       | October 25-National Day of During                                                                                                                | 155 |
|                                                                                       | October 25- Family Health Fun Fair                                                                                                               | 95  |
|                                                                                       | October 27-Healthy Infant Partnership                                                                                                            | 12  |
|                                                                                       | October 27- Professional Network Meeting                                                                                                         | 58  |
|                                                                                       | October 28- County Commission Meeting                                                                                                            | 56  |
|                                                                                       | October 28- Preconception Health Planning Meeting                                                                                                | 11  |
|                                                                                       | October 29- COT Benefits & Wellness Fair                                                                                                         | 809 |
|                                                                                       | October 30- Food Advisory Board                                                                                                                  | 16  |
|                                                                                       | October 31- Developmental Screening                                                                                                              | 402 |
|                                                                                       | November 4 - SC Revitalization Council                                                                                                           | 7   |
|                                                                                       | November 7- FL Impact-Mentoring meeting with Ned Pope                                                                                            | 47  |
|                                                                                       | November 10- Neighborhood Medical for PACT                                                                                                       | 16  |
|                                                                                       | November 11- SC Neighborhood Community Meeting                                                                                                   | 41  |
|                                                                                       | November 13- Leon County Community Meeting                                                                                                       | 45  |
|                                                                                       | November 13-Greater Frenchtown/Southside Community Redevelopment Area                                                                            | 81  |
|                                                                                       | November 18-Food on the Move Sustainability                                                                                                      | 14  |
|                                                                                       | November19-PreconceptionHealthPlanningMeeting                                                                                                    | 11  |
|                                                                                       | November 20-Community Engagement event-Country Club Housing                                                                                      | 35  |
|                                                                                       | November 24-Professional Network Meeting                                                                                                         | 52  |
|                                                                                       | November 25- COPE                                                                                                                                | 18  |
|                                                                                       | December 1-Mini Grants                                                                                                                           | 58  |
|                                                                                       | December1-211andGoodwillIndustries-HoneyHouse                                                                                                    | 13  |
|                                                                                       | December 2-10 year WCL Anniversary                                                                                                               | 78  |
|                                                                                       | December4-211 and Goodwill Industries-Honey House                                                                                                | 13  |
|                                                                                       | December 8-ELC (Matt)-Honey House                                                                                                                | 15  |
|                                                                                       | December 9-SC Revitalization Council                                                                                                             | 8   |
|                                                                                       | December 9-Leon County Alliance for Girls                                                                                                        | 18  |
|                                                                                       | December 9-211 and Goodwill Industries-Honey House 21                                                                                            |     |
|                                                                                       | December11- Renaissance Community Center                                                                                                         | 25  |
|                                                                                       | December12-PACT Holiday Celebrating                                                                                                              | 28  |
|                                                                                       | December12- ELC, 211 and Goodwill Industries-Honey House                                                                                         | 16  |
|                                                                                       | December12-FLDOH,FAMU,FSU-CommunityAdvisoryCommittee                                                                                             |     |
|                                                                                       | Southside/Frenchtown                                                                                                                             | 36  |
|                                                                                       | December 16-SC Neighborhood Holiday Party                                                                                                        | 75  |
|                                                                                       | December 18-WCL Board Meeting                                                                                                                    | 18  |
|                                                                                       | D. Community Events - WCL attended 68 community events attend during quarter 2 with interfacing with 3053 children and families                  |     |
|                                                                                       | January 10 – Baby & Family Fair 2015                                                                                                             | 415 |
|                                                                                       | January 12 – Leon County Alliance for Girls                                                                                                      | 22  |
|                                                                                       | January 13 – Honey House/Goodwill Industries                                                                                                     | 19  |
|                                                                                       | January 13 – Youth Health Leadership                                                                                                             | 21  |



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| January 13 – Cultural/Linguistic Competency                        | 125 |
| January 13 – SC Neighborhood Meeting                               | 35  |
| January 15 – COC Meeting/211 Big Bend                              | 55  |
| January 20 – SC Revitalization Council                             | 6   |
| January 20 – Preconception Health Conference Planning              | 10  |
| January 24 – Leon County Sustainable Communities Summit            | 385 |
| January 26 – Professional Network Meeting                          | 65  |
| February 3 – Food Desert Advisory Board                            | 7   |
| February 4 - 3k Fun Run Planning                                   | 5   |
| February 4 –PACT Leadership                                        | 16  |
| February 5 – PACT-CAHSC                                            | 16  |
| February 6 – Mayor's Children's Summit Planning                    | 8   |
| February9 - Diabetes Camp Planning Committee                       | 6   |
| February 9 – South City Pastor/Leaders Strategy Meeting            | 9   |
| February 10 –Tobacco Free Leon                                     | 21  |
| February 10 –Tobacco Free Leon                                     | 18  |
| February 10- WC Martin Exec Director                               | 5   |
| February 11 – Judge Ashenafi-Richardson                            | 19  |
| February 11 – Preconception Health Conference Planning             | 12  |
| February 12 –Dr Michael Thompson and Otis Kirksey                  | 4   |
| February 12- South City I-Grow Garden -Collards and Cornbread      | 66  |
| February 13 – CAIMHWCLSEAT                                         | 19  |
| February 13 - Help Me Grow Leadership Team                         | 12  |
| February13 –PACT Community Meeting                                 | 24  |
| February 17 –Honey's House Planning                                | 11  |
| February 17 - Food Business Seminar                                | 18  |
| February 20 – South City I-Grow Garden Meeting                     | 9   |
| February 21 – Spring Wellness Fair                                 | 165 |
| February 23 – Healthy Infant Partnership                           | 12  |
| February 23 – Professional Network Meeting                         | 70  |
| February 25 – Preconception Health Conference Planning             | 12  |
| February 25 – South City Revitalization Council                    | 6   |
| February 25 – Youth Health Leadership                              | 42  |
| February 25 – Youth Health Leadership                              | 26  |
| February 27 – Youth Health Leadership                              | 25  |
| March 2 –Southside Pastor's Meeting                                | 6   |
| March 2 – Food Desert Advisory                                     | 8   |
| March 4 – Youth Health Leadership                                  | 26  |
| March 5 – SCRC Built Environment                                   | 12  |
| March 6 – 3k Fun Run City Hall Meeting                             | 7   |
| March 6 – PACT Community Meeting                                   | 26  |
| March 6 – Youth Health Leadership                                  | 24  |
| March 7 – Community Health Fair                                    | 194 |
| March 10 – Youth Health Leadership                                 | 15  |
| March 11 – Youth Health Leadership                                 | 21  |
| March 11 – Preconception Health Conference Planning                | 12  |
| March 12 – FSU CoM Maternal MH Advisory                            | 18  |
| March 12 – Prenatal Mental Health Meeting                          | 22  |
| March 12 – Food Business Seminar                                   | 27  |
| March 12 – Igrow South City Collards & Cornbread Community Meeting | 53  |
| March 13 – WCL/ PACT Presentation TCC Trauma Informed Care         | 26  |
| March 16 – WCL Strategic Planning Meeting with Chair               | 4   |
| March 21 – South City I-Grow Garden Meeting                        | 15  |

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| March 23 – Professional Network Meeting                                                                                                                                                                                                                                                                                               | 52  |
| March 24 – WCL Budget reporting meeting with FLCS                                                                                                                                                                                                                                                                                     | 4   |
| March 24 – School Board Presentation                                                                                                                                                                                                                                                                                                  | 32  |
| March 25 – WCL Executive Committee                                                                                                                                                                                                                                                                                                    | 4   |
| March 25 – Youth Health Leadership                                                                                                                                                                                                                                                                                                    | 26  |
| March 27 – Youth Health Leadership                                                                                                                                                                                                                                                                                                    | 21  |
| March 25 – City Commission                                                                                                                                                                                                                                                                                                            | 58  |
| March 26 – LCF Fundraiser                                                                                                                                                                                                                                                                                                             | 16  |
| March 27 – Mayor's Children Summit                                                                                                                                                                                                                                                                                                    | 195 |
| March 27 – Preconception Health Conference Planning                                                                                                                                                                                                                                                                                   | 14  |
| March 28 – South City I-Grow Garden/Workday                                                                                                                                                                                                                                                                                           | 73  |
| March 30 – Tallahassee Democrat- Healthy Babies                                                                                                                                                                                                                                                                                       | 8   |
| March 30 – Ad Hoc Bylaws Committee                                                                                                                                                                                                                                                                                                    | 5   |
| March 31 – Southside Community Conversation                                                                                                                                                                                                                                                                                           | 235 |
| <b>D. Community Engagement Opportunity - WCL staff engaged community leaders, provider partners, parents and families issues for at the following community events , planning meetings and presentations during quarter 3 interfacing with 2456 community leaders, providers parents, caregivers and children (see demographics).</b> |     |
| April 1 – Roxanne Manning - South City                                                                                                                                                                                                                                                                                                | 3   |
| April 2 – RCC Ribbon Cutting                                                                                                                                                                                                                                                                                                          | 210 |
| April 2 – County Judges Presentation                                                                                                                                                                                                                                                                                                  | 25  |
| April 3 –Haley Cutler- Oasis                                                                                                                                                                                                                                                                                                          | 18  |
| Apr 4 – Providence Community Health/Wellness Fair                                                                                                                                                                                                                                                                                     | 85  |
| April 4 – IGROW SC                                                                                                                                                                                                                                                                                                                    | 32  |
| April 5 – BUILD Meeting                                                                                                                                                                                                                                                                                                               | 10  |
| April 7 – Leon Extension                                                                                                                                                                                                                                                                                                              | 12  |
| April 8 - Faith-based volunteer planning meeting                                                                                                                                                                                                                                                                                      | 8   |
| April 8 –IGrow -City Hall                                                                                                                                                                                                                                                                                                             | 6   |
| April 10 – Developmental Screening                                                                                                                                                                                                                                                                                                    | 75  |
| April 11 - IGROW SC                                                                                                                                                                                                                                                                                                                   | 23  |
| April 13 – SC Pastors/Leaders Meeting                                                                                                                                                                                                                                                                                                 | 8   |
| April 13 – Patrick Wiggins – WCL Fundraiser                                                                                                                                                                                                                                                                                           | 5   |
| April 13 – Children's Week Award Dinner                                                                                                                                                                                                                                                                                               | 62  |
| April 14 – Children's Day at the Capitol                                                                                                                                                                                                                                                                                              | 241 |
| April 15 –PACT Partner Interest - William McClusky                                                                                                                                                                                                                                                                                    | 21  |
| April 16 –Big Bend Cares -                                                                                                                                                                                                                                                                                                            | 18  |
| April 16 – PACT Leadership                                                                                                                                                                                                                                                                                                            | 26  |
| April 16 – Preconception Health Planning                                                                                                                                                                                                                                                                                              | 9   |
| April 17 – PACT Community Meeting                                                                                                                                                                                                                                                                                                     | 24  |
| April 17 –SC Multi-sport Club                                                                                                                                                                                                                                                                                                         | 7   |
| April 18 – Preconception Health Conference –FAMU                                                                                                                                                                                                                                                                                      | 135 |
| April 18 – STOMP                                                                                                                                                                                                                                                                                                                      | 232 |
| April 18 – Frenchtown Neighborhood Improvement                                                                                                                                                                                                                                                                                        | 12  |
| April 20 – SC Community Garden Recognition Day                                                                                                                                                                                                                                                                                        | 32  |
| April 20 – Youth Build Strategy Meeting                                                                                                                                                                                                                                                                                               | 7   |
| April 27 – Professional Network Meeting                                                                                                                                                                                                                                                                                               | 72  |
| April 30 – United Way of Big Bend – Oasis                                                                                                                                                                                                                                                                                             | 23  |
| May 4 – Staff Meeting                                                                                                                                                                                                                                                                                                                 | 2   |
| May 5 – City Hall (iGrow Frenchtown)                                                                                                                                                                                                                                                                                                  | 9   |
| May 5 – iGrow SC workday                                                                                                                                                                                                                                                                                                              | 28  |
| May 5 – Building Better Boards                                                                                                                                                                                                                                                                                                        | 18  |



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| May 5 – TFN Community Garden Program Development        | 9   |
| May 6 – UPHS Conference                                 | 53  |
| May 7 – PACT Leadership                                 | 24  |
| May 8 – Help Me Grow                                    | 12  |
| May 8 – Lawton Childers Dinner                          | 62  |
| May 8 – PACT Planning Meeting                           | 22  |
| May 8 – Pierce/Faith-Based Volunteer                    | 6   |
| May 8 – City Hall – iGrow Event                         | 9   |
| May 8 – BUILD                                           | 8   |
| May 11 – Staff Meeting                                  | 4   |
| May 11 – Americorp Volunteer                            | 6   |
| May 12 – South City Multi Sport Club                    | 7   |
| May 12 – Honey House                                    | 12  |
| May 14 – iGrow South City Collard & Combread            | 23  |
| May 18 – Staff Meeting                                  | 2   |
| May 18 – Professional Network Meeting                   | 52  |
| May 19 – Urban Land Institute Meeting                   | 18  |
| May 20 – Urban Land Institute Meeting                   | 23  |
| May 20 – City Commission                                | 35  |
| May 20 – Frenchtown Neighborhood Association            | 20  |
| May 20 – SHAC                                           | 15  |
| May 21 – Thornnwell Children's Ministry                 | 26  |
| May 21 – Food on The Move                               | 11  |
| May 26 – Staff Meeting                                  | 4   |
| May 26 – Laurie Dozier                                  | 3   |
| May 26 – LCS Wellness                                   | 26  |
| May 26 – Food on The Move                               | 8   |
| May 26 – PACT – Frank Platt                             | 22  |
| May 26 – SC Resident Meeting                            | 18  |
| May 26 – Leadership Tallahassee Meeting                 | 22  |
| May 30 – Greater Love – Community Health Fair           | 102 |
| June 1 – Food on The Move                               | 8   |
| June 1 – Staff Meeting                                  | 4   |
| June 1 – PACT/WCL Committee                             | 22  |
| June 2 – Meade – SC Health Assessment                   | 5   |
| June 2 – Mayor's Community Investment Meeting           | 12  |
| June 4 – Career Source (Anthony)                        | 8   |
| June 4 – Neighborhood Works Meeting                     | 11  |
| June 9 – Staff Meeting                                  | 4   |
| June 9 – SHAC Meeting                                   | 18  |
| June 10 – FSU Maternal Mental Health                    | 15  |
| June 10 – Mayor's Community Investment Meeting          | 12  |
| June 10 – Patrick Wiggins (fundraiser)                  | 5   |
| June 15 – Staff Meeting                                 | 2   |
| June 15 – Preconception Health Meeting                  | 13  |
| June 16 – Mayor Community Investment Meeting            | 12  |
| June 16 – CAHSC Annual Meeting                          | 14  |
| June 17 – Operation Caregiver Meeting (Wendy Turney)    | 2   |
| June 19 – Community Assessment Meeting                  | 6   |
| June 22 – Profession Network Meeting                    | 53  |
| June 22 – Food on the Move/Interns                      | 4   |
| June 22 – Southside Initiatives Press Conference        | 38  |
| June 24 – Sub-Committee on Service Data after Screening | 8   |

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| June 24 – SCMC                                                                                                                                                                                                                                                                                                                            | 7   |
| June 26 – The Sharing Tree                                                                                                                                                                                                                                                                                                                | 3   |
| June 30 – Science Saturday Event Meeting/City Hall                                                                                                                                                                                                                                                                                        | 5   |
| <b>D. Community Engagement Opportunity - WCL staff 123 engaged community leaders, provider partners, parents and families issues for at the following community events , planning meetings and presentations during quarter 4 interfacing with 2398 community leaders, providers parents, caregivers and children (see demographics).</b> |     |
| July 1 – DCF/Jeanne Olson                                                                                                                                                                                                                                                                                                                 | 12  |
| July 2 – Patrick Wiggins/Fundraiser                                                                                                                                                                                                                                                                                                       | 32  |
| July 2 – iGrow South City planning Meeting/Grand Opening                                                                                                                                                                                                                                                                                  | 8   |
| July 6 – Food on the Move Interns                                                                                                                                                                                                                                                                                                         | 5   |
| July 6 – Staff Meeting                                                                                                                                                                                                                                                                                                                    | 3   |
| July 7 – Youth Scholarship (Melanie Simmons/Sheila Costigan)                                                                                                                                                                                                                                                                              | 5   |
| July 7 – Child Development Center RCC                                                                                                                                                                                                                                                                                                     | 21  |
| July 7 – CHSP Meeting                                                                                                                                                                                                                                                                                                                     | 26  |
| July 7 – County Commission Meeting                                                                                                                                                                                                                                                                                                        | 38  |
| July 8 – City Budget Meeting                                                                                                                                                                                                                                                                                                              | 55  |
| July 9 – Parent Engagement Work Group                                                                                                                                                                                                                                                                                                     | 17  |
| July 9 – Community Investment Task Force                                                                                                                                                                                                                                                                                                  | 11  |
| July 9 – Americorp Volunteer                                                                                                                                                                                                                                                                                                              | 2   |
| July 9 – Community Health Assessment                                                                                                                                                                                                                                                                                                      | 8   |
| July 10 – Help Me Grow Advisory                                                                                                                                                                                                                                                                                                           | 17  |
| July 10 – PACT Community Meeting                                                                                                                                                                                                                                                                                                          | 28  |
| July 13 – SCMC/Mike Burns                                                                                                                                                                                                                                                                                                                 | 11  |
| July 13 – Staff Meeting                                                                                                                                                                                                                                                                                                                   | 3   |
| July 14 – Child Development Center RCC                                                                                                                                                                                                                                                                                                    | 19  |
| July 14 – Alan Gerber                                                                                                                                                                                                                                                                                                                     | 15  |
| July 14 – UPHS/ Ellen Piekalkiewicz                                                                                                                                                                                                                                                                                                       | 26  |
| July 15 – PACT/PN Partnership                                                                                                                                                                                                                                                                                                             | 17  |
| July 15 – UF Extension                                                                                                                                                                                                                                                                                                                    | 12  |
| July 16 – Executive Board Meeting                                                                                                                                                                                                                                                                                                         | 6   |
| July 16 – Mayor Community Investment                                                                                                                                                                                                                                                                                                      | 21  |
| July 17 – Community Investment Task Force                                                                                                                                                                                                                                                                                                 | 19  |
| July 17- Alan Gerber Children's Workshop and Benefit Concert                                                                                                                                                                                                                                                                              | 38  |
| July 27 – Staff Meeting                                                                                                                                                                                                                                                                                                                   | 3   |
| July 27 – Food on Move/Intern                                                                                                                                                                                                                                                                                                             | 5   |
| July 29 – SCRC - Capital City Bank                                                                                                                                                                                                                                                                                                        | 2   |
| July 29 – FSU CoM Maternal Health                                                                                                                                                                                                                                                                                                         | 13  |
| July 27-Profession Network Meeting                                                                                                                                                                                                                                                                                                        | 33  |
| July 29 – Maternal Mental Health Community Advisory Board                                                                                                                                                                                                                                                                                 | 17  |
| July 30 – CCYS/Rachel                                                                                                                                                                                                                                                                                                                     | 8   |
| July 30 – Leadership TLH                                                                                                                                                                                                                                                                                                                  | 22  |
| July 31 – Leadership TLH                                                                                                                                                                                                                                                                                                                  | 25  |
| August 1 – Leadership TLH                                                                                                                                                                                                                                                                                                                 | 22  |
| August 3– Staff Meeting                                                                                                                                                                                                                                                                                                                   | 3   |
| August 3 – Community Health Assessment (Meade Griggs)                                                                                                                                                                                                                                                                                     | 9   |
| August 3 - Mollie Hill FSU Com                                                                                                                                                                                                                                                                                                            | 125 |
| August 5 – Mayor Investment Task Force                                                                                                                                                                                                                                                                                                    | 12  |
| August 10 – Staff Meeting                                                                                                                                                                                                                                                                                                                 | 3   |
| August 10 – Commissioner Meeting/Kristin Dozier                                                                                                                                                                                                                                                                                           | 3   |

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| August 10 – Commissioner Meeting/Gil Ziffer                          | 5  |
| August 10 – SHAC Policy Committee                                    | 25 |
| August 10 – Community School                                         | 11 |
| August 11 – Mayor Investment Task Force                              | 18 |
| August 11 – SHAC Meeting                                             | 23 |
| August 12 – Executive Committee                                      | 4  |
| August 12 – PACT/WCL Committee                                       | 20 |
| August 12 – Community Health Assessment (Meade Griggs)               | 5  |
| August 13- S/E Action Team                                           | 15 |
| August 13 – Board Fundraising Conference                             | 26 |
| August 13 – Sheriff Office Presentation                              | 28 |
| August 14 – Kitty Chiles                                             | 5  |
| August 14 – PACT Coordination Council                                | 25 |
| August 14 – Maternal Child Health Community Forum Planning Committee | 9  |
| August 17 – Staff Meeting                                            | 3  |
| August 17 – FDLRS Meeting                                            | 15 |
| August 18 – Community Health Assessment Meeting (Meade Griggs)       | 5  |
| August 18 – PACT/WCL Meeting                                         | 21 |
| August 18 – Second Harvest/FOM wrap up Meeting                       | 13 |
| August 20 – WCL Board Retreat                                        | 18 |
| August 20 – UWBB Stress Conference                                   | 32 |
| August 20 – Advisory Board Meeting                                   | 23 |
| August 21 – Second Harvest/Organize FOM bus materials                | 4  |
| August 21– Big Bend Cares                                            | 4  |
| August 23 – Miaisha Mitchell Award Ceremony                          | 58 |
| August 24 – Staff Meeting                                            | 3  |
| August 24 – Professional Meeting                                     | 66 |
| August 24 – Community School Mtg/Michael Parker                      | 9  |
| August 25 – Community School Mtg/Commission Gil Ziffer               | 10 |
| August 25 – COPE Meeting                                             | 15 |
| August 26 – Quality Life/Target Issue                                | 13 |
| August 26 – League of Women League                                   | 38 |
| August 26 – LCHD-95210/Roseann Sheck                                 | 4  |
| August 26 – CHA/South City                                           | 43 |
| August 26 – Leading Ladies                                           | 22 |
| August 27 – PACT Leadership                                          | 16 |
| August 27 – Paper Tiger Screening                                    | 33 |
| August 28 – City of TLH Garden Planning                              | 6  |
| August 28 – iGrow South City Garden Event                            | 68 |
| August 31 – Board Advisory/Kelly Otte                                | 4  |
| August 31 – Community School Meeting                                 | 8  |
| September 1 – Meade/CHA                                              | 9  |
| September 1 – Staff Meeting                                          | 3  |
| September 2 – Breast Feeding Policy                                  | 11 |
| September 2 – PACT Meeting                                           | 25 |
| September 4 – Community School                                       | 11 |
| September 7 – Staff Meeting                                          | 4  |
| September 8 – SHAC                                                   | 21 |
| September 8 – UPHS/Ellen                                             | 33 |
| September 9 – Community School Meeting                               | 11 |
| September 9 – School Board Meeting                                   | 28 |
| September 9 – Executive Committee Meeting                            | 4  |
| September 10 – Everett Teague-Website                                | 2  |



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| September 10 – Big Bend Cares                           | 4  |
| September 10 – Farmer's Market Meeting                  | 13 |
| September 11 – Screening Meeting                        | 16 |
| September 11 – PACT/WCL Meeting                         | 12 |
| September 11 – Community School Meeting                 | 8  |
| September 13 – Staff Meeting                            | 3  |
| September 14 – CRA/Community Meeting                    | 53 |
| September 15 – UPHS Presentation                        | 36 |
| September 16 – Community School Meeting                 | 9  |
| September 16 – PACT/Frank meeting                       | 3  |
| September 16 – City Budget Meeting                      | 46 |
| September 17 – Executive Committee Meeting              | 4  |
| September 18 – SHAC Policy                              | 18 |
| September 19 – SCRC Built Environment Community Meeting | 43 |
| September 22 – CHA Focus Group                          | 8  |
| September 22 – Quality of Life Target Issue             | 18 |
| September 23 – Breastfeeding Policy Group               | 13 |
| September 23 – PACT/WCL Meeting                         | 12 |
| September 24 – WCL Board Meeting                        | 9  |
| September 24 – Riley House                              | 11 |
| September 25 – Grand Parents as Parents                 | 27 |
| September 28 – Professional Network Meeting             | 70 |
| September 29 – South Side Task Force Meeting            | 12 |

**E. 95210/Community Nutrition Initiatives-**The Whole Picture of Health is a community-wide effort that WCL began in childcare centers to promote behavioral and policy change around sleep, nutrition, physical activity, recreational screen time, sugary drinks and tobacco. 95210: The Whole Picture of Health has since evolved into the backbone for Tallahassee's comprehensive efforts to change neighborhood food environments, increase physical activity and educate pediatricians and health and human service agency professional about childhood obesity prevention.

**E. 95210/Community Nutrition Initiatives-** In May WCL executive director began co-chairing the School Health Advisory Council (SHAC) meetings. The SHAC is focused on addressing policies for health and wellness in the schools and promoting the tenets of 95210. WCL provided all 24 LCS elementary schools 95210 promotional materials for school cafeterias, offices and clinics. The SHAC meets monthly and also focused this year on reviewing existing LCS wellness policies and on identifying policy change recommendations to bring forward to the school board. Additionally, the SHAC is providing school principals and wellness champions resources and solutions to enhancing the culture of health in their schools. SHAC focused on membership and recruited a TMH physician who is a bariatric specialist, 2 parents and one high school youth to serve on the committee.

**Community Nutrition-** WCL staff met on April 30 with Shannon Piotrowski of 2nd Harvest to follow-up with her regarding the viability of getting the Food on the Move bus back into the community for the summer mobile feeding program. It was determined that 2nd Harvest could commit to running the mobile food unit this summer and was interested in partnering with WCL to provide nutrition education to children (and families) participating in the summer feeding program. WCL created program curriculum, budget and staffing needs that was compatible with the new schedule of service of the mobile unit. WCL recruited 2 Youth Health Leaders to staff the bus and provide nutrition education and activities for the children. Follow-up meetings in May and June were held to train youth and provide instruction on curriculum. The Youth Health Leaders attended mandatory training at 2nd Harvest on May 21. The Food on the Move mobile unit began operating summer feeding program on June 8th. Youth Health Leaders met with WCL exec director and 2nd Harvest staff weekly. While the number of children varied on daily basis, approximately 112 different children participated in the program throughout the summer at varying frequency. 31 children were "everyday" participants and were surveyed at the beginning and end of the program. The nutrition education was based on the tenets of the 95210-The Whole Picture of Health initiative. The children



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|                                                                                                                                                                                                                                                                                                | <p>were screened pre and post the 12 week program and showed improvements reducing sugary beverages by 38%, increase fruit and vegetable consumption by 42% and a 10% increase in appropriate levels of sleep.</p> <p><b>iGROW Community Garden Project</b> – The COT, Tallahassee Food Network and WCL/SCRC have partnered to implement a iGROW model community garden in the South City neighborhood. FY 14-15 was focused on planning and implement engaging community youth and residents to get involved in the garden, WCL, TFN and city staff held a grand opening event on August 28th. WCL was responsible for the dedication/ recognition to city officials. Garden meetings and workdays are held for purposes of engaging residents and youth and making progress on garden design, planting and harvesting. The garden workdays are on Tuesdays and Fridays from 3-6 and Saturday mornings.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p><b>F. Kindergarten Readiness-</b> The Kindergarten Readiness Expectations and Parent Survey were created by a <i>Blue Ribbon</i> panel comprised of elementary school principals, elementary school teachers, early childhood educators and directors of childcare centers and parents.</p> | <p><b>F. Kindergarten Readiness</b> - The WCL Quality Education Action Team - Our focus this quarter has been kindergarten learning and to work with Kindergarten teachers and VPK assessment. WCL Quality Education Action Team members are working with the UWBB Education subcommittee and have shared the WCL kindergarten parent survey and participated in the Mayor's Children's Summit Planning Committee to provide information and expertise on quality early learning centers. In May of 2015, the Kindergarten Parent Survey was included in the Kindergarten registration packet for incoming LCS Kindergarten parents to complete. These surveys are shared with principals and educators and used to ensure incoming kindergarten students have the smoothest transition from Pre-K as possible.</p> <p>Community-wide Definition of Kindergarten Readiness - Due to learning standards adopted by the district, the Quality Education Action team has reconvened a "blue-ribbon" committee to review the community-wide definition of "kindergarten readiness" to have ensure it incorporates the new learning standards.</p> <p><b>G. Professional Network</b> - WCL Exec Director facilitates this monthly lunch meeting of 60 + agency representatives, plans and coordinates food, programming (that includes 2 guest speakers and networking activity ) and provide agency program information to all attendees. Attendees are surveyed twice yearly. The meeting structured changed in Q4 to the WCL/PACT Community Conversation (see Section A. under PACT). We held meetings in the Q 4th on:</p> <p><b>July 27th Professional Network Meeting</b> -Presentations "Reading Pals Getting Involved With Young Readers" Charlotte Rice, Education Strategies Associate United Way of the Big Bend Parent Testimony: Joni Hollis "WCL Professional Network -PACT Partnership Community Conversation" Members Frank Platt, Courtney Atkins and Holly McPhail - (attendees 33)</p> <p><b>August 24th Professional Network Meeting</b> -Presentations: "Everybody Eats: A Case For Making It Local" Michelle Gomez, Coordinator Local Food Promotion Sustainable Tallahassee Community Conversation "Parent Power: What Is It And How Do We Get It?" Lori Fahey, CEO The Family Cafe - (attendees 66)</p> <p><b>September 28nd Professional Network Meeting</b> -Presentations "Healthy Start Presentation" Kristy Goldwire, Executive Director, Capital Area Healthy Start Coalition "The Healthy Families Gadsden/Leon Program" Pam Banks, MSW/Program Manager &amp; Kristi Johnson, MSW/FSW Supervisor - (attendees 70)</p> |

## PART 2 of the 2014-15 Year-End Narrative Report

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| <p><b>H. WCL Board Meeting -</b></p> <p><b>I. Whole Child Staff Meetings</b></p> <p><b>J. WCL Sustainability-</b></p> <p><b>K. South City Revitalization Neighborhood Equity Project -</b> WCL executive director Courtney Atkins and Pastor Eddie Franklin formed the South City Revitalization Council (SCRC) in November of 2014. Since that time, the SCRC has grown to include 10 members representing the SC neighborhood association, faith-based community, south side business owners and other community stakeholders.</p> <p>The group agreed to the following as the purpose of the Council.</p> <ul style="list-style-type: none"> <li>• Serve as a change agent to improve the mental, physical, social, spiritual, and emotional health of South City</li> <li>• Engage community residents to have a voice in efforts to improve conditions in South City</li> <li>• Engage community residents to support a neighborhood association</li> <li>• Facilitate organizational development and capacity</li> <li>• Facilitate the aggregation of data to support decision making</li> </ul> <p>was decided that the Council should become a Florida non-profit corporation and should pursue tax exempt status from the IRS under section 501-c-3. The Council has a current set of By-Laws that guides the operations.</p> | <p><b>H. WCL Board Meeting –</b> Executive Director schedules bi- monthly meetings with the full board, and bi-monthly with the Executive Committee, WCL executive director creates meeting agenda, financial report, minutes and the Executive Director's report. The Board held a retreat facilitated by Kelly Otte on August 25<sup>th</sup> and discussed membership roles and established focus areas for 2015-16 and beyond.</p> <p><b>I. Whole Child Staff Meetings –</b> weekly meeting of staff to communicate action plan, assess progress and update staff.</p> <p><b>J. WCL Sustainability-</b> a sustainability subcommittee led by the Exec. Director was formed from members of the WCL Board. The Board meets monthly to strategize priority areas to secure new relationships and funding opportunities. WCL Board and staff hosted a WCL 10-year Anniversary Celebration on Dec.2<sup>nd</sup> at Cascade Park. Kitty and Bud Chiles hosted a fundraiser to benefit WCL on May 8 and raised \$6000. During Q4 WCL has been focusing on preparing to operate under our own 501c3 status and act as our own fiscal agent an effort to offset current admin fees of 8%.</p> <p><b>K. South City Revitalization/Neighborhood Equity Project -</b><br/>The Council and the built environment and health subcommittees meet monthly. This year the South City Revitalization Council has accomplished the following:</p> <ul style="list-style-type: none"> <li>Applied for and received tax exempt status</li> <li>Completed a mapping of the South City neighborhood</li> <li>Prepared a report for the City to provide to the Urban Land Institute Technical Assistance Panel.</li> <li>Facilitated Community "Design Charette" on Sept 19</li> <li>Council and SC Neighborhood Association partnered to host monthly neighborhood meetings in an effort to engage the community around the community garden and neighborhood association membership.</li> <li>Assisted with the planning and implementation of iGrow SC Community Garden</li> <li>Organized Community Health Assessment of the neighborhood</li> <li>Assisted with planning and implementation of the 2<sup>nd</sup> year of the SC Multi-sport Club</li> </ul> |
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## PART 2 of the 2014-15 Year-End Narrative Report

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Future discussion needs to take place regarding the composition of the Board and levels of membership or affiliations.</p> <p>The Council is committed to guiding the work in South City on the basis of sound data. There is no unified base line data for the area. It was decided to divide the data management issues in to three categories and to develop strategies for each.</p> <p>Since WCL has been acting as the fiscal agent for the SCRC, this 2nd Q was focused on the SCRC applying for 501c3 status. The SCRC worked to find a pro-bono attorney to assist them through the process. An organizational structure and by laws were adopted and the application was filed in January 2015.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p><b>L. Community Health Assessment/ -</b><br/>Community Health Assessment in the South City neighborhood will have a scope that includes physical, behavioral and environmental health components. The process is based on Protocol for Assessing Community Excellence in Environmental Health (PACE EH) that was developed by the CDC in partnership with local public health agencies around the country. It offers a method for engaging communities to identify their health concerns, take action on their health problems, and improve their health and quality of life.</p>                                                                                                                             | <p>L. Community Health Assessment - In May, through a partnership with the South City Neighborhood Assoc and the South City Revitalization Council, WCL requested and received county funds to assist efforts to improve conditions for children and families in south City. WCL hired Meade Grigg with over 30 years of public health experience in community health assessment and planning to coordinate the Community Health Assessment of South City.</p> <p>Met with representatives to begin partnership/collaboration discussion with FAMU Institute of Public Health and College of Pharmaceutical Sciences, FSU College of Medicine, FL DOH in Leon.</p> <p>Organized an Advisory Work Group<br/>Began Survey Design with Advisory Work Group</p> |

- b) Progress toward meeting stated goals and objectives:** List program outcomes and indicators as listed in the 2014-15 Agency Agreement, Attachment C-Outcome Measurement Framework. Describe precise program accomplishments. When providing percentages, list the number of clients that the percentages represent.

| Attachment D1: Measurement Framework                                           |                                                      |                                                            |
|--------------------------------------------------------------------------------|------------------------------------------------------|------------------------------------------------------------|
| Outcomes                                                                       | Outcome Indicators (Include numbers and percentages) | Specific Accomplishments (Include numbers and percentages) |
| WCL is not a direct service provider, but Whole Child identifies and addresses |                                                      |                                                            |

**PART 2 of the 2014-15 Year-End Narrative Report**

|                                                                                                             |  |  |
|-------------------------------------------------------------------------------------------------------------|--|--|
| critical community issues affecting children 0-5 and is catalyst to create partnerships that solve problems |  |  |
|                                                                                                             |  |  |
|                                                                                                             |  |  |
|                                                                                                             |  |  |
|                                                                                                             |  |  |

**c) Discuss any significant obstacles encountered in meeting stated goals/objectives/outcomes:**

WCL operates with a small budget and has a limited staff (2 F/T positions) which makes it challenging for the executive director to oversee the day-to-day operations and coordinate and see that we keep all of the above mentioned projects/initiatives moving forward as quickly as we would like and still find time to keep up with grant writing and other required reporting. WCL acts as the administrative agent for the South City Revitalization Council which includes coordination of potential stakeholders, partners and initiatives.

**d) List major collaborative accomplishments achieved during this reporting period:**

WCL Executive Director was appointed Co-chair of the School Health Advisory Council and to participate in Leadership Tallahassee. WCL partnership with COT Neighborhood Reach was one of the initiatives chosen to represent Tallahassee in the All American Cities application. WCL staff was asked to participate in the ULI panel discussion.

WCL staff Marie Bryant was selected to speak at the Southside initiative press conference.

**Section 3: Verification**

|                                 |                                     |
|---------------------------------|-------------------------------------|
| Report Prepared By              | Courtney Atkins, Executive Director |
| Agency Contact Person           | Courtney Atkins                     |
| Contact Person's Phone Number   | 850.544.3024                        |
| Contact Person's E-mail Address | eaphelp@netzero.com                 |
| Signature of Agency Director    | <i>F. Courtney Atkins</i>           |
| Date                            | 10-29-15                            |

**Income Guidelines Effective July 1, 2014: Leon County, Florida**

| Area        | Median Income | Income Category | Household Size |           |           |           |           |           |           |           |
|-------------|---------------|-----------------|----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|             |               |                 | 1 Person       | 2 Persons | 3 Persons | 4 Persons | 5 Persons | 6 Persons | 7 Persons | 8 Persons |
| Leon County | \$64,800      |                 |                |           |           |           |           |           |           |           |

## PART 2 of the 2014-15 Year-End Narrative Report

|  |  |                                                  |          |          |          |          |          |          |          |          |
|--|--|--------------------------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|
|  |  | <u>Low (80%)<br/>Income Limits</u>               | \$35,950 | \$41,050 | \$46,200 | \$51,300 | \$55,450 | \$59,550 | \$63,650 | \$67,750 |
|  |  | <u>Very Low (50%)<br/>Income Limits</u>          | \$22,450 | \$25,650 | \$28,850 | \$32,050 | \$34,650 | \$37,200 | \$39,750 | \$42,350 |
|  |  | <u>Extremely Low<br/>(30%) Income<br/>Limits</u> | \$13,500 | \$15,730 | \$19,790 | \$23,850 | \$27,910 | \$31,970 | \$36,030 | \$40,090 |

\*NOTE: Leon County is part of the Tallahassee, FL HUD Metro FMR Area. The Tallahassee, FL HUD Metro FMR Area contains the following areas: Gadsden, Jefferson, and Leon counties. Income limits effective as of July 1, 2014.



LEON COUNTY  
CONTRACT ROUTING FORM

LOGGED IN AS-0862

☒ Original  
☐ Renewal  
☐ Amendment( # )  
LOGGED OUT HAS

County Contract No. B-16-009  
Division Contact: Ryan P. Amodeo Phone # 5115  
Department/Division: Office of Financial Stewardship / OMB  
Contractor: Ms. Kelly O'Rourke  
Address: 11077 Wildlife Trail  
City, State, Zip: Tallahassee, FL 32312 Phone 850-222-3845

Contract Period: From 10/01/2015 To 09/30/2016

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Renewal Periods: Number <u>0</u> Term _____                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Contract Total \$ Amount: <u>\$25,000</u> or check if _____ Unit Price Agreement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Contract Type:</b><br><input type="checkbox"/> Conservation Easement<br><input type="checkbox"/> Construction<br><input type="checkbox"/> Continuing Supply<br><input type="checkbox"/> Deed<br><input type="checkbox"/> Interlocal Agreement<br><input checked="" type="checkbox"/> Grant<br><input type="checkbox"/> Lease<br><input type="checkbox"/> Other Services<br><input type="checkbox"/> Performance Agreement<br><input type="checkbox"/> Professional Services<br><input type="checkbox"/> Purchase<br><input type="checkbox"/> Other (Explain below) | <b>Procurement Method:</b><br><input type="checkbox"/> Bid*<br><input type="checkbox"/> RFP*<br><input type="checkbox"/> Sole Source<br><input type="checkbox"/> Gov't Entity<br><input type="checkbox"/> Other (Explain Below)<br><b>Insurance Certificates:</b><br><input type="checkbox"/> General Liability<br><input type="checkbox"/> Professional Liability<br><input type="checkbox"/> Workers' Compensation<br><input type="checkbox"/> Errors & Omissions<br><input type="checkbox"/> Automobile Coverage                                                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Forms Required:</b><br><input type="checkbox"/> Public Entity Crimes Statement<br><input type="checkbox"/> Performance Bond<br><input type="checkbox"/> Materials & Payment Bond<br><input type="checkbox"/> Warranty Bond<br><input type="checkbox"/> Certification Regarding Debarment<br><b>*Bid/RFP #</b> _____<br><b>Awarded by:</b><br><input type="checkbox"/> Purchasing Director<br><input type="checkbox"/> County Administrator<br><input checked="" type="checkbox"/> Board of County Commissioners<br>Agenda Date <u>09/29/15</u> Item # <u>14</u> |
| Comments: _____                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

RECEIVED  
15 OCT 19 PM 12:21  
DEPUTY COUNTY CONTROLLER  
DIVISION  
15 OCT 22 AM 7:53  
RECEIVED  
DEPUTY COUNTY CONTROLLER  
DIVISION

Routing:

| Required                            | Initials           | Date            |                                          |
|-------------------------------------|--------------------|-----------------|------------------------------------------|
| <input checked="" type="checkbox"/> | <u>[Signature]</u> | <u>10/15/15</u> | Originating Division <u>OMB</u>          |
| <input checked="" type="checkbox"/> | <u>[Signature]</u> | <u>10/15/15</u> | Group Director                           |
| <input type="checkbox"/>            | <u>[Signature]</u> | <u>10/15/15</u> | Purchasing                               |
| <input checked="" type="checkbox"/> | <u>[Signature]</u> | <u>10/15/15</u> | County Attorney's Office                 |
| <input type="checkbox"/>            | <u>[Signature]</u> | <u>10/15/15</u> | Deputy or Assistant County Administrator |
| <input type="checkbox"/>            | <u>[Signature]</u> | <u>10/15/15</u> | County Administrator                     |
| <input checked="" type="checkbox"/> | <u>[Signature]</u> | <u>10-19-15</u> | Chairman, BCC                            |
| <input checked="" type="checkbox"/> | <u>[Signature]</u> | <u>10/19/15</u> | Clerk's Office (Finance)                 |

Return completed documents to: Ryan P. Amodeo  
Be sure to return and file a fully executed agreement with the Finance Division

## **GRANT FUNDING AGREEMENT**

This Agreement is made and entered into this 1st day of October, 2015, by and between Leon County, Florida, a Charter County and political subdivision of the State of Florida, (hereinafter referred to as "County") and the Domestic Violence Coordinating Council, Inc., (hereinafter referred to as "Grantee").

### **RECITALS**

**WHEREAS**, the Grantee has presented the County a proposal, identifying the community service activities, as well as those persons responsible for overseeing and assuring delivery of those services, to implement with the grant funding provided for herein; and

**WHEREAS**, the County, by and through its Board of Commissioners, at its final public hearing on the fiscal year 2016 budget approved a disbursement of funds to the Grantee for the purposes of providing those identified community service activities; and

**WHEREAS**, the Grantee is either a governmental, civic, or not-for-profit organization; and

**WHEREAS**, the grant funding herein provided is not construed by Grantee to be a continuing obligation of the County; and

**WHEREAS**, the Parties desire to reduce their intentions to writing.

**NOW, THEREFORE**, in consideration of the premises and mutual covenants contained herein, the sufficiency of which is acknowledged hereby, the Parties do agree as follows:

#### **I. Services to be Provided**

- A. Grantee shall provide those activities and services ("Services") identified in the Funding Request Application submitted April 28, 2015, in which the Grantee set out and identified the activities and Services which it would undertake as a community service and identified the person or persons responsible for overseeing and assuring that those Services would be delivered, a copy of which is attached hereto as Exhibit A and incorporated herein as if fully set forth below.

- B. Grantee shall be responsible for all expenses associated with the delivery of Services required by this Agreement.
- C. Grantee shall comply with all applicable laws, ordinances, and regulations governing its operation and in the provision of Services herein required.

## **II. Budget and Grant Funds Distribution**

- A. County Agrees to provide \$25,000.00 for those Services provided by Grantee under this Agreement, which shall include but are not limited to, activities associated with the function of Domestic Violence Coordinating Council, including public education and community awareness activities.
- B. The County will advance the Grantee 50% of its grant funding which has been allocated under this Agreement by the 15<sup>th</sup> day of October, 2015 and the remaining 50% of its funding which has been allocated under this Agreement by the 15th day of April, 2016, contingent upon receipt of the mid-year report as set forth in Exhibit B.
- C. Future distributions to the Grantee will be contingent upon compliance with this Agreement and the status of previously disbursed funds to the Grantee.
- D. Upon termination of this Agreement, the Grantee shall remit all unexpended funds to the County within ten (10) business days following the effective date of such termination.
- E. Funding for Services shall end September 30, 2016. The Grantee shall return any unexpended funds to the County by October 10, 2016.
- F. County specifically reserves the right to reduce, increase, or totally withdraw its financial commitment as set forth herein to the Grantee at any time and for any reason.

## **III. Personnel and Subcontracting**

- A. The Grantee represents that it has and will maintain adequate staffing to carry out the Services to be provided under this Agreement. Such employees shall not be employees of Leon County or have any contractual relationship with the County.
- B. All Services required hereunder will be performed by the Grantee and all personnel engaged in the performance of work or Services shall be fully qualified and properly authorized under appropriate state and local laws to perform such Services.
- C. None of the work or Services to be performed under this Agreement shall be subcontracted without prior written approval from the County.



#### **IV. Reporting and Notices**

- A. Upon execution of the Agreement the Grantee will provide in writing the Grantee staff member who will be responsible for the submission of all Grantee reports to the County for the administration of this Agreement.
- B. All reports, if required hereunder, shall be submitted electronically to Ryan Aamodt at Aamodtr@leoncountyfl.gov. All other related correspondence may be submitted to:

Mr. Ryan Aamodt  
Office of Management and Budget  
Department of Financial Stewardship  
Address: 301 South Monroe Street, Suite 202  
Tallahassee, FL 32301

- C. All notices required hereunder shall be in writing sent by United States certified mail, postage prepaid, return receipt requested, overnight courier or by hand delivery. All notices required under this Agreement shall be given to the Parties at the addresses below or at such other place as the Parties may designate in writing.

Notice to Grantee:

Kelly O'Rourke  
DVCC  
Address: 11077 Wildlife Tr.  
Tallahassee, FL 32312

Notice to the COUNTY: Mr. Ryan Aamodt  
Office of Management and Budget  
Department of Financial Stewardship  
Address: 301 South Monroe Street, Suite 202  
Tallahassee, FL 32301

- D. Grantee shall provide both a mid-year and annual report to the County of all Services provided in the approved Non-Departmental Funding Performance Report form, attached hereto as Exhibit B and incorporated herein as if fully set forth below.
- E. The Grantee shall develop a spreadsheet, approved by the County, that summarizes the mid-year and annual report and provide a copy of same upon delivery of the mid-year and annual reports to the County.

#### **V. Termination**

- A. This Agreement may be terminated by either Party without cause upon no less than 30 calendar days' notice in writing to the other Party, unless a sooner time is mutually agreed upon in writing by the Parties. Said notice shall be delivered in accordance with Section IV. C. herein.
- B. In the event that funds for payment pursuant to this Agreement become unavailable or inadequate, the County may terminate this Agreement upon not less than 24 hours'

notice in writing to the Grantee. Said notice shall be sent in accordance with Section IV.C. hereof. The County shall be the final authority as to the availability and/or adequacy of funds. In the event of termination of this Agreement, the Grantee will be compensated only for any work performed under this Agreement which has been satisfactorily completed.

- C. This Agreement may be terminated as a result of the Grantee non-performance and/or breach of this Agreement upon not less than 24 hours written notice to the Grantee. Failure to object to a breach of any provisions of this Agreement shall not be deemed to be a waiver of any other or subsequent breach and shall not be construed to be a modification of the terms and conditions of this Agreement. The provisions herein do not limit the County's right to any other available remedies at law or in equity. Failure to have performed any contractual obligations in the Agreement in a manner satisfactory to the County shall be deemed sufficient cause for termination.

## **VI. Audits and Records**

- A. Grantee acknowledges and agrees that the County reserves the right to conduct, either or both, a financial audit and management audit. An audit by the County may encompass an examination of all financial transactions, all accounts, and all reports, as well as an evaluation of compliance with the Terms and Conditions of this Agreement.
- B. Within fifteen (15) days of the end of the Agreement Term, the Grantee shall submit a report of expenditures to the County for the entire contract period, documenting the details of each expenditure made and Service provided hereunder.
- C. The County may inspect all reports and conduct audits to ensure both program and fiscal compliance and shall provide written notice of any findings and proposed corrective action, if any, to the Grantee .
- D. Grantee shall provide the Leon County Office of Financial Stewardship, for their review, a copy of any audit Grantee has performed of itself.
- E. Grantee agrees to maintain and keep any and all records necessary to substantiate the expenditure of funds consistent with Services set out in this Agreement.
- F. Grantee shall produce all records requested by the County for its determination that monies distributed by the County are being spent in accordance with this Agreement.
- G. The Grantee shall use an accounting system that meets generally accepted accounting principles. The Grantee shall maintain such property, personnel, financial and other books, records, documents and other evidence sufficient to reflect accurately the amount, receipt, and disposition by the Grantee of all funds received. The Grantee shall preserve and make its records available until the expiration of three (3) years from the date of Termination or Expiration of the Term of this Agreement, and for such longer period, if any, as is required by applicable statute or lawful requirement.

**VII. Use of County Funds**

- A. Funds received by the Grantee pursuant to this Agreement shall only be used for those purposes outlined in the Agreement.
- B. Funds shall be deemed misused when the Grantee does not fully utilize funds in accordance with this Agreement. The Grantee agrees to repay to the County all misused funds.

**VIII. Term**

The Effective date of this Agreement shall commence on October 1, 2015, or on the date on which the Agreement is signed by the last Party, and shall terminate on September 30, 2016, unless extended by the Parties.

**IX. General Provisions**

- A. Governing Law and Venue. This Agreement shall be governed by and construed in accordance with the laws of the State of Florida. Any action to enforce any of the provisions of this Agreement must be maintained in Tallahassee, Leon County, Florida.
- B. Waiver. Failure to insist upon strict compliance with any term, covenant or condition of this Agreement shall not be deemed a waiver of it. No waiver or relinquishment of a right or power under this Agreement shall be deemed a waiver of that right or power at any other time.
- C. Modification. This Agreement shall not be extended, changed or modified, except in writing duly executed by the Parties hereto.
- D. Binding Effect. This Agreement shall be binding upon the successors and, subject to below, assigns of the Parties hereto.
- E. Assignment. Because of the unique nature of the relationship between the Parties and the terms of this Agreement, neither Party hereto shall have the right to assign this Agreement or any of its rights or responsibilities hereunder to any third Party without the express written consent of the other Party to this Agreement, which consent shall not unreasonably be withheld.
- F. Entire Agreement. This Agreement constitutes the entire agreement between the Parties with respect to the matters contained herein, and all prior agreements or arrangements between them with respect to such matters are superseded by this Agreement.
- G. Headings. Headings in this Agreement are for convenience only and shall not be used to interpret or construe its provisions.

- H. Ambiguity. This Agreement has been negotiated by the Parties with the advice of counsel and, in the event of an ambiguity herein, such ambiguity shall not be construed against any Party as the author hereof.
- I. Public Bodies. It is expressly understood between the Parties that the County is a political subdivision of the State of Florida. Nothing contained herein shall be construed as a waiver or relinquishment by the County to claim such exemptions, privileges or immunities as may be provided to that Party by law.
- J. Force Majeure. A Party shall be excused from performance of an obligation under this Agreement to the extent, and only to the extent, that such performance is affected by a "Force Majeure Event" which term shall mean any cause beyond the reasonable control of the Party affected, except where such Party could have reasonably foreseen and reasonably avoided the occurrence, which materially and adversely affects the performance by such Party of its obligation under this Agreement. Such events shall include, but not be limited to, an act of God, disturbance, hostility, war, or revolution; strike or lockout; epidemic; accident; fire; storm, flood, or other unusually severe weather or act of nature; or any requirements of law.
- K. Cost(s) and Attorney Fees. In the event of litigation between the Parties to construe or enforce the terms of this Agreement or otherwise arising out of this Agreement, the prevailing Party in such litigation shall be entitled to recover from the other Party its reasonable costs and attorney's fees incurred in maintaining or defending subject litigation. The term litigation shall include appellate proceedings.
- L. Severability. It is intended that each Section of this Agreement shall be viewed as separate and divisible, and in the event that any Section, or part thereof, shall be held to be invalid, the remaining Sections and parts shall continue to be in full force and effect.
- M. Revision. In any case where, in fulfilling the requirements of this Agreement or of any guarantee, embraced or required hereby, it is deemed necessary for the Grantee to deviate from the requirements of this Agreement, the Grantee shall obtain the prior written consent of the County.
- N. Publicity. Without limitation, the Grantee and its employees, agents, and representatives shall not, without prior written approval of the County, in each instance, use in advertisement, publicity or other promotional endeavor any County mark, the name of the County, or any County officer or employee, nor represent directly or indirectly, that any products or Services provided by the Grantee have been approved or endorsed by Leon County or refer to the existence of this Agreement in press releases, advertising or materials distributed by the Grantee to its respective customers.
- O. Public Entity Crime. Pursuant to section 287.133, Florida Statutes, the following restrictions are placed on the ability of persons convicted of a public entity crime to transact business with Leon County: when a person or affiliate has been placed on the convicted vendor list following a conviction for public entity crime, he/she may



not submit a bid on a contract to provide any goods or Services to a public entity, may not submit a bid on a contract with a public entity for the construction or the repair of a public building or public work, may not submit bids on leases of real property to a public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in section 287.017, Florida Statutes, for Category two, for a period of 36 months from the date of being placed on the convicted vendor list.

- P. Civil Rights Requirements. The Grantee shall not discriminate against any employee in the performance of this Agreement or against any applicant for employment because of age, race, religion, color, disability, national origin, or sex. The Grantee further agrees that all subcontractors or others with whom it arranges to provide Services or benefits to participants or employees in conjunction with any of its programs and activities are not discriminated against because of age, race, religion, color, disability, national origin, or sex. The Grantee shall conduct its funded activities in such a manner as to provide for non-discrimination and full equality of opportunity regardless of race, color, religion, national origin, sex, age, handicap, marital status, political affiliation, or beliefs. Therefore, the Grantee agrees to comply with Title VII of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, the Florida Human Rights Act, and the American Disabilities Act of 1990.
- Q. Survival. Any provision of this Agreement which contemplates performance or observance subsequent to any termination or expiration of this Agreement, will survive expiration or termination of this Agreement.
- R. Counterparts. This Agreement may be executed in one or more counterparts, each of which will be deemed an original but all of which taken together will constitute one and the same instrument.
- S. Indemnity. The Contractor agrees to indemnify, defend and hold harmless the County, its officials, officers, employees and agents, from and against any and all claims, damages, liabilities, losses, costs, or suits, of any nature whatsoever arising out of, because of, or due to any acts or omissions of the Contractor, its delegates, employees and agents, arising out of or under this Agreement, including a reasonable attorney's fees. The County may, at its sole option, defend itself or require the Contractor to provide the defense. The Contractor acknowledges that ten dollars (\$10.00) of the amount paid to the Contractor is sufficient consideration of the Contractor's indemnification of the County.
- T. Agency. Nothing herein contained is intended or should be construed as creating or establishing the relationship of agency, partners, or employment between the Parties hereto, or as constituting either Party as the agent or representative of the other for any purpose. Grantee is not authorized to bind the County to any contracts or other obligations and shall not expressly represent to any Party that the Grantee and County are partners or that Grantee is the agent or representative of the County.

U. Sovereign Immunity

Nothing herein shall be construed as a waiver of any rights and privileges afforded the County under section 768.28, Florida Statutes.

WHERETO, the Parties have set their hands and seals effective the date whereon the last Party executes this Agreement.

COUNTY

GRANTEE

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

By: Kelly O'Rourke  
As Its: Executive Director  
Date: 10/10/15

DATE: 10-19-2015

Attest: Maureen O'Neil  
As Its: TREASURER

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

BY: Bob Inzer

Approved as to Form:  
Leon County Attorney's Office

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



## EXHIBIT B

### NON-DEPARTMENTAL FUNDING AGREEMENT

#### Line Item Agency Performance Report Format & Instructions

Agency Name: **Domestic Violence Coordinating Council, Inc.**

**Please provide the following information and please keep the report to a maximum of five pages.  
(Not including attachments)**

1. **Program Name:** Domestic Violence Coordinating Council (DVCC)
2. **Program Objective:** National Coalition Against Domestic Violence (NCADV) and Federal VAWA research consistently show that the communities most successful in reducing domestic violence (DV) all have two things in common - a well-coordinated community response (CCR) and a large amount of public awareness. As such, the main purpose of the DVCC is to encourage a well-coordinated community response to domestic violence, provide public awareness, and prevention of domestic violence.
3. **Services provided:** The DVCC consists of agencies working with victims and perpetrators of DV including Refuge House, the State Attorney's Office, University Victim Advocacy units, TCC, TPD, LSCO, Batterer's Intervention Programs, Probation, Oasis Center, PACE, Elder Care programs, among others. Striving to reduce DV in the Tallahassee area, the DVCC holds the area's only monthly meetings where all players may gather to ensure a well-coordinated community response to DV. The meetings serve to encourage better coordination of services between agencies, ensure that there are no gaps in services, and to resolve any issues that arise in service delivery between agencies. In addition, public awareness and education events/workshops are provided around the community with a current specialization in prevention education for teens. The goal of the awareness events is to help citizens and potential victims identify the red flags associated with domestic violence as well as how to identify and assist victims who might otherwise go unnoticed.
4. **Services Delivery Strategy:** The DVCC members meet monthly at Leon Human Services to discuss any issues regarding smooth service delivery or problems. Being in regular contact with one another allows the various agencies and advocates fighting domestic abuse to communicate more effectively, to address problems as they arise, and to maintain a more friendly interaction between those working in tandem on cases. Awareness and training events are held at key locations around town including community and teen centers, or where requested. These events target specific populations who often come into contact with victims of domestic abuse, and are open to the public. The DVCC seeks to work with populations that are not currently being served or are underserved by other agencies. By having all involved agencies meet monthly to coordinate and communicate, and by bringing a wider understanding of the issue to the public, the DVCC aims to mitigate domestic abuse in our community.
5. **Target Population:** The DVCC seeks to educate the community as whole and make citizens more aware of the dangers of domestic abuse. We also seek to educate potential victims and perpetrators of domestic violence with a current focus on prevention through education of area teens. Each year during our planning meeting, members discuss what areas or populations they feel need more attention (based on their current work and experiences.) Based on these discussions special target populations for each new year are identified. In the past, they have included medical personnel, university athletes, college campuses, churches, child care staff, the elderly, and teens.
6. **Method used to effectively reach target population:** While the DVCC strives to bring awareness to domestic violence in a number of ways, our current most pressing focus is on **prevention**. NCADV reports show that while the number and effectiveness of services for victims has increased dramatically, the actual number of incidents of domestic violence continues to rise. In essence, perpetrators move on to new victims, and/or new perpetrators surface every day. To combat this problem on the front end, the DVCC has focused on prevention via education and awareness efforts with teens in the Tallahassee area. We begin by hosting a number of Teen Rallies on Healthy

Relationships at community and teen centers around town. These are large (150-200 kids), fun pep-rallies with music, food, prizes, games, and even a basketball shootout. Local celebrities and athletes often appear and our hostess is Shonda Knight of WCTV, who conducts a jeopardy style quiz game to get the kids thinking about dating abuse and violence. The goal is to start the conversation and make them aware of the differences between healthy and unhealthy or even dangerous relationships. Past conversations with area teens and the DVCC Teen Advisory members have taught us that teens tend to discuss relationship issues mainly with other teens. At the same time, few teens know what to say or how to help friends in abusive situations. So, the DVCC began a program to give teens more intensive education they can in turn share with other teens, launching the Certified Peer Advisor program. In the weeks following the Rallies, we return to the center to provide more in-depth training to groups of teen leaders, endowing them with certification as Peer Advisors. This training includes important knowledge on healthy vs unhealthy relationships but more importantly, it provides teens with new communication skills and techniques they can use to prevent angry outbursts and violence. These are tools and skills teens can use throughout their lives to improve *any* relationship. Once a teen has become a Certified Peer Advisor, their school guidance counselor and principal are notified that they are equipped to help others in need. Due to the popularity of the rallies and the certification program, the DVCC has also provided Certified Peer Advisor workshops at area schools including Godby, Rickards, and Ghazvini Learning Center. In addition, the DVCC has formed a Teen Advisory panel made up of Tallahassee Youth Leadership representatives. To date three different classes of TYL students have become Certified Peer Advisors. To date, there are approximately 130+ teens serving as Certified Peer Advisors in our area. The DVCC has contact with all of these teens through a large e-mail group. In addition, the DVCC has launched and ever growing social media presence. Through the teen rallies and word of mouth we are building a following on a number of social media sites that allow us to send information to the teens on an ongoing basis. The DVCC also began the Senior Peer Advisor Program in 2015. Similar to the teen certification, seniors at various Lunch and Learn sites are being trained to identify and assist other seniors in our area who might otherwise go unnoticed. Because seniors are the ones most often in contact with other seniors, they are in a unique position to help friends and family in need. There will be approximately 150 seniors certified in the first year of this program. The annual March to End the Silence on Domestic Violence was held on September 24, 2015 and was a community wide event consisting of three groups marching from the Capitol, FSU, and FAMU to convene at the Turnbull center for an evening of survivor speakers. This year we featured an inspirational survivor speaker followed by a panel of experts in areas such as legal issues, LGBTQ issues, child witnesses to DV, and mental health/substance abuse issues. The evening went long because there were so many questions for the experts, demonstrating the great need for sharing of information and resources on this important issues.

7. **Program Resources:** The DVCC is an incredibly resourceful group, operating from donated space and office equipment and one part-time staff person. In addition, the DVCC obtains many in-kind donations of goods, event space, and volunteer services. A large portion of the DVCC's efforts are run by DVCC members as volunteers. The DVCC total budget is \$49,400 with a vast majority of funds going directly to services.
8. **Program Capacity:** Open ended – most events see 150 -200 participants.
9. **Number of Participants:** 631 (past 12 months)      Cost per Participant: \$5-8
10. **Program Goals:**
  - Short-term – monthly meetings for agency coordination, public awareness and teen education.
  - Intermediate - improved inter-agency coordination and effective resolution of service delivery issues; teens and adults using education and awareness of domestic violence to identify and assist victims of abuse (including themselves) who might otherwise go unnoticed; prevention of some cases of domestic abuse due to advanced awareness of the issue; teens using healthy communication skills to mitigate anger and avoid violence in relationships.

- Long-term – reduced rates of domestic abuse in our community.

## 11. Objectives (Intended impact/outcome results)

### Goal One: Well-Coordinated Community Response

- a. Activities – Monthly meeting of agencies working with DV victims or perpetrators.
- b. Time Frame – Third Wednesday of every month (except December)
- c. Key Performance Indicators (Quantifiable) – 16 Member agencies with quorum reached regularly. Each meeting concludes with an Open Discussion of any new issues members wish to discuss or resolve.
- d. Outcome Measures – There exists a working list of agencies and reps who any member may contact to follow up on a case, client, or service quickly and efficiently. There also exists a friendly connection between agencies and their staff allowing for better communication than in the past. As a result, there is less aversion, rivalry, and opposition to the needs of other agencies as has been seen in the past.  
*(Benefits or changes for participants during and after their involvement with the program)*

### Goal Two: Public Awareness and Education

#### I. Teen Programs

- a. Activities – Teen Rallies and Certified Peer Advisor Trainings
- b. Time Frame – October, 2014 – September, 2105
- c. Key Performance Indicators (Quantifiable) – In the past 12 months, 323 teens attended the Teen Rally and 138 teens have participated in the Certified Peer Advisor training. At each event we provide participants with an Evaluation Sheet which allows for comments and suggestions as well as ratings of the event. The most recent teen rally (April, 2015) evaluations showed:

- I learned something new -98% Agree/Strongly Agree
- I learned something I will be able to use – 97% Agree/Strongly Agree
- I enjoyed the Teen Rally – 100% Agree/Strongly Agree
- Number signed up for Certified Peer Advisor training – 42

The Certified Peer Advisor training evaluations showed:

- I learned something new -100% Agree/Strongly Agree
- I learned something I will be able to use – 98% Agree/Strongly Agree
- I am confident that I can now help others – 91% Agree/Strongly Agree
- The training was worth my time – 100% Agree/Strongly Agree
- I will be able to use these skills in the next 6 months – 78% Agree/Strongly Agree
- Overall I am satisfied with this training – 100% Agree/Strongly Agree
- Comments – students overwhelmingly found the **In Their Shoes** game a favorite part of the workshop. This game involves the teens walking in the shoes of different teen victims by following their stories and interactively choosing different actions for the teens, leading to various outcomes. This is done by moving from station to station reading cards that describe the abused teen's thoughts and actions as well as those of the abuser. This game, which is based on real teens and their experiences, brings the issue of dating abuse home for teens with scenarios and voices they can relate to. There have been only 4 negative comments on the anonymous evaluation sheets: two wishing there were different flavors of pizza offered and on one occasion that it was shorter. One person did not like the game because he/she didn't like having to read the cards.

- d. Outcome Measures – As a result of the Teen Rallies, 86 teens asked to participate in the Certified Peer Advisor training. These teens expressed a desire not only to learn more

themselves, but to be able to help friends in need. One year after their certification, we poll the teens as well as their counselors/principal to see if they were able to use the information to help others or themselves. Peer Advisors are given a special t-shirt as well as a certificate, and their principals and guidance counselors are notified that they are available to help others. Thus far, three guidance professionals have reported (unsolicited) that teens are wearing their shirts to advertise the concept of Love is Respect (on the shirt front) and the fact that they are Peer Advisors. These guidance counselors have reported referring twelve teens to a peer advisor thus far. The Ghazvini school is an alternative school for kids expelled from their home area school. These are some of the most disadvantaged kids in our area, many coming from violent homes themselves. The counselor at this school has reported that the trainings have had an exceptional impact on the kids. (This group received 4 small workshops and one final, longer workshop due to the in-school schedule.) She reported a noticeable sense of pride the 32 students who completed the certification felt in their new status. They often wear their Peer Advisor t-shirts and are eager to help others in the school. During group discussions the students have said that they are much more active in “calling out” others for abusive behavior and try to be role models for the communication skills they learned. They were given an assignment to identify the feelings they have behind their anger when it arises, which they learned is usually ‘hurt feelings.’ They have been very expressive in their new ability to see past anger and try to resolve hurt feelings through newly learned communication techniques. It doesn’t work every time, but they are excited about having and trying new skills.

## **II. Senior Programs**

- a. Activities – Senior Certified Peer Advisor Trainings
- b. Time Frame – June, 2014 – September, 2105
- c. Key Performance Indicators (Quantifiable) – In the past three months, approximately 68 seniors have been introduced to the program and are prepared to participate in the full workshops scheduled to begin in January. The DVCC is attending Lunch and Learn events at all 8 sites in Leon County to provide an introduction to the subject of elder domestic abuse and the availability of this new certification workshop. Interest has been very high.
- d. Outcome Measures – Interest and need for this information is demonstrated by the high number of seniors that have signed up for the upcoming workshops. Anonymous surveys will be presented upon completion of every workshop to gauge knowledge gained and related outcomes.

## **III. DV March to End the Silence on Domestic Violence**

- a. Activities – Awareness march followed by survivor speakers and expert panel open discussion
- b. Time Frame – September 24, 2015
- c. Key Performance Indicators (Quantifiable) – The march consisted of teams leaving from three sites, each with approximately 35-40 attendees. Along with these 116 marchers, an additional 44 citizens attended the speaker portion of the event without marching. The anonymous evaluations showed:
  - i. I learned something new -98% Agree/Strongly Agree
  - ii. I learned something I will be able to use – 96% Agree/Strongly Agree
  - iii. The event was well organized – 100% Agree/Strongly Agree
  - iv. The event was worth my time – 98% Agree/Strongly Agree
  - v. Overall satisfaction with quality of the event – 100% Agree/Strongly Agree

- vi. Comments – overwhelmingly, attendees praised the survivor speaker and the impact her story had on them. They also stressed the need to hear more from the legal expert (Chris DelMarco of N. FL Legal Services.)
  - d. Outcome Measures – As a means of increasing public awareness the event achieved its intended outcome, hosting approximately 160 participants, and providing them with inspirational and educational information. In addition, the event was covered live by both WCTV and WTXL television stations, which each ran three different segments on different news programs in the two days preceding the event as well as the day of the event. Live interviews with DVCC staff were featured on two local radio programs and rebroadcast two additional times. In addition, the event was publicized via newspaper articles in the Tallahassee Democrat, the FSView, and the FAMUAN. The DVCC office received more than two dozen calls from these viewers/listeners/readers asking for more information. After the event, DVCC staff was contacted by six different potential victims of domestic abuse asking for information and assistance. DVCC staff was also contacted by four different civic groups asking to participate in future DVCC workshops including the Teen Peer Advisor program.
12. **Data Collection Method:** Anonymous surveys, Sign-up sheets
13. **Number of Participants that left or were dropped from the program:** 0
14. **Provide Participants demographic data:** County-wide, with an even mix of gender and socio-economic status for adult events; County-wide with an even mix of genders, mostly lower socio-economic status for teen events.
15. **If possible, please provide participant program satisfaction data:** (surveys, etc.) –See Above
16. **List any agency partnerships and collaborations related to this program.** Aside from the 16 collaborating agencies that make up the DVCC, in the past 12 months we have worked in conjunction with
- Ghazvini Learning Center
  - National Hook-Up of Black Women
  - Godby High School
  - Rickards High School
  - Tallahassee Youth Leadership
  - Chamber of Commerce
  - First Commerce Credit Union
  - Publix
  - Tallahassee Housing Authority
  - The National Football League
  - Hungry Howie's Pizza
  - Elder Care Services
  - Area Agency on Aging
  - Leon County Lunch and Learn Program
  - Leon County Health Dept

**LEON COUNTY  
CONTRACT ROUTING FORM**

☒ Original  
☐ Renewal  
☐ Amendment( # )

County Contract No. 4011

Division Contact: Damion Warren Phone # 606-5115

Department/Division: Office of Management and Budget

Contractor: United Partners for Human Services

Address 2477 Tim Gamble Place, Suite 200

City, State, Zip Tallahassee, FL 32308 Phone 942-2569

Contract Period: From October 1, 2013 To September 30, 2014

Renewal Periods: Number \_\_\_\_\_ Term \_\_\_\_\_

Contract Total \$ Amount: \$23,750.00 or check if ☐ Unit Price Agreement

**Contract Type:**

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

**Procurement Method:**

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

**Insurance Certificates:**

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

**Forms Required:**

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

\*Bid/RFP # \_\_\_\_\_

**Awarded by:**

☐ Purchasing Director  
☐ County Administrator  
☒ Board of County Commissioners  
Agenda Date 9/24/2013 Item # 24

Comments: \_\_\_\_\_

**Routing:**

**Required**

**Initials**

**Date**

|       |                    |                |
|-------|--------------------|----------------|
| _____ | _____              | _____          |
| _____ | _____              | _____          |
| X     | <u>[Signature]</u> | <u>12/5/13</u> |
| _____ | _____              | _____          |
| X     | <u>[Signature]</u> | <u>12/5/13</u> |
| X     | <u>[Signature]</u> | <u>12/5/13</u> |

Originating Division \_\_\_\_\_

Group Director \_\_\_\_\_

Purchasing \_\_\_\_\_

County Attorney's Office \_\_\_\_\_

Deputy or Assistant County Administrator \_\_\_\_\_

County Administrator \_\_\_\_\_

Chairman, BCC \_\_\_\_\_

Clerk's Office (Finance) \_\_\_\_\_

Return completed documents to: Damion Warren, OMB

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



## **GRANT FUNDING AGREEMENT**

This Agreement is made and entered into this 1st day of October, 2013, by and between Leon County, Florida, a Charter County and political subdivision of the State of Florida, (hereinafter referred to as "County") and United Partners for Human Services, Inc., (hereinafter referred to as "Grantee").

### **RECITALS**

**WHEREAS**, the Grantee has presented the County a proposal, identifying the community service activities, as well as those persons responsible for overseeing and assuring delivery of those services, to implement with the grant funding provided for herein; and

**WHEREAS**, the County, by and through its Board of Commissioners, at its final public hearing on the fiscal year 2014 budget approved a disbursement of funds to the Grantee for the purposes of providing those identified community service activities; and

**WHEREAS**, the Grantee is either a governmental, civic, or not-for-profit organization; and

**WHEREAS**, the grant funding herein provided is not construed by Grantee to be a continuing obligation of the County; and

**WHEREAS**, the Parties desire to reduce their intentions to writing.

**NOW, THEREFORE**, in consideration of the premises and mutual covenants contained herein, the sufficiency of which is acknowledged hereby, the Parties do agree as follows:

#### **I. Services to be Provided**

- A. Grantee shall provide those activities and services ("Services") identified in the Funding Request Application submitted April 15, 2013, in which the Grantee set out and identified the activities and Services which it would undertake as a community service and identified the person or persons responsible for overseeing and assuring that those Services would be delivered, a copy of which is attached hereto as Exhibit A and incorporated herein as if fully set forth below.

- B. Grantee shall be responsible for all expenses associated with the delivery of Services required by this Agreement.
- C. Grantee shall comply with all applicable laws, ordinances, and regulations governing its operation and in the provision of Services herein required.

## **II. Budget and Grant Funds Distribution**

- A. County Agrees to provide \$23,750.00 for those Services provided by Grantee under this Agreement, which shall include but are not limited to, increase membership, enhance public awareness education forums, and increase public information.
- B. The County will advance the Grantee 50% of its grant funding which has been allocated under this Agreement by the 15<sup>th</sup> day of October, 2013 and the remaining 50% of its funding which has been allocated under this Agreement by the 15<sup>th</sup> day of January, 2014, contingent upon receipt of the mid-year report as set forth in Exhibit B.
- C. Future distributions to the Grantee will be contingent upon compliance with this Agreement and the status of previously disbursed funds to the Grantee.
- D. Upon termination of this Agreement, the Grantee shall remit all unexpended funds to the County within ten (10) business days following the effective date of such termination.
- E. Funding for Services shall end September 30, 2014. The Grantee shall return any unexpended funds to the County by October 10, 2014.
- F. County specifically reserves the right to reduce, increase, or totally withdraw its financial commitment as set forth herein to the Grantee at any time and for any reason.

## **III. Personnel and Subcontracting**

- A. The Grantee represents that it has and will maintain adequate staffing to carry out the Services to be provided under this Agreement. Such employees shall not be employees of Leon County or have any contractual relationship with the County.
- B. All Services required hereunder will be performed by the Grantee and all personnel engaged in the performance of work or Services shall be fully qualified and properly authorized under appropriate state and local laws to perform such Services.
- C. None of the work or Services to be performed under this Agreement shall be subcontracted without prior written approval from the County.

#### IV. Reporting and Notices

- A. Upon execution of the Agreement the Grantee will provide in writing the Grantee staff member who will be responsible for the submission of all Grantee reports to the County for the administration of this Agreement.
- B. All reports, if required hereunder, shall be submitted electronically to Candice Wilson at WilsonCa@leoncountyfl.gov. All other related correspondence may be submitted to:

Candice Wilson  
Director, Office of Human Services and Community Partnerships  
Address: 918 Railroad Avenue  
Tallahassee, Fl. 32310

- C. All notices required hereunder shall be in writing sent by United States certified mail, postage prepaid, return receipt requested, overnight courier or by hand delivery. All notices required under this Agreement shall be given to the Parties at the addresses below or at such other place as the Parties may designate in writing.

Notice to Grantee:

\_\_\_\_\_  
Address: \_\_\_\_\_

Notice to the COUNTY:

\_\_\_\_\_  
Address: \_\_\_\_\_

- D. Grantee shall provide both a mid-year and annual report to the County of all Services provided in the approved Non-Departmental Funding Performance Report form, attached hereto as Exhibit B and incorporated herein as if fully set forth below.
- E. The Grantee shall develop a spreadsheet, approved by the County, that summarizes the mid-year and annual report and provide a copy of same upon delivery of the mid-year and annual reports to the County.

#### V. Termination

- A. This Agreement may be terminated by either Party without cause upon no less than 30 calendar days' notice in writing to the other Party, unless a sooner time is mutually agreed upon in writing by the Parties. Said notice shall be delivered in accordance with Section IV. C. herein.
- B. In the event that funds for payment pursuant to this Agreement become unavailable or inadequate, the County may terminate this Agreement upon not less than 24 hours'

notice in writing to the Grantee. Said notice shall be sent in accordance with Section IV.C. hereof. The County shall be the final authority as to the availability and/or adequacy of funds. In the event of termination of this Agreement, the Grantee will be compensated only for any work performed under this Agreement which has been satisfactorily completed.

- C. This Agreement may be terminated as a result of the Grantee non-performance and/or breach of this Agreement upon not less than 24 hours written notice to the Grantee. Failure to object to a breach of any provisions of this Agreement shall not be deemed to be a waiver of any other or subsequent breach and shall not be construed to be a modification of the terms and conditions of this Agreement. The provisions herein do not limit the County's right to any other available remedies at law or in equity. Failure to have performed any contractual obligations in the Agreement in a manner satisfactory to the County shall be deemed sufficient cause for termination.

## **VI. Audits and Records**

- A. Grantee acknowledges and agrees that the County reserves the right to conduct, either or both, a financial audit and management audit. An audit by the County may encompass an examination of all financial transactions, all accounts, and all reports, as well as an evaluation of compliance with the Terms and Conditions of this Agreement.
- B. Within fifteen (15) days of the end of the Agreement Term, the Grantee shall submit a report of expenditures to the County for the entire contract period, documenting the details of each expenditure made and Service provided hereunder.
- C. The County may inspect all reports and conduct audits to ensure both program and fiscal compliance and shall provide written notice of any findings and proposed corrective action, if any, to the Grantee .
- D. Grantee shall provide the Leon County Office of Financial Stewardship, for their review, a copy of any audit Grantee has performed of itself.
- E. Grantee agrees to maintain and keep any and all records necessary to substantiate the expenditure of funds consistent with Services set out in this Agreement.
- F. Grantee shall produce all records requested by the County for its determination that monies distributed by the County are being spent in accordance with this Agreement.
- G. The Grantee shall use an accounting system that meets generally accepted accounting principles. The Grantee shall maintain such property, personnel, financial and other books, records, documents and other evidence sufficient to reflect accurately the amount, receipt, and disposition by the Grantee of all funds received. The Grantee shall preserve and make its records available until the expiration of three (3) years from the date of Termination or Expiration of the Term of this Agreement, and for such longer period, if any, as is required by applicable statute or lawful requirement.

**VII. Use of County Funds**

- A. Funds received by the Grantee pursuant to this Agreement shall only be used for those purposes outlined in the Agreement.
- B. Funds shall be deemed misused when the Grantee does not fully utilize funds in accordance with this Agreement. The Grantee agrees to repay to the County all misused funds.

**VIII. Term**

The Effective date of this Agreement shall commence on October 1, 2013, or on the date on which the Agreement is signed by the last Party, and shall terminate on September 30, 2014, unless extended by the Parties.

**IX. General Provisions**

- A. Governing Law and Venue. This Agreement shall be governed by and construed in accordance with the laws of the State of Florida. Any action to enforce any of the provisions of this Agreement must be maintained in Tallahassee, Leon County, Florida.
- B. Waiver. Failure to insist upon strict compliance with any term, covenant or condition of this Agreement shall not be deemed a waiver of it. No waiver or relinquishment of a right or power under this Agreement shall be deemed a waiver of that right or power at any other time.
- C. Modification. This Agreement shall not be extended, changed or modified, except in writing duly executed by the Parties hereto.
- D. Binding Effect. This Agreement shall be binding upon the successors and, subject to below, assigns of the Parties hereto.
- E. Assignment. Because of the unique nature of the relationship between the Parties and the terms of this Agreement, neither Party hereto shall have the right to assign this Agreement or any of its rights or responsibilities hereunder to any third Party without the express written consent of the other Party to this Agreement, which consent shall not unreasonably be withheld.
- F. Entire Agreement. This Agreement constitutes the entire agreement between the Parties with respect to the matters contained herein, and all prior agreements or arrangements between them with respect to such matters are superseded by this Agreement.
- G. Headings. Headings in this Agreement are for convenience only and shall not be used to interpret or construe its provisions.

- H. Ambiguity. This Agreement has been negotiated by the Parties with the advice of counsel and, in the event of an ambiguity herein, such ambiguity shall not be construed against any Party as the author hereof.
- I. Public Bodies. It is expressly understood between the Parties that the County is a political subdivision of the State of Florida. Nothing contained herein shall be construed as a waiver or relinquishment by the County to claim such exemptions, privileges or immunities as may be provided to that Party by law.
- J. Force Majeure. A Party shall be excused from performance of an obligation under this Agreement to the extent, and only to the extent, that such performance is affected by a "Force Majeure Event" which term shall mean any cause beyond the reasonable control of the Party affected, except where such Party could have reasonably foreseen and reasonably avoided the occurrence, which materially and adversely affects the performance by such Party of its obligation under this Agreement. Such events shall include, but not be limited to, an act of God, disturbance, hostility, war, or revolution; strike or lockout; epidemic; accident; fire; storm, flood, or other unusually severe weather or act of nature; or any requirements of law.
- K. Cost(s) and Attorney Fees. In the event of litigation between the Parties to construe or enforce the terms of this Agreement or otherwise arising out of this Agreement, the prevailing Party in such litigation shall be entitled to recover from the other Party its reasonable costs and attorney's fees incurred in maintaining or defending subject litigation. The term litigation shall include appellate proceedings.
- L. Severability. It is intended that each Section of this Agreement shall be viewed as separate and divisible, and in the event that any Section, or part thereof, shall be held to be invalid, the remaining Sections and parts shall continue to be in full force and effect.
- M. Revision. In any case where, in fulfilling the requirements of this Agreement or of any guarantee, embraced or required hereby, it is deemed necessary for the Grantee to deviate from the requirements of this Agreement, the Grantee shall obtain the prior written consent of the County.
- N. Publicity. Without limitation, the Grantee and its employees, agents, and representatives shall not, without prior written approval of the County, in each instance, use in advertisement, publicity or other promotional endeavor any County mark, the name of the County, or any County officer or employee, nor represent directly or indirectly, that any products or Services provided by the Grantee have been approved or endorsed by Leon County or refer to the existence of this Agreement in press releases, advertising or materials distributed by the Grantee to its respective customers.
- O. Public Entity Crime. Pursuant to section 287.133, Florida Statutes, the following restrictions are placed on the ability of persons convicted of a public entity crime to transact business with Leon County: when a person or affiliate has been placed on the convicted vendor list following a conviction for public entity crime, he/she may



not submit a bid on a contract to provide any goods or Services to a public entity, may not submit a bid on a contract with a public entity for the construction or the repair of a public building or public work, may not submit bids on leases of real property to a public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in section 287.017, Florida Statutes, for Category two, for a period of 36 months from the date of being placed on the convicted vendor list.

- P. Civil Rights Requirements. The Grantee shall not discriminate against any employee in the performance of this Agreement or against any applicant for employment because of age, race, religion, color, disability, national origin, or sex. The Grantee further agrees that all subcontractors or others with whom it arranges to provide Services or benefits to participants or employees in conjunction with any of its programs and activities are not discriminated against because of age, race, religion, color, disability, national origin, or sex. The Grantee shall conduct its funded activities in such a manner as to provide for non-discrimination and full equality of opportunity regardless of race, color, religion, national origin, sex, age, handicap, marital status, political affiliation, or beliefs. Therefore, the Grantee agrees to comply with Title VII of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, the Florida Human Rights Act, and the American Disabilities Act of 1990.
- Q. Survival. Any provision of this Agreement which contemplates performance or observance subsequent to any termination or expiration of this Agreement, will survive expiration or termination of this Agreement.
- R. Counterparts. This Agreement may be executed in one or more counterparts, each of which will be deemed an original but all of which taken together will constitute one and the same instrument.
- S. Indemnity. The Contractor agrees to indemnify, defend and hold harmless the County, its officials, officers, employees and agents, from and against any and all claims, damages, liabilities, losses, costs, or suits, of any nature whatsoever arising out of, because of, or due to any acts or omissions of the Contractor, its delegates, employees and agents, arising out of or under this Agreement, including a reasonable attorney's fees. The County may, at its sole option, defend itself or require the Contractor to provide the defense. The Contractor acknowledges that ten dollars (\$10.00) of the amount paid to the Contractor is sufficient consideration of the Contractor's indemnification of the County.
- T. Agency. Nothing herein contained is intended or should be construed as creating or establishing the relationship of agency, partners, or employment between the Parties hereto, or as constituting either Party as the agent or representative of the other for any purpose. Grantee is not authorized to bind the County to any contracts or other obligations and shall not expressly represent to any Party that the Grantee and County are partners or that Grantee is the agent or representative of the County.

U. Sovereign Immunity

Nothing herein shall be construed as a waiver of any rights and privileges afforded the County under section 768.28, Florida Statutes.

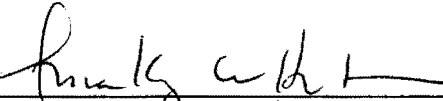
WHERETO, the Parties have set their hands and seals effective the date whereon the last Party executes this Agreement.


COUNTY

BY:   
Kristin Dozier, Chairman  
Board of County Commissioners

DATE: 12/5/13

GRANTEE

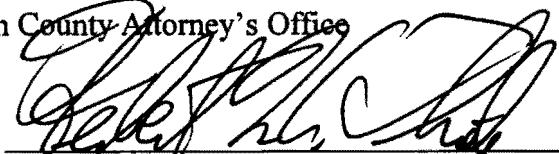
By:   
As Its: VPHS President  
Date: 12-30-13

Attest:   
As Its: Secretary

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



## 2013/2014 Non-Departmental Funding Request Application

---

### A. Organizational Information

Legal Name of Agency: **United Partners for Human Service, Inc.**

Agency representative: **Ana M. Villar, MSW, Executive Director**

Physical Address: **2477 Tim Gamble Place, Suite 200  
Tallahassee, FL 32308-4386**

Mailing Address: **2477 Tim Gamble Place, Suite 200  
Tallahassee, FL 32308-4386**

Telephone: **(850) 942-2569**

Fax: **(850) 681-8713**

E-mail Address: **ana@uphsfl.org**

Agency Employer ID Number (FEIN Number): **59-3505360**

Does the agency have a 501(c)(3) status? **Yes**

Date of agency incorporation: **3/22/04**

**UPHS Articles of Incorporation and 2011-12 990 Tax Return are ATTACHED.**



**B. Program Information****1. Succinctly describe the program for which funding is being requested. Please include types of services provided:**

United Partners for Human Services (UPHS) is a coalition comprised of Leon County human service organizations whose mission is to improve the human service delivery system in our community. UPHS is the only coalition in the Big Bend region serving our local human service non-profits. Our membership includes approximately seventy-five Regular Members, made up of non-profits whose primary mission is the provision of direct human services; Affiliate Members, non-profit organizations whose mission is something other than the provision of direct human services, and Supporting Partners who are individuals and businesses who believe in the UPHS mission. While our members are the target audience for our services, the beneficiaries are the thousands of citizens served by our members as we build their capacity and resources.

UPHS members touch the lives of every citizen of Leon County and our primary work is to help them be the best they can be; by increasing communication, access to high quality and low cost training or by increasing the community's understanding of what the human service sector does. Specifically, Leon County funding will be used to help UPHS accomplish the following work:

There are three components to this project, all designed to strengthen the capacity of human service non-profits in our community:

**Goal 1:** Improve knowledge and skills in the effective operation of human service organizations and programs for local human service organizations. Trainings and resources are based on member requests and identified issues and recommendations from the Community Human Service Partnership (CHSP) Award Letters to applicants. These include:

- Developing and monitoring Internal Fiscal Controls;
- Board recruitment, training and development;
- Fiscal Management;
- Best Practices models for non-profits;
- Evaluation and demonstration of effective service delivery, and;
- Staff Training and Retention.

**Objective 1.1:** Host quarterly trainings that address the effective operation of a human service non-profit organization, including current issues and trends.

**Objective 1.2:** Develop a resource section of the UPHS website where organizations, both members and non-members, can find relevant and timely information about nonprofit management and program administration.

**Goal 2:** Increase the capacity of our human service nonprofits by providing information and training on Resource Development, including Marketing and Fundraising to expand and diversify their funding sources.

**Objective 2.1:** Collaborate with local groups, e.g. the Association of Fundraising Professionals, Florida Public Relations Association, etc., to provide fundraising and marketing trainings for local human service nonprofits.

**Goal 3:** Facilitate collaborative efforts to improve service delivery.

**Objective 3.1:** Host quarterly meetings of member agencies with common service delivery systems to facilitate sharing of information and resources. Possible delivery systems include:

- Children's Services
- Persons with Disabilities
- Teen Programs
- Substance Abuse Services
- Physical Health
- Emergency Services

**2. Why is the 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?**

Funding is used to provide training on identified topics needed for human service organizations in Leon County to operate more efficiently and effectively. UPHS, as the coalition of human service non-profits, has the unique opportunity to provide these trainings and networking opportunities to improve the overall functioning of our member agencies.

**3. Projected program impact/outcome results: What is the projected impact on the target population?**

To increase the overall effectiveness of human service non-profit organizations in Leon County through training opportunities and leveraging of our collective resources.

UPHS will provide training and technical assistance on organizational effectiveness and board governance to improve the service delivery system in our community. UPHS will also provide a variety of opportunities for non-profits to meet and collaborate with like service providers, we will develop and strengthen the continuum of care models within the human services system in order to more effectively meet the needs of common targeted populations.

**4. List the targeted population projected to be served or benefit from this program.**

The entire Leon County community benefits from nonprofit organizations that are more efficient and effective, while delivering services in a coordinated and cohesive manner. Specifically, our members are the staff, board members and volunteers from any human service organization in Leon County.

**5. Provide the methods that are being used effectively to attain this program's targeted population.**

We currently utilize several methods to engage our membership of human service organizations. We send a weekly eNewsletter of upcoming events, job opportunities, and trainings. We also provide semi-annual membership meetings, quarterly networking opportunities and trainings through this project. By combining technology with face to face opportunities, members have a variety of methods for learning and networking with one another.

**6. Outline the phases and time frames in which this project or event will be accomplished if funded.**

| <b>Tasks, Activities or Products</b><br><b>(Use specific, measurable language)</b>                                               | <b>Timeframe</b> |
|----------------------------------------------------------------------------------------------------------------------------------|------------------|
| Provide quarterly trainings to member agencies on effective non-profit operations, including board governance and current trends | On-going         |
| Develop a resource section of the UPHS website and update quarterly                                                              | On-going         |
| Provide trainings on Resource Development for members, including Fundraising and Marketing/Public Relations.                     | Semi-annually    |
| Host quarterly networking and coalition building meetings of similar-service delivery providers.                                 | On-going         |

**7. List the program's short-term, intermediate and long-term goals****Short-term:**

Provide high quality/low cost professional development and capacity building opportunities to human service organizations in Leon County.



**Intermediate:**

Increase opportunities for collaboration and coordination of human services in Leon County by providing the forum for discussion.

**Long-term:**

To provide a more efficient and effective system for the delivery of human services that benefit the neediest of Leon County citizens.

**8. What other agencies in Leon County (governmental, non-profit, and private) provide service(s) similar to those which would be provided by this funding?**

UPHS is unique and there is no other organization that provides these services. UPHS is not only unique in our mission – we are unique in our creation. We exist solely because the human service organizations of Leon County want the opportunity to be the best that they can be for the citizens of our community.

**9. List any agency partnerships and collaborations related to this program.**

We consider the members are greatest partners in our work to improve the human service delivery system in Leon County. In addition UPHS is working with Tallahassee Community College, Florida State University, United Way of the Big Bend, the Chamber of Commerce/Leadership Tallahassee, and the Human Services departments of both Leon County and the City of Tallahassee.

Current UPHS members are:

2-1-1 Big Bend  
21st Century Council  
Ability 1st  
African Caribbean Dance Theatre  
Aging with Dignity  
Alzheimer's Project, Inc.  
America's Second Harvest of the Big Bend  
American Red Cross - Capital Area Chapter  
Area Agency on Aging for North Florida  
Area Health Education Center  
Big Bend Cares  
Big Bend Community Based Care  
Big Bend Habitat for Humanity  
Big Bend Homeless Coalition  
Big Bend Hospice  
Big Brothers Big Sisters of the Big Bend

Bond Community Health Center  
Boys and Girls Club of the Big Bend  
Boys Town of North Florida  
Brehon Institute for Family Services  
Capital Area Community Action Agency  
Capital Area Healthy Start Coalition  
Capital City Youth Services  
Capital Medical Society Foundation  
Capital Region YMCA  
Catholic Charities of Northwest Florida, Tallahassee Regional Office  
Children's Home Society  
Dick Howser Center for Childhood Services  
Disability Rights Florida  
DISC Village  
Early Learning Coalition of the Big Bend  
ECHO  
Elder Care Services  
Epilepsy Association of the Big Bend  
Florida Disabled Outdoors Association  
Florida Hospices and Palliative Care  
FSU Center for Leadership and Civic Education  
Girl Scout Council of the Florida Panhandle  
Go Beyond Foundation  
Halle Martin Foundation  
Holmes Consulting  
Jefferson Senior Citizens Center  
Keep Tallahassee/Leon County Beautiful  
Kids Incorporated of the Big Bend  
Leadership Tallahassee  
Lee's Place  
Legal Aid Foundation of the Tallahassee Bar  
Legal Services of North Florida  
Leon Advocacy and Resource Center  
Lighthouse of the Big Bend  
Literacy Volunteers of Leon County  
Lutheran Social Services of North Florida  
Mind Over Money Consulting  
Neighborhood Health Services  
Oasis Center for Women and Girls  
Office of Public Guardian  
PACE Center for Girls  
Pilot Club of Tallahassee  
Pregnancy Help and Information Center  
Refuge House

Senior Citizens Council of Madison  
 The Shelter  
 Sickie Cell Foundation  
 Southern Scholarship Foundation  
 Stansbury Consulting, LLC  
 Strategic Nonprofit Alliance Partnership (SNAP) — JMCO  
 Tallahassee Girl's Choir of CHOICE  
 Tallahassee Lenders Consortium  
 VolunteerLeon  
 Wisdom's Wellspring  
 Workforce Plus  
 Workshop for Adult Vocational Enrichment

| <b>Agency</b>                                                     | <b>Partnership/Collaboration</b>                                                                                                                                                          |
|-------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Tallahassee Community College                                     | Annual Conference on Excellence in Nonprofit Management & Leadership sponsor and BigBendWorks.com                                                                                         |
| Florida State University                                          | Annual Conference on Excellence in Nonprofit Management & Leadership and as a resource for trainers                                                                                       |
| United Way of the Big Bend                                        | CHSP Joint Planning Board<br>Annual Conference on Excellence in Nonprofit Management & Leadership sponsor                                                                                 |
| Chamber of Commerce/Leadership Tallahassee                        | Collaborate on Building Better Boards training and the Annual Conference on Excellence in Nonprofit Management & Leadership                                                               |
| Human Services departments of Leon County and City of Tallahassee | CHSP Joint Planning Board<br>Work with City & County leaders to improve the continuum of care for residents of Tallahassee and Leon County through the local human services organizations |
| Knight Foundation, COCA, Community Foundation of North Florida    | Non-Profit Sector Capacity Building Project. and FindLearnGive.org                                                                                                                        |

**C. Funding Information**

10. Agency's current total budget: **2012/13 - \$128,750** (current) **2013/14 - \$129,000** (proposed)
11. Total cost of program: **\$60,000**
12. Please list the **2012/13** funding amount and associated expenditures requested from Leon County and other revenue sources:

| Actual Expenditure Detail               | Leon County<br>Funded | Other Agencies<br>Funded | Total              |
|-----------------------------------------|-----------------------|--------------------------|--------------------|
| Compensation and Benefits               | \$20,000              | \$20,900                 | \$40,900           |
| Professional Fees                       | 0                     | 0                        | 0                  |
| Occupancy/Utilities/Network             | 1,750                 | 1,850                    | 3,600              |
| Supplies/Postage                        | 0                     | 1,500                    | 1,500              |
| Equipment Rental, Maintenance, Purchase | 0                     | 0                        | 0                  |
| Meeting Costs/Travel/Transportation     | 0                     | 1,000                    | 1,000              |
| Staff/Board Development/Recruitment     | 1,000                 | 1,000                    | 2,000              |
| Awards/Grants/Direct Aid                | 0                     | 0                        | 0                  |
| Bad Debts/Uncollectible                 | 0                     | 0                        | 0                  |
| Bonding/Liability/Directors Insurance   | 0                     | 0                        | 0                  |
| Other Expenses: Printing                | 0                     | 1,000                    | 1,000              |
| Other: Trainings                        | 1,000                 | 3,000                    | 4,000              |
| Other: Professional Services            | 0                     | 6,000 <sup>1</sup>       | 6,000 <sup>1</sup> |
| <b>Total</b>                            | <b>23,750</b>         | <b>36,250</b>            | <b>60,000</b>      |

1. Includes bookkeeping, website development & maintenance, branding, marketing & public relations

13. Please list the following Revenue Sources for the current year and the upcoming year below:

| <b>Revenue Sources</b>                       | <b>2012/13 (Current)</b> | <b>2013/14 (Proposed)</b> |
|----------------------------------------------|--------------------------|---------------------------|
| Leon County (not CHSP):                      | \$23,750                 | \$23,750                  |
| City of Tallahassee (not CHSP):              | 36,250                   | 36,250                    |
| United Way (not CHSP):                       | 0                        | 0                         |
| Community Human Services Partnership (CHSP): | 0                        | 0                         |
| State:                                       | 0                        | 0                         |
| Federal:                                     | 0                        | 0                         |
| Grants:                                      | 0                        | 0                         |
| Contributions/Special Events:                | 0                        | 0                         |
| Dues/Membership:                             | 0                        | 0                         |
| Program Service Fees:                        | 0                        | 0                         |
| Interest Income                              | 0                        | 0                         |
| <b>Total</b>                                 | <b>60,000</b>            | <b>60,000</b>             |

14 Please list the following expenses for the current year and the upcoming year below:

| <b>Expenses</b>                                 | <b>2012/13 (Current)</b> | <b>2012/13 (Proposed)</b> |
|-------------------------------------------------|--------------------------|---------------------------|
| Compensation and Benefits                       | \$66,000                 | \$67,800                  |
| Professional Fees                               | 900                      | 900                       |
| Occupancy/Utilities/Network                     | 10,000                   | 10,000                    |
| Supplies/Postage                                | 1,600                    | 1,600                     |
| Equipment Rental, Maintenance, Purchase         | 0                        | 0                         |
| Meeting Costs/Travel/Transportation             | 4,000                    | 4,000                     |
| Staff/Board Development                         | 2,000                    | 2,000                     |
| Awards/Grants/Direct Aid                        | 0                        | 0                         |
| Bad Debts/Uncollectible                         | 0                        | 0                         |
| Bonding/Liability/Directors Insurance           | 1,500                    | 1,500                     |
| Other Expenses: Printing                        | 1,000                    | 1,000                     |
| Other: Trainings/Conference                     | 14,000                   | 14,000                    |
| Other: Special Events                           | 14,000                   | 14,000                    |
| Other: Professional Services                    | 12,550 <sup>1</sup>      | 11,000 <sup>1</sup>       |
| Other: Memberships                              | 600                      | 600                       |
| Other: Corporate Registration Fees/bank charges | 600                      | 600                       |
| <b>Total</b>                                    | <b>128,750</b>           | <b>129,000</b>            |

1. Includes bookkeeping, website development & maintenance, branding, marketing & public relations and event marketing & registration.

**15. Describe actions and fundraisers to secure funding.**

Our fundraising events are the UPHS Annual Conference on Excellence in Nonprofit Management & Leadership, the UPHS Annual Celebration of Human Services, training fees from trainings offered to non-UPHS members and UPHS membership dues. We have increased our training services over last year and continue to seek additional grants.

**16. Will this project or event recur every year?**

No \_\_\_\_\_ Yes   X  

**17. Would funding by Leon County be requested in subsequent years for successful completion of the project?**

No \_\_\_\_\_ Yes   X  

*\*We are committed to finding alternative sources of support to fund UPHS*

If "yes," estimate: the amount of next year's funding request.   same  

**18. Has Leon County ever contributed funds to this project in the past?**

No \_\_\_\_\_ Yes   X  

If "yes", list date(s), recipient or agency, program title and amount of funding:

| Date    | Recipient or Agency                | Program Title     | Funding Amount |
|---------|------------------------------------|-------------------|----------------|
| 2012/13 | United Partners for Human Services | Capacity Building | \$23,750       |
| 2011/12 | United Partners for Human Services | Capacity Building | \$23,750       |
| 2010/11 | United Partners for Human Services | Capacity Building | \$23,750       |
| 2009/10 | United Partners for Human Services | Capacity Building | \$23,750       |
| 2008/09 | United Partners for Human Services | Capacity Building | \$23,750       |

**19. Attach a copy of the Agency's most recent financial report.**

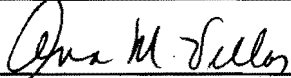
The January 2013 UPHS Financial Statement is ATTACHED.



**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.

Printed Name: Ana M. Villar, MSW, Executive Director

Signature: 

Date Signed: 4/15/13

# NON-DEPARTMENTAL FUNDING AGREEMENT

## Line Item Agency Performance Report Format & Instructions

Agency Name: \_\_\_\_\_

Please provide the following information and please keep the report to a maximum of five pages.  
(Not including attachments)

1. Program Name:
2. Program Objective:
3. Services Provided:
4. Service Delivery Strategy:
5. Target Population:
6. Method used to effectively reach target population:
7. Program Resources:  
(Input: Resource including \$ amount directly related to program. Ex: employees, volunteers, materials, etc.)
8. Program Capacity:
9. Number of Participants: \_\_\_\_\_ Cost per Participant: \$ \_\_\_\_\_  
(Output – Number benefited from services)
10. Program Goals:
  - a. Short-term
  - b. Intermediate
  - c. Long-term
11. Objectives: (Intended impact/outcome results)
  - a. Activities
  - b. Time Frame
  - c. Key Performance Indicators (Quantifiable)
  - d. Outcome Measures  
(Benefits or changes for participants during and after their involvement with the program.)
12. Data Collection Method:
13. Number of Participants that left or were dropped from the program:
14. Provide Participants demographic data:  
(Age, gender, race/ethnicity, marital status, income, /economic status, area of residence and including the participants' condition/status both before and after services are.)
15. If possible, please provide participant program satisfaction data: (Surveys, etc.)
16. List any agency partnerships and collaborations related to this program.

LEON COUNTY  
CONTRACT ROUTING FORM

County Contract No. 4011B

☐ Original (3 originals)  
☒ Renewal  
☐ Amendment( # )

Division Contact: Pamela Tisdale

Phone # 606-1913

Department/Division: Office of Human Services & Community Partnerships (HSCP)

Contractor: United Partners for Human Services

Address 2477 Tim Gamble Place

City, State, Zip Tallahassee, Florida 32308-4386 Phone (850) 241-2051

Contract Period: From 10/01/2015 To 09/30/2016

Renewal Periods: Number \_\_\_\_\_ Term 1 Year

Contract Total \$ Amount: \$23,750 or check if ☐ Unit Price Agreement

Contract Type:

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

Procurement Method:

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

Insurance Certificates:

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

Forms Required:

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

\*Bid/RFP # \_\_\_\_\_

Awarded by:

☐ Purchasing Director  
☐ County Administrator  
☒ Board of County Commissioners  
Agenda Date 10/13/15 Item # 12

Comments: FY2015-2016 United Partners for Human Services

the original executed grant agreement will be filed with the Clerk of the Court.

Routing:

Required

☒

Initials

ETD

Date

10/30/15

Originating Division HSCP

Group Director

Purchasing

County Attorney's Office

Deputy or Assistant County Administrator

County Administrator

Chairman, BCC

Clerk's Office (Finance)

☒

JP

11/2/15

☒

11.5.15

☒

10/30/15 15:24:11  
Received by  
Leon County Attorney's Office

Return completed documents to: \_\_\_\_\_

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



# Leon County

## Board of County Commissioners

301 South Monroe Street, Tallahassee, Florida 32301  
(850) 606-5302 [www.leoncountycl.gov](http://www.leoncountycl.gov)

October 23, 2015

### Commissioners

BILL PROCTOR  
District 1

JANE G. SAULS  
District 2

JOHN DAILEY  
District 3

BRYAN DESLOGE  
District 4

KRISTIN DOZIER  
District 5

MARY ANN LINDLEY  
At-Large

NICK MADDOX  
At-Large

VINCENT S. LONG  
County Administrator

HERBERT W.A. THIELE  
County Attorney

Ellen Piekalkiewicz, Executive Director  
United Partners for Human Services  
2477 Tim Gamble Place  
Tallahassee, FL 32308-4386

Re: GRANT FUNDING AGREEMENT

Dear Ms. Piekalkiewicz:

Pursuant to Section VIII of the Agreement dated October 1, 2013, this is to advise you that during the Board of County Commissioner's budget deliberations it approved funding a renewal of the subject Agreement for a period of one year. All the terms and conditions of the Agreement shall remain the same except for the Term, which shall change to October 1, 2015 through September 30, 2016; Exhibit A, Leon County Board of County Commissioner's Continuation of Direct Agency Funding Fiscal Year 2016 Overview and Form, attached hereto and made a part hereof; and the following language governing Public Records:

X. Public Records. The Grantee shall:

1. Keep and maintain those records that ordinarily and necessarily would be required by the County in order to perform the Services under this Agreement, hereinafter "Public Records".
2. Provide the public with access to public records on the same terms and conditions that the County would provide the records and at a cost to the public as set forth in Chapter 119, Florida Statutes, or as otherwise provided by law.
3. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law.
4. Meet all requirements for retaining public records and transfer, at no cost, to the County all public records in possession of the Grantee upon termination of this Agreement and destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. All records stored electronically must be provided to the County in a format that is compatible with the information technology systems of the County.



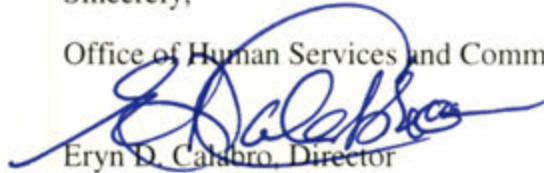
United Partners for Human Services, Grant Funding Agreement Amendment  
October 2015  
[Page 2 of 2]

We would appreciate your signing and returning this document should you wish to renew the subject Agreement on such terms as stated above so that we may continue our long standing relationship with the United Partners for Human Services uninterrupted.

We appreciate your assistance in the renewal of this Agreement. If you should have any questions concerning the above, please contact our office at your earliest convenience.

Sincerely,

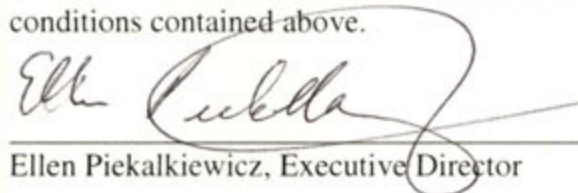
Office of Human Services and Community Partnerships



Eryn D. Calbro, Director

Attachment: Exhibit A

On behalf of the United Partners for Human Services, I hereby agree to the terms and conditions contained above.



Ellen Piekalkiewicz, Executive Director

10-27-15  
Date



# Essential Services and Responsible Stewardship

*How the Nonprofit Human Services Sector  
Impacts Tallahassee and Leon County*



March  
2015





Providing Tax, Auditing, Accounting &  
Controllorship, Consulting and Wealth  
Management Services Since 1964



***Developing innovative solutions that help  
advance the missions of nonprofit organizations.***

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### ***Recognition***

The first United Partners for Human Services (UPHS) report on the nonprofit human services sector, *Essential Services and Responsible Stewardship*, received generous support from James Moore & Co. James Moore is partnering with UPHS to promote knowledge-sharing among nonprofits. We believe in recognizing the value of nonprofits' work by investing in their organizations and their people. UPHS provides learning opportunities for board members, volunteers, and staff through an annual conference and other trainings; and in collaboration with the Strategic Nonprofit Alliance Partnership and the Tallahassee Chamber of Commerce Building Better Boards initiative. Other partners include the City of Tallahassee and Leon County.

### ***Thanks***

Many thanks to Ashley Turner who edited the report and Christina Catledge who did the layout and graphics.

***"Human Services  
are about people  
working together to  
improve our community."***

Velma Stevens  
Executive Director, Sickie Cell Foundation  
President, Board of Directors, UPHS

# Introduction

A strong and independent nonprofit human services sector is essential for weaving the social and economic fabrics of our community together. The nonprofit human services sector provides needed services, gives people a way to participate as citizens and volunteers, stands up for disenfranchised citizens, and pioneers solutions to major social problems. Nonprofits are a part of our community in many more ways than most people know and a daily part of all our lives. Over 100 nonprofit human service organizations in Tallahassee provide services to adults and children, from safety net services to child development, creating a better future through innovation and societal change. This sense of hope leads to creative approaches and new models that work.

In 1996, the City of Tallahassee, Leon County, and United Way of the Big Bend (UWBB) collaborated and formed the Community Human Service Partnership (CHSP). CHSP serves as a joint planning and funding distribution process, which utilizes a standardized funding application, site visit format, and a review and recommendation process for nonprofit human services agencies seeking funding for the Tallahassee/Leon County area. CHSP uses citizen volunteers who review, rank, and award funding to applicant agencies. During the FY 2014-2015 cycle, 75 volunteers conducted 63 agency site visits and reviewed 101 proposals, totaling \$7 million in funding requests. Each volunteer committed an average of 36 hours to the process.

## Where Values Meets Values

The human services sector is committed to collaborating with the local government as well as local businesses, to make a meaningful impact on Tallahassee/Leon County.

Human services impact the quality of life for individuals, families, and communities. Human services are a vital part of the community's civic infrastructure and support economic development strategies. Human services also assure that businesses have job-ready workforces, thereby making Tallahassee a desirable place to live and work.

## Human Services as Civic Infrastructure



## Nonprofit Basics

### What is a nonprofit?

An organization that (1) does not have a profit objective, (2) exists for the public good, and (3) qualifies under 501(c)(3) of the Internal Revenue Code.

The nonprofits are accountable to all their constituents – their community, donors, board, staff, volunteers, collaborators, government, and, most importantly, to the people they serve.

### How many nonprofits are in Tallahassee?

According to a Knight Foundation report, approximately 100 human service nonprofits provide services in Leon County/Tallahassee.

# Executive Summary

## Annual Number of People Served

41,376 Seniors (Age 55+)  
88,349 Adults (19-54)  
57,623 Children and Youth (0-18)  
7,422 Families



The Community Human Service Partnership (CHSP) collaboration promotes greater coordination and cooperation between local funding sources; affords easier recognition of duplication and gaps in service delivery; and improves the human service system's ability to target funds accordingly.

Through CHSP, the total available funding for FY 2014-2015 was \$4,337,718. The total available funding was collected from the UWBB through their annual fund drive; the City from a combination of Community Development Block Grant, general revenue, and Change for Change dollars; and Leon County from the general revenue.

The total available funding represented a \$2.6 million funding gap relative to the \$7 million requested by the agencies. An analysis of the CHSP FY 2013-14 budget information determined that agencies had a collective budget of almost \$115 million in revenue from federal, state, and local governments, the UWBB, and private and corporation donations with 1,220 employees. The City of Tallahassee, Leon County, and UWBB provide \$4.3 million of the collected agencies' annual revenue. Not included in these CHSP figures are the budgets and payrolls for Apalachee Center, Big Bend Community Based Care, and DISC Village, which have a combined budget of \$70 million with 650 employees.

In 2012, the 21st Century Council compiled the following information from 2012 CHSP applications:

Additionally, 130,000 individuals received information, education, referral, or other assistance from the nonprofit human services organizations. These numbers include duplicate counts in some cases (individuals or families receiving multiple services or help from several agencies), and are a snapshot representing only the agencies participating in the CHSP process. Additional nonprofits, clubs, churches, sororities, and agencies also provide outreach, education, and direct service to more individuals and groups.

### The Community Human Service Partnership

|         | Available Funding | Funding Request Gap |
|---------|-------------------|---------------------|
| 2014-15 | \$4.3 M           | \$2.6 M             |

*The Human Service Nonprofit Sector has a combined revenue of \$185 million and employs 1,870 people.*



Another overlooked contribution is the significant value of community volunteers recruited by nonprofit agencies. The economic value of these volunteers' time and energy, totaling 683,000 hours, is over \$14 million, as reported by the City of Tallahassee. More significant than the dollar value is volunteers demonstrating care and concern for their neighbors in need— a benefit that benefits both the volunteer as well as the person being helped. Most importantly, when individuals work collaboratively to resolve local problems, their work enhances the quality of life for the larger community.

The nonprofit sector's return on investment is much more significant than just the revenue it brings into the region. The UPHS report shows that the impact of the nonprofit sector can be measured in at least five ways:

1

#### Outside Revenue

Nonprofits leverage public, corporate, and philanthropic assets to fulfill their missions.

2

#### Cost Savings to Society

Nonprofits deliver results for the people and communities they serve in fiscally prudent ways.

3

#### Learning and Earning

Nonprofits are increasingly critical to the delivery of meaningful education, from summer learning opportunities and after-school programs to mentoring and workforce development.

4

#### Multiplying Impact

Nonprofits supplement their funding sources with donated goods and services and by harnessing the power of volunteers and student interns.

5

#### Strengthening Community

Nonprofits provide a powerful return on investment by encouraging and engaging our communities to work together towards positive outcomes and meeting basic needs.

Nonprofits focus on mobilizing forces beyond their four walls, advocating for change through government policies, tapping into the power of free markets, nurturing nonprofit networks, and building movements of advocates— individual volunteers and supporters who advance their cause. This UPHS report reveals the many ways that the nonprofit human services sector raises the quality of life in the Big Bend region and acts as a lifeline to our most vulnerable neighbors.

*The  
economic value  
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## Human Services Need

The United Way of Florida recently published a study of financial hardship entitled ALICE (Asset Limited, Income Constrained, Employed), which highlights the number of households in each Florida county that earn more than the U.S. poverty level, but less than the basic cost of living for the county they are living in. The ALICE report found that almost half of the residents in the eight counties served by United Way of the Big Bend are struggling to afford basic necessities, even though many of them hold steady jobs with regular paychecks.

### *In Leon County:*

|             |                                   |
|-------------|-----------------------------------|
| Poverty     | 22,724 Households or 21% of total |
| ALICE       | 26,984 Households or 25% of total |
| Above ALICE | 59,207 Households or 54% of total |

The ALICE report shows that housing affordability in Leon County is very poor and job opportunities rank only as fair.

### *What does it cost to afford the basic necessities?*

The ALICE report includes an example of a bare-minimum budget (survival budget) that does not allow for any savings or extraneous spending, leaving a household vulnerable to unexpected expenses. While affording only a very modest living, the budget proposed by the ALICE report is still significantly more than the U.S. poverty rate of \$11,170 for a single adult and \$23,050 for a family of four. (See graph on the left.)

A recent report by the Economic Policy Institute confirmed the ALICE assessment. Florida has a lopsided economy, in which the top 1 percent's average income is 43 times greater than the average income of the bottom 99 percent, according to the Economic Policy Institute. Only Connecticut, New York, and Nevada have greater disparities. A report issued by the Alliance for a Just Society, a national network of organizations focused on racial and economic justice, found that out-of-work Floridians face bleak job prospects. Six of 10 job openings in the Sunshine State pay less than the estimated living wage for a single adult— \$16.98 an hour in 2014. Even those jobs were not easy to get, with nine applicants for every opening, the report found.

The Tallahassee/Leon Commission on the Status of Women and Girls reported that women and men experience poverty at comparable rates in Leon County (22.0% for women and 21.3% for men). However, there is a large wealth gap between single mothers and single fathers. In Leon County, there are approximately 6,435 households with children living below the poverty line, and single mothers head 87% of these households.

### Household Survival Budget

#### Leon County

|                      | Single Adult | Family Infant or Pre-K |
|----------------------|--------------|------------------------|
| Housing              | \$589        | \$817                  |
| Child Care           | \$0          | \$992                  |
| Food                 | \$176        | \$531                  |
| Transportation       | \$350        | \$699                  |
| Health care          | \$107        | \$426                  |
| Miscellaneous        | \$138        | \$360                  |
| Taxes                | \$151        | \$132                  |
| Monthly Total        | \$1,516      | \$3,958                |
| Annual Total         | \$18,196     | \$47,493               |
| Poverty Annual Total | \$11,170     | \$23,050               |

Source: ALICE Report

*Human Service Agencies act as a lifeline to our most vulnerable neighbors.*



## NONPROFIT RETURN ON INVESTMENT IN ACTION: Outside Revenue

*"To be a successful state, we must nurture successful children."*

— Governor Lawton Chiles

Nonprofits are a good investment for local government because they are uniquely positioned to tap into the community and leverage a wide range of financial resources. Nonprofits successfully combine multiple funding sources from federal, state, local, fee-for-service, and philanthropy and bring new monies to bear on issues and solutions for Tallahassee/Leon County residents.

The nonprofit sector, in many ways, is an invisible part of the local economy. The sector is usually not factored into the economic impact studies issued by local government and is omitted when local government measures factors such as growth in wages, employment and productivity.

An analysis of the CHSP 2013/14 budget information found that the human services nonprofit agencies have a collective budget of almost \$115 million in revenue with 1,220 employees. Not included in these CHSP figures are the budgets and payrolls for Apalachee Center, Big Bend Community Based Care, and DISC Village, which have a combined budget of \$70 million with 650 employees.

A 2007 survey of nonprofits indicated that 82% of all Leon County nonprofit operating revenues are expected in Leon County. Nonprofit employees also spend a majority of their salaries locally on housing, automobiles, clothing, furniture, and entertainment. Nonprofits also hire approximately 350 individuals who provide services as accountants, lawyers, construction workers, and office suppliers.

*The Human Service Nonprofit Sector is an important part of the economic engine of Leon County.*

### Sources of Annual Operating Revenues\*

| Federal                           | State | Local | Other Outside Leon | Other Inside Leon |
|-----------------------------------|-------|-------|--------------------|-------------------|
| 51.8%                             | 22.3% | 3.3%  | 6.5%               | 16.2%             |
| Total Sources Outside Leon County |       | 80.5% |                    |                   |
| Total Sources Inside Leon County  |       | 19.5% |                    |                   |

\* Source: Nonprofit Leon County 2007 Survey, Econometrics Consultants, Inc.

For every dollar of nonprofit funding given by government, individuals and businesses inside Leon County, leverages an additional \$4.13 of funding from sources outside of the county.

*Based on a wide range of criteria gathered by the website Livability.com, Tallahassee scored best in healthcare, amenities, social and civil capital, and education. Tallahassee ranked No. 42 on the annual livability list, "Top 100 Best Places to Live."*



Nonprofits deliver results for the people and communities they serve in fiscally prudent ways.

### ***Big Bend Homeless Coalition***

Big Bend Homeless Coalition saves up to \$75,000 annually per person placed in permanent housing. The cost of homelessness to the taxpayer is very high. Recent studies have shown that the costs for people who are chronically homeless can run as high as \$100,000 in costs related to emergency shelters, treatment, medical bills, and criminal justice. In contrast, the cost of providing someone a place to live and a caseworker is \$25,000. In 2014, Big Bend Homeless Coalition estimated that 44% of the individuals experiencing homelessness in Leon County have been homeless for a year or longer and 34% have been homeless four or more times in the past three years.

#### **Leon County Single Adult Family**

Preliminary reports for 2015 from the Homeless Coalition show that families are the fastest growing segment of the homeless population. Homeless children who are able to attend school have more problems learning in school. Compared with other children, homeless children are:

- Four times as likely to have developmental delays;
- Twice as likely to have learning disabilities; and
- Twice as likely to repeat a grade, most often due to frequent absences and moves to new schools (28% of homeless children go to three or more schools in a single year).

The Homeless Coalition's Housing, Opportunity, and Personal Empowerment (HOPE) Community is a short-term, transitional housing program that serves homeless families with children, as well as homeless single women and men. The HOPE program helps those who are committed to working their way out of homelessness and toward good

## ***NONPROFIT RETURN ON INVESTMENT IN ACTION:*** **Cost Savings to Society**

health, a stable income, and permanent housing. Each HOPE resident works with a case manager to develop an Individualized Service Plan, outlining goals, objectives, and necessary action steps to move out of homelessness and into housing and stability. The program provides shelter, basic needs, case management, tutoring for youth, subsidized childcare, support groups, access to employment training, and mental health care.

In FY 2012/2013, 453 individuals, including 139 children, were sheltered at the HOPE Community. Seventy-five percent of individuals exiting from the HOPE program moved into stable permanent housing.

### ***Brehon Family Services***

Brehon Family Services provides transitional housing and linkages to healthcare, education, and support services for homeless pregnant women and women with infants. The residential facility is the only maternity home of its kind between Jacksonville and Pensacola, and therefore serves the entire Big Bend region.

In 2013-2014, the Brehon Family Services program saved the Leon County community over \$10 million in hospital and educational costs alone. Brehon reduces risks by providing homeless pregnant women with a stable, nurturing, and safe environment, where they can bond with their newborns. In 2013-2014, all babies born to Brehon residents were healthy and within normal birth weight. Additionally, all Brehon residents who completed the program were successfully placed into permanent housing.

According to the March of Dimes, the average first-year medical costs, including both inpatient and outpatient care, were about 10 times greater for pre-term infants (\$32,325) than full-term infants (\$3,325). The average cost of delivering a full-term infant is \$7,500, as compared to the average cost of providing a pre-term infant neonatal intensive care, which is \$100,000. Not only is prevention in the best interest of families, but it is also cost effective. The costs of prematurity often continue after the babies leave the hospital.

About 25% of premature babies live with chronic health problems, including cerebral palsy and blindness. Children born prematurely tend to score lower on cognitive tests and are at a greater risk for behavioral problems when compared to full-term children. Special education programs and other interventions for pre-term children are also costly.

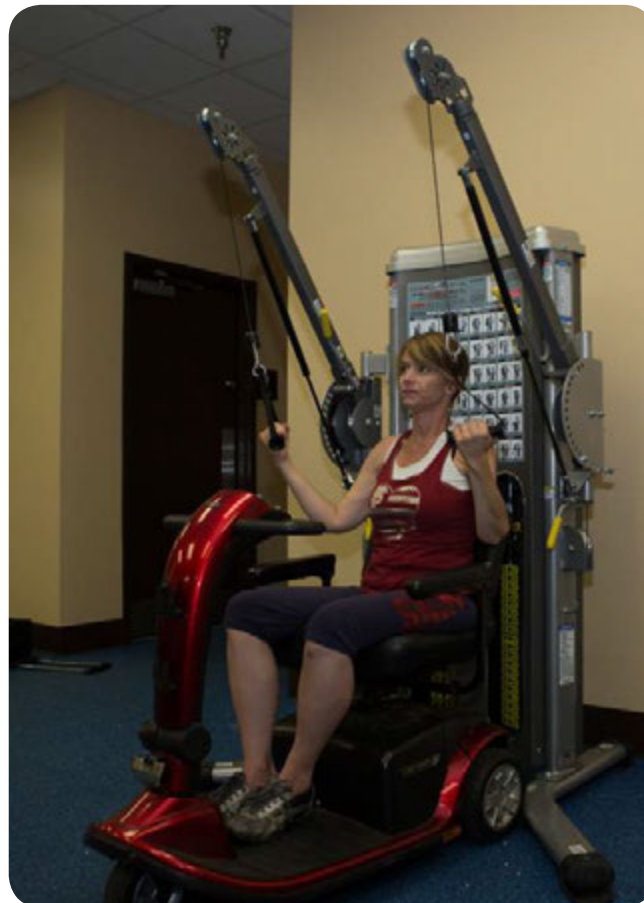
*For more than 13 years, Brehon Family Services has had a zero infant mortality rate of the babies whose mothers received services from Brehon.*

### **Florida Disabled Outdoors Association**

Florida Disabled Outdoors Association works to improve health and wellness, reduce obesity, and enrich lives through accessible, inclusive recreation, including two central programs— SportsAbility and Miracle Sports. SportsAbility shows families how everyone can benefit from active leisure. The Miracle Sports program provides access to athletics for people of all abilities on a barrier-free, rubberized surface, where, whether it is rounding the bases, scoring a touchdown, or driving the lane, anyone can participate and succeed.

Investing in SportsAbility and Miracle Sports directly reduces the community's healthcare expenditures. According to Trust for America's Health, the obesity epidemic is one of the country's most serious health problems. Adult obesity rates have doubled since 1980, increasing from 15 to 30%, and childhood obesity rates have more than tripled. Childhood obesity can cost approximately \$19,000 more per child when comparing lifetime medical costs to those of a normal weight child, according to an analysis from Duke Global Health Institute and Duke-NUS Graduate Medical School. Annually, the average total health expenses under Medicaid for a child with obesity is \$6,730, while the average health cost for all children covered by Medicaid is \$2,446. The average total health expenses for a child with obesity covered under private insurance is \$3,743. More than one-quarter of all health care costs are now related to obesity.

*Staying fit is especially important for people with disabilities, many of whom live sedentary lifestyles.*



### **Legal Services of North Florida**

Legal Services of North Florida (LSNF) has been providing free legal services to families with low-incomes for 35 years. LSNF offers services to support families; preserve homes; maintain economic stability; promote safety, stability, and health; and address populations with special vulnerabilities.

In 2008, Tax Watch studied free legal services programs throughout the state that provide no-cost civil legal services to low-wealth clients. Their study demonstrated an economic benefit of \$4.78 for every dollar spent on legal aid by state and local governments. Funding legal aid services is very beneficial and results in fewer costs for other services, including law enforcement, criminal court

proceedings, medical costs, and emergency services. According to a 2002 University of North Carolina report titled "A Cost Benefit Analysis of the Violence Against Women Act of 1994," a non-fatal domestic violence assault costs \$32,780 per female victim, including \$10,994 in direct costs of emergency response, court and probation, medical expenses, property damage, and lost-work productivity. Other studies have demonstrated that civil legal representation is one of the most effective ways to prevent future incidences of domestic violence. Last year, LSNF obtained 119 injunctions for protection and finalized 34 complicated dissolutions of marriage on behalf of domestic violence victims in Leon County, including 262 injunctions and 64 dissolutions of marriage.

In addition, legal services benefit the local economy. Attorney representation helps clients stay in their homes, solve debt-related problems, and manage issues such as unemployment and fraud. In the area of foreclosure alone, programs have a dramatic impact on the local community. Foreclosure causes not only a reduction in a home's value, but also impacts the property values of nearby homes. According to a 2013 report issued by the Center for Responsible Lending, families affected by nearby foreclosures lose an average of \$23,150 in wealth, representing 8.8% of their home value.

***Local governments lose an average of \$19,277 for every house abandoned in foreclosure due to diminished tax and fee collection, utility bills, property upkeep, sewage, and maintenance costs. Last year, LSNF provided legal assistance to 122 families, allowing them to remain in their homes, and saved 25 homeowners from foreclosure in Leon County.***

Preventing foreclosures and evictions is more cost-effective than sheltering people who have lost their homes. Additionally, legal representation increases resources to families. Last year, LSNF services resulted in \$206,354 in one-time benefits and \$609,102 in annualized benefits to low-wealth clients in Leon County and \$1,572,000 in one-time benefits and \$5,562,000 in annualized benefits program-wide.

## **Elder Care Services**

Elder Care Services currently serves approximately 250 frail, elderly people in Leon County through In-Home and Nutrition Services. By allowing these people to age in one place, Elder Care Services prolongs life and helps them avoid costly long-term care alternatives. Compared to other costly alternatives, Elder Care Services provides the lowest cost for long-term care, resulting in the same or even increased quality of care.

### **Cost Savings**

- Assisted Living Facilities averaged nearly \$42,600 per year.
- Nursing Home Placement averaged nearly \$82,125 per year.
- In-Home Services provided by a Certified Nursing Assistant (CNA) from an agency is approximately \$46,440 per year.
- Elder Care Services' Elder Day Stay currently costs \$15,480 a year (full-time attendance), which is 36% of the costs of an assisted living facility and roughly 19% of the costs of a nursing home placement. For some low-to-moderate-income families making less than \$40,000 a year, even \$15,480 (over 39% of their annual salary) is cost-prohibitive.

## **Big Bend Cares**

***We're not only saving lives. We're saving dollars as well.***

HIV/AIDS has become less visible in the United States since the first cases were reported more than 30 years ago, but the crisis has not disappeared. Although new infections have dropped, there are about 50,000 new infections occurring each year in the United States. Today, more than one million people are living with HIV in our nation. AIDS-related deaths occur when people who are infected do not receive the testing, treatment, and care they need.



Treatment can help people with HIV live longer, healthier lives and reduce the chance of passing HIV on to others. People with HIV may live 24 years more from modern treatments, whose average monthly cost is about \$2,100.

Unfortunately, one in five people with HIV do not know they are infected. They find out that they are infected only when their immune system collapses. Beginning treatment at this late state costs an average of \$4,700 per month due to the high hospital costs. Many people with HIV are also uninsured.

Leon County is one of the top 15 counties in Florida with diagnosed HIV cases, according to the Florida Bureau of HIV/AIDS. Big Bend Cares provides direct client services, which include medical case management, mental health and substance abuse counseling, housing assistance, preventative education to limit the spread of the disease, support groups, transportation, and the AIDS Insurance Continuation program. In addition, the program addresses basic needs such as food, transportation, and utility assistance.

***In 2014, the Big Bend Cares AIDS Insurance Continuation program provided direct client services to 907 clients. Ninety percent of those clients live below 200% of the Federal Poverty Guidelines and 75% live below 100%.***

HIV/AIDS treatment provided by Big Bend Cares providing a cost avoidance benefit of lower hospital costs, and the increased quality of life and productivity of the individual receiving treatment. Additionally, treatment also is a preventative measure that reduces future new HIV/AIDS cases. Treatment reduces the levels of HIV in the blood. A number of studies have shown that reducing the viral load in a person reduces new infections particularly from mother-to-child. According to the CDC, the lifetime treatment cost is \$379,000 per person, therefore preventing new HIV/AIDS cases has a very high rate of return in societal costs.

## ***Capital City Youth Services***

Two central Capital City Youth Services (CCYS) programs are the Someplace Else program and Transitional Living program. The Someplace Else program serves youth ages 10 to 17 who are abused or neglected, truant, having school problems, runaways, threatening to run away, homeless, locked out of their homes, or in other crises. Someplace Else is currently the only shelter located in the eight-county area serving these issues. In accordance with the federal definition of homelessness, all youth in the shelter are considered homeless. The program provides food, shelter, clothing, educational services, reunification support, and a host of therapeutic interventions. Youth care specialists provide 24-hour supervision and guidance for the youth.

The Transitional Living program provides transitional supportive housing for homeless runaway youth ages 12 to 18. The program helps youths develop into self-sufficient, connected individuals who can provide for their own well-being and contribute to the well-being of others. Each youth participant has his/her own room and bathroom and shares a large common area, dining room, and kitchen. Each youth participant undergoes comprehensive screening; intake and assessment; and trauma screening. CCYS has two important program benchmarks: 100% of residents maintain enrollment in school or will complete vocational/educational program of their choice; and 80% of residents will obtain and maintain employment.

CCYS services resulted in impressive cost savings to local government. According to a Department of Juvenile Justice report, 75% of the 504 youth served in the two programs were not adjudicated or convicted of a crime, saving local law enforcement \$900 per arrest or \$340,000 total. In addition, 94% of the youth returned home or to another appropriate placement.

***In the face of limited criminal justice resources, local criminal justice stakeholders have implemented cost efficient methods to effectively reduce recidivism rates, reduce law enforcement costs while maintaining public safety.***

## DISC Village

DISC Village with 150 staff located in Leon County provides a full array of substance abuse prevention and treatment services as well as manages a model juvenile civil citation and an adult civil citation program. In 2013, DISC Village pioneered the Adult Civil Citation program (the first of its kind in Florida), as a collaboration effort of the State Attorney, Chief Circuit Judge, Public Defender, Leon County Sheriff, Tallahassee Police Department and DISC Village. The initiative had strong support as well from both City and County Commissions.

Since its inception, the Adult Civil Citation Program has served over 600 people, saving Tallahassee/Leon County \$540,000 per year (600 x \$900 per arrest).

The Adult Civil Citation Program is a pre-arrest diversion program for low level misdemeanor offenses where local law enforcement now has a tool targeted for first time misdemeanor offenders with the objectives of:

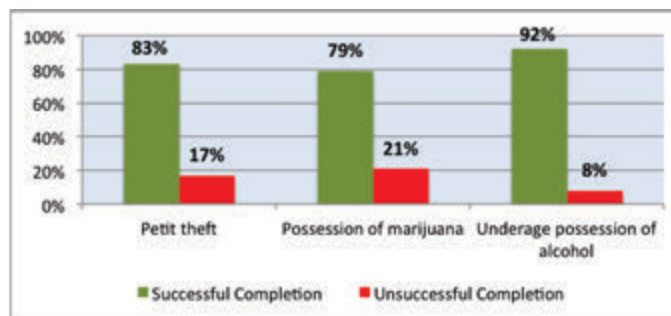
- Diverting adults that post no threat to public safety out of the justice system;
- Avoiding costs of processing minor offenses that take away limited resources from the court system; and
- Reducing recidivism for those minor offenses and using those limited resources to protect public safety.

The program is operated without direct cost to any government agency. Program costs are paid for by participating citation recipients. Fees paid by participants are equivalent to fees and fines they would pay to the court if criminally prosecuted. No one, however, is denied participation because they cannot afford to pay.

The program represents a better way of holding offenders who commit minor offenses accountable without destroying their lives. For first-time

misdemeanor defendants it is the arrest record that closes doors for future career success or that ends previously successful careers.

### Case Outcomes By Offense Type



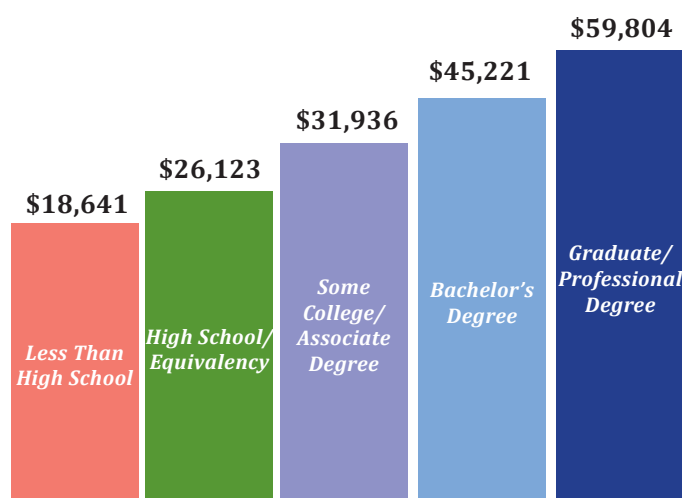
*"Each time a man stands up for an ideal, or acts to improve the lot of others, or strikes out against injustice, he sends forth a tiny ripple of hope, and those ripples build a current which can sweep down the mightiest walls of oppression and resistance." — Robert F. Kennedy*



## NONPROFIT RETURN ON INVESTMENT IN ACTION: Learning and Earning

It has become increasingly necessary to complete a high school and higher education degree. High school dropouts earn less than high school graduates, who earn less than those with college degrees. Moreover, studies show that those with high school and/or college diplomas exercise indicators of social engagement, such as voting and volunteerism, at a higher rate, while costly social problems, such as incarceration and teen pregnancy, decrease.

**Earnings by Educational Attainment**



### Big Brothers Big Sisters of the Big Bend

Big Brothers Big Sisters (BBBS) is the largest, most comprehensive one-to-one youth mentoring organization in our region, serving over 1,000 mentors and youth per year ages 6 to 16. Students meet with their mentor in the community by participating in the Community-Based Program or in the Enhanced School-Based Mentoring Program at one of the six active sites within the Leon County School system:

- Astoria Park Elementary School
- Hartsfield Elementary School
- Oak Ridge Elementary School
- Cobb Middle School
- Griffin Middle School
- Nims Middle School
- Godby High School

School success is an important outcome measure for BBBS. Eighty percent of students enrolled in the Enhanced School-Based Mentoring Program are promoted to the next grade level. Due to an increase in BBBS mentor involvement, partner schools are also positively affected. More volunteers attended and/or volunteered at school-sponsored functions, such as the Mid-Year and End-of-the-Year Mentor Appreciation Breakfast and Luncheon, field days, and field trips.

### Academic Outcomes Summary for School-Based Mentoring Program

- 90% Maintained/improved academic performance
- 73% Maintained/improved school attendance
- 82% Maintained/improved behavior
- 80% Promoted to next grade level

Long-term mentoring services save millions of dollars in future societal costs by preventing alcohol and drug use, reducing juvenile crime and court cases, and increasing school attendance, graduation rates, and lifetime earnings.

### Kids Incorporated

#### Did you know...

- The critical window for a child's emotional development occurs between birth and 18 months?
- The majority of a person's vocabulary is established by age 3?
- Neurological foundations for math and logic are formed by age 4?
- Fifty percent of a child's intelligence is formed by age 5?

Kids Incorporated is the only organization providing comprehensive services to at-risk families with infants and toddlers and prenatal women in Leon, Jefferson, and Madison counties.

The Kids Incorporated Early Head Start program serves low-income families with children ages zero to three, as well as low-income prenatal women. Kids Incorporated serves 500 infants and toddlers and their families, including 24 mothers, who received prenatal support and all of whom delivered healthy babies. The program is comprehensive and builds on four cornerstones: child development, family development, community building, and staff development. In addition, the program also enrolls families with special needs children; children born to teen mothers; families receiving Temporary Assistance for Needy Families assistance; foster care children; and parents impacted by layoffs and recent unemployment. The program also prioritizes families living in the South City and Frenchtown areas.

Kids Incorporated accepts children and families on the basis of need, rather than on a first-come, first-served basis. This enables the most at-risk families to be served first. Each classroom maintains a 1:4 teacher-to-student ratio and has high quality, developmentally appropriate curriculum and on-going screening and assessments. Health services are provided, including well-child physicals, vision and hearing screenings, mental health and nutrition services.

### *The Boys' Choir of Tallahassee*

The Boys' Choir of Tallahassee (BCT) is a community outreach program for males ages 8 to 18 enrolled in schools throughout Tallahassee and the surrounding area. BCT's goal is to help young males living in low-to-moderate-income households realize their full potential by proactively building character, restoring self-esteem, reducing risky behavior, and promoting academic success. The program provides access to high-quality services at no cost to the participant. Strategies include creating a safe, supportive afterschool setting that includes adult and peer mentoring for both academic and social skills and using performance to encourage greater connection with peers, adults, and the Tallahassee community.

#### **Boys' Choir Character-Building Activities**

- Supervised study hall
- Tutors & mentors
- Academic guidance
- Guest speakers

#### **Boys' Choir Meaningful Outcomes**

- 90% of participants were promoted to the next grade level
- 100% of Seniors graduated from high school
- 100% of graduates attend either Tallahassee Community College or FAMU
- 100% of participants had no involvement with juvenile justice



## ***PACE Center for Girls, Inc.***

With a demonstrated record of success, PACE Center for Girls uses a holistic, strength-based, and asset-building model specifically responsive to the needs of girls. The program is recognized as among the most effective in the country for keeping girls from entering the juvenile justice system. PACE provides a variety of services: academic education, career preparation, case management, counseling, and transition services.

PACE addresses the problems encountered by school-aged girls labeled truant, runaway, ungovernable, dependent, or delinquent. Each of these young women shares a common history of abuse, neglect, poverty, and dysfunctional families. Overall, the program focuses on increasing their abilities in academic settings and improving self-esteem in order to break the cycle of delinquency, poverty, teen pregnancy, and substance, physical, and sexual abuse.

PACE's outcomes are impressive. Of the girls served through the Spirited Girls component of the program, 86% improved their education performance, as indicated by grades, earning credits, GPA, and promotions.

94%

of girls improve academically as a result of PACE

79%

of girls were failing one or more classes before coming to PACE

92%

of girls have no involvement with the justice system as a result of PACE

31%

of girls had prior criminal involvement before coming to PACE

## ***Boys and Girls Club of the Big Bend***

The organization, through its afterschool and summer programs, focuses on the positive development of children and youth, particularly those from disadvantaged conditions, by focusing on four elements proven necessary for successful youth development: a sense of belonging; a sense of usefulness; a sense of competence; and a sense of influence. The clubs provide activities in five core areas, as follows: (1) character and leadership development, focusing on community services; (2) educational and career development, focusing on tutorial, homework assistance and computer training; (3) health and life skills, focusing on drug abuse resistance, pregnancy prevention, health awareness and family support; (4) arts and crafts, including dance, drama, choral and photography; and (5) sports, fitness and recreation, including team sports, camping and nature studies. In Leon County, approximately 600 youth participate in the Boys and Girls Club every year.

Florida Tax Watch conducted a study in 2013 that found that Florida Boys and Girls Clubs make a positive impact on their participants' academic performance.

### **Educational Impact**

- Participants' median achievement level in the Math and Reading FCATs are equal to the median performance of their peers in Math, and higher than their peers in Reading.
- Club members were absent from school half as often as their comparison group.
- Participants had a higher percentage of Grade Promotion than their comparison group.
- Club members had a much lower percentage of Grade Retention than their comparison group.
- Club member dropout rates were significantly lower than that their comparison group.

*Taxpayers  
realize a \$9,000  
benefit for each  
student that is  
not held back  
a grade.*

### **CareerSource Capital Region**

**8,979**  
Job Placements

**27,256**  
Job Seekers Served

**297,232**  
Job Seeker Services Provided

**2,342**  
Employees Served

**20,212**  
Employer Services Provided

CareerSource Capital Region (CSCR) provides comprehensive employment and workforce services for our region, connecting employers with qualified Big Bend residents and employment and career development opportunities.

CSCR placed 8,979 people in jobs last year, which resulted in \$240 million in wages. All services offered by CSCR are at no cost to employers or the job seeker.

***It goes without saying, that when we are able  
to connect employers with trained, qualified  
job seekers...WE ALL WIN!***

In 2014, CareerSource initiated Startup Quest®, a new, entrepreneurial training program for the unemployed and underemployed. Startup Quest® is a nationally recognized entrepreneurship training program that connects teams of qualified participants with successful CEOs and entrepreneurs. Together, participants learn the steps needed to transform their ideas into a product for the marketplace. The program gives professionals the training and skills to become entrepreneurs or implement their new entrepreneurial skills to an existing company.

#### **Program Objectives:**

- Improve the prosperity of workers, businesses, and communities by providing unemployed and underemployed job seekers with training, knowledge, skills, confidence, and community support, including access to capital from outside sources;
- Promote the state and local workforce systems that support self-employment as a viable career choice for job seekers;
- Provide short-term, focused entrepreneurial training and support services to Veterans; and
- Improve workforce strategies by increasing business services, aligning job seeker readiness, and disseminating existing best practices.



## NONPROFIT RETURN ON INVESTMENT IN ACTION: Multiplying Impact

Many nonprofits are cost-effective because they can tap into the community and leverage a wide range of resources. Nonprofits are strategic and creative, always looking for opportunities to combine multiple funding sources, volunteer expertise, and donated goods and services.

The Corporation for National and Community Service's 2013 report, *Volunteering as a Pathway to Employment* provides empirical research that establishes an association between volunteering and employment. The report confirmed that those who volunteered had a 27% better chance of finding a job than those who did not. Volunteers who use their skills and knowledge demonstrate higher levels of capacity, making the volunteer more attractive for potential employers.

Moreover, 472 patients received short-term medical case management services, including guidance when applying to various medical and prescription assistance programs. Overall, 1,123 Leon County residents received medical support through the We Care Network during 2014.

*"America is great because she is good. If America ceases to be good, America will cease to be great."* – Alexis de Tocqueville

### Capital Medical Society

In 1992, the physicians of the Capital Medical Society initiated the We Care Network. This network provides organized approaches to managing the specialty care needs of low-income, uninsured populations. A prospective client can have no applicable insurance, cannot be eligible for any alternative program (such as Medicaid or Medicare), lives at or below 150% of the Federal Poverty Level, and has no other means of receiving care. Specialty care includes dental care and treatment for cancer and other serious diseases. Since 1992, the We Care Network's physicians, hospitals, and other providers have donated more than \$37 million in free care to patients who cannot qualify for alternative programs.

In partnership with the Tallahassee Memorial Hospital, Tallahassee Community Hospital, and additional ancillary medical providers, over 400 local physicians and dentists currently volunteer their time and expertise to We Care Network. In 2014, this network of volunteers provided more than \$5.27 million in free medical care to 651 qualified patients. We Care Network also paid \$18,852 for patient prescription and transportation

### Elder Care Services

The Retired and Senior Volunteer program is a program that recruits, trains, and matches people ages 55 and older with volunteer opportunities in nonprofit and government settings.

During 2014, 677 seniors participated in the Retired and Senior Volunteer program. In Leon County, 131 senior participants volunteered at 10 agencies. Using the Independent Sector value of \$21.36 per hour, these volunteers contributed over \$1 million in contributions. Volunteers also delivered 75,552 meals to 517 frail homebound elders. Additional volunteer efforts include transporting disadvantaged seniors to medical appointments, distributing USDA food supplements at designated sites, and assisting area nonprofits with daily operations.

### Ability1st

Ability1st believes that each individual with a disability should live independently and participate actively in the community. Alongside the community, Ability1st is striving to eliminate all significant barriers which prevent people with disabilities from achieving their desired level of independence. Ability1st receives donations and loans out durable medical equipment, such as wheelchairs, walkers, and shower benches. This program also utilizes community volunteers to construct wheelchair access ramps for persons with physical disabilities.

#### During 2013 Ability1st:

- Constructed 102 wheelchair ramps for low-income persons with disabilities with the support of 500 volunteers.
- Leveraged \$60,000 in donated equipment and building supplies.
- Provided over 1,000 pieces of durable medical equipment to persons with mobility impairments.
- Provided over 50,000 disposable medical supplies to very low-income persons experiencing incontinence.

### *VolunteerLeon*

VolunteerLeon, a division of Leon County, leverages the vast talents and resources of the community's residents for the benefit of the entire community. More than 4,500 citizens have volunteered through VolunteerLeon, and their internships and volunteer services have contributed over 100,000 hours of time, talent, and skills.



Photo courtesy of Leon County

During the 9/11 National Day of Remembrance and Service, a VolunteerLeon-led effort, the Leon County community came together with 100 volunteers and employees and coordinated the rehabilitation of more than 35 homes, with more than 20 project assignments in the Crown Ridge Estates Neighborhood.



Photo courtesy of Leon County

### *Leadership Tallahassee (LT)*

A division of Greater Tallahassee Chamber of Commerce, Leadership Tallahassee is dedicated to cultivating a diverse group of leaders and matching prospective board members with interested agencies through an online database called LeaderBoard which is available at the Leadership Tallahassee website: [leadershiptallahassee.com](http://leadershiptallahassee.com). LeaderBoard is a place where organizations can find community leaders interested in serving on a nonprofit board. LeaderBoard hosts profiles for non-profits and individuals interested in joining a board. After building a profile, a person can search for potential board openings that suit their interests and skill sets. Launched in 2014, LeaderBoard has 84 community leaders and 27 organizations registered.



## NONPROFIT RETURN ON INVESTMENT IN ACTION: Strengthening Community

Nonprofits provide powerful returns on investment by encouraging and engaging communities. Nonprofits respond to entrenched and emergent needs with compassion, creativity, and tenacity, while uniting people who want sustainable change.

### *Second Harvest*

Second Harvest solicits, collects, stores, and distributes food and grocery products to nonprofit agencies and church groups. The agency utilizes several programs for distributing food to those in need: Brown Bags for Seniors, Our Child Nutrition, After School Snack, Disaster Relief, and Summer Food Service. Many local nonprofits, particularly homeless shelters and feeding programs, secure resources from Second Harvest for distribution to their clients.

*Fighting Hunger.  
Feeding Hope.  
Over 1 million meals provided*



During 2014, 75,280 Leon County residents received food support due the work of Second Harvest staff and their volunteers. The amount of food distributed in Leon County totaled 2,890,173 pounds, which is equivalent to 1,169,400 meals. The amount of produce delivered in Leon County totaled 1,515,740 pounds, and an additional 388,996 pounds of protein items were distributed. Overall, the food distributed in Leon County represents a savings to partner agencies and the community of \$4,272,488.

### *Refuge House*

Refuge House serves people affected by domestic violence and sexual assault in the eight Big Bend counties. Domestic violence and sexual assault affect thousands of women, children, and men in our community every year. Nationally, one in five women and men in the United States has been raped in her lifetime, and nearly half of all women have experienced some form of sexual violence. One in three women has experienced rape, physical violence, or stalking by an intimate partner.

Annually Refuge House responds to 2,800 domestic violence-related hotline calls and 750 sexual assault calls. In 2014, 385 women, children, and men sought safety in Refuge House's emergency shelters. Additionally, 1,302 survivors reached out for assistance in securing protective orders through the Refuge House Leon County Courthouse office.

*"It's on us, all of us, to create a culture where violence isn't tolerated, where survivors are supported and where all our young people, men and women, can go as far as their talents and their dreams will take them." – President Barack Obama, February 2015 ([itsonus.org](http://itsonus.org))*

### *Capital Regional YMCA*

The Capital Regional YMCA strengthens the community through youth development, healthy living, and social responsibility. The YMCA has many programs that positively impact community, including swimming lessons and drowning prevention programs. Drowning is the leading cause of accidental death of children under the age of four. On any given day, 11 children will die from drowning in the United States. During the summer of 2014, Capital Regional YMCA provided reduced-cost swimming lessons to 458 Tallahassee children and provided free swimming lessons to 94 Tallahassee children.



*"The health of a democratic society may be measured by the quality of functions performed by private citizens."*  
– Alexis de Tocqueville

### Capital Area Action Agency

Since 1965, the Capital Area Action Agency mission has been to provide a comprehensive system of services and resources that will reduce the effects of poverty; empower low-income citizens with skills and motivation; and improve the overall quality of lives and the community. The agency offers a variety of state, federal, and local programs, including the Emergency Shelter/Homeless Prevention program and the Head Start program.

The Emergency Shelter/Homeless Prevention program serves homeless or near-homeless households who need immediate assistance transitioning to affordable housing or other services to prevent homelessness.

This homeless population includes those who have been evicted, experienced foreclosure, are unemployed, or are without housing due to physical or mental illness. The program prioritizes families with children. Immediate, short-term shelter and supportive services are provided, and individuals needing intensive support are referred to the Family Self-Sufficiency program.

The Head Start program is a comprehensive child development program for preschool children whose families fall below the Federal Income Guidelines. The participating children, ranging from ages three to five, and their families receive early childhood development services, health services (including dental, nutrition, and mental health services), and other supportive services. In 2014, 186 individuals, including 56 families, received emergency assistance. All 56 families received rental and/or utility assistance to move into stable housing.

Last year, Head Start served 376 children in the six Leon County based centers. Of those participants, 80% of children ages three and four progressed to Level II in language development. In addition, 100% of the participants had higher assessment scores on the final outcomes report in eight learning and developmental domains for school readiness.

### Neighborhood Medical Services

A Federally Qualified Health Center, Neighborhood Medical Services provides an array of health care services to Big Bend residents. Eligible clients must be uninsured, low-income adults. The clinic is open 59 hours per week. The clinic's services include primary health care, medical case management, transportation, and specialty clinics, including dental, vision, mental health, hypertension, gynecology, orthopedics, cardiology and nutrition. In 2014, the clinic served 7,528 Leon County residents and provided 15,592 patients encounters.

### Sickle Cell Foundation

The Sickle Cell Foundation is the only Big Bend agency providing education and awareness about Sickle Cell disease. The agency's services include screenings and testing information; genetic counseling; educating persons on management and maintenance strategies; and providing financial assistance for medications and other basic necessities. Furthermore, the agency offers client support groups and provides an opportunity for children living with Sickle Cell disease to attend a medically staffed summer camp.

In 2014, 50 people diagnosed with Sickle Cell disease received ongoing support services through the Disease Management Program. The individuals served are chronically ill, and most live below 150% of the Federal Poverty Guideline.

### *Emergency Care Help Organization*

Emergency Care Help Organization (ECHO) provides emergency services to people in crisis, restoring individual and family self-sufficiency and fostering feelings of self-worth, independence, and productivity. ECHO provides weekend meals, emergency resources, and family services programs. The organization also operates the Renaissance Community Center, a service center that assists individuals and families impacted by homelessness and poverty. In 2014, The Renaissance Community Center served over 5,000 homeless Tallahassee residents. On average, over 32 individuals utilized the facility's shower, laundry service storage, computers, and phone service daily. The center also assisted residents with housing options, mental health counseling, and Social Security and food stamps benefits.

### *2-1-1 Big Bend*

Big Bend operates a hotline open 24 hours a day, seven days a week that provides crisis intervention, suicide prevention, counseling, and referral information to Big Bend residents. In 2014, 2-1-1 responded to 22,739 calls. The 2-1-1 is also a comprehensive community resource directory that contains more than 1,000 local human service programs.

Staff members at 2-1-1 Big Bend include both paid professionals and volunteer paraprofessional counselors. Most daytime calls are answered by paid counselors, and many of the evening, weekend, and overnight calls are answered by trained volunteer counselors.

The agency trains more than 80 counselors each year and has trained more than 3,300 volunteers during the past 44 years. After completing their volunteer commitment at 2-1-1, many volunteers eventually move on to serve the community in other organizations.

2-1-1 collaborates with more than a dozen coalitions, including those serving people who are homeless, preparing our community for disasters and several others that serve children. In February 2015, 2-1-1 launched a new program called Help Me Grow to help improve early detection and intervention for behavioral and developmental challenges. 2-1-1 offers specialized information to parents who are concerned about their child's physical or emotional development. The Help Me Grow program enriches the agency's services to include specialized care coordination and advocacy to parents with children ages zero to eight.

### *The Shelter*

- Feeds 500 hungry people every day
- Provides overnight safety for 220 men, women, and children
- Meets the basic health needs of at least 150 people every night

Over 1,000 people are homeless on any given night in Tallahassee. The Shelter serves as the entry point into homeless assistance for individuals and families with children.

The Shelter responds to people's emergency needs and provides shelter, food, personal hygiene, clothing, medical assistance, medications, and crisis intervention services, without charging fees. The Shelter staff also offers support services and referrals to other area agencies.

*Some problems are best tackled through collaboration.*

Long-Standing Partnerships with The Shelter:

- Ability 1st provides case managers six times a week for The Shelter 24-Hour Services Program to assist clients with disabilities.
- The Department of Veterans' Affairs now provides on-site social services for clients who are military veterans. The homeless coordinator for veterans has access to an array of extra services, particularly medical care and housing assistance for qualified clients.
- DISC Village Transitional Unit (substance abuse) provides weekly case management to Shelter clients, also on-site at the facility. The case worker visits weekly to meet with clients and also makes appointments for clients to meet at DISC Village Headquarters – just four blocks from The Shelter. The counselor assists with alcohol and drug problems, employment and housing.
- GED – Literacy classes at the Leon County Library
- Legal Services of North Florida for civil matters
- HIV related services from Big Bend Cares; tuberculosis testing from the Leon County Health Department; crisis stabilization services from the Apalachee Center for Human Services; and free medical care from Neighborhood Health Services.
- Apalachee Center Mental Health Crisis and Detox Center now accept uninsured Shelter clients with referrals.
- Legal Services and the Legal Aid Foundation visit regularly to consult with clients on civil issues such as disability applications for SSI benefits.

*Big Bend Community Based Care*

Big Bend Community Based Care (BBCBC) was created in 2002 as a direct response to Florida's Legislature and Department of Children and Families initiative to improve child welfare services. BBCBC serves as the central location from which partner agencies can draw resources, providing the highest quality child welfare and substance abuse and mental health services to children, adults, and families.

Information collected and analyzed by BBCBC's Quality Management Team during FY 13/14 indicated that:

- Children in out-of-home care were kept safe from abuse and neglect in 99.9% of all cases served by BBCBC, exceeding both the state goal and statewide performance for the fiscal year.
- 151 children served by the BBCBC Network were adopted over the course of the fiscal year. Of those 151 adoptions, 52% were finalized less than 24 months after the children entered foster care, exceeding the state goal of 36.6%.



## United Partners for Human Services



**Ellen Piekalkiewicz,**  
*Executive Director*

I hope you have enjoyed reading the first annual United Partners for Human Services (UPHS) report, *Essential Services and Responsible Stewardship*. I want to thank the Report Steering Committee - Louis Garcia, Lee Wagner, Jim McShane and Jim Croteau for helping me with editorial decisions and general support.

I am honored to represent such a strong coalition of human service providers and supporting partners in Tallahassee. UPHS has a membership base consisting of over 70 agencies, associations, and companies. In 2015, UPHS and its members are advocating for the people they serve, providing a unified voice in the following four areas:

- Improved Access to Healthcare
- Increased Funding for the CHSP Grant Program
- Expanded Access to Public Transportation
- Safe and Affordable Housing for Extremely Low-Income Households

A strong nonprofit human services sector is essential for Tallahassee. Not only does the sector bring in over \$185 million in outside revenue and employ 1,870 people- the sector empowers people as citizens of their community; provides needed services and stands up for the disenfranchised.

Please continue to support UPHS and its members as we work with you and create a better future.

*Ellen*

Ellen Piekalkiewicz  
Executive Director  
ellen@uphsfl.org  
(850) 942-2569  
www.uphsfl.org

### UPHS Advocacy Forums on Housing for Extremely Low Income (ELI)\* Households

Two UPHS forums addressing the housing needs of ELI households were held in October and November 2014. The forums featured presentations by staff from the City of Tallahassee, Leon County, Big Bend Homeless Coalition, and AREA Tallahassee. The forums focused on the shortage of affordable, safe, and permanent housing for ELI households in Tallahassee/Leon County.

The Housing First approach was also discussed. Housing First is a best practice being promoted by the United States Department of Housing and Urban Development and the Florida Housing Finance Authority. The practice is centered on ending homelessness by providing people experiencing homelessness with housing as quickly as possible and then providing services as needed.

UPHS is committed to influencing local housing policies affecting ELI households to increase the availability of safe and affordable housing stock as a way to reduce homelessness and to prevent homelessness.

#### Forum Key Imperatives

##### **Tallahassee/Leon County needs to have:**

- A focus on helping individuals and families access and sustain permanent rental housing as quickly as possible without time limits;
- A variety of services delivered to promote housing stability and individual well-being on an as-needed basis;
- A housing planning process that includes advocates for housing for ELI households;
- Capacity building - nonprofits need to see model projects of what has worked to reduce and prevent homelessness; and
- An analysis of local housing policies and land use codes to assess whether reform is needed to support the development of housing for the homeless and special needs populations.

\*ELI - less than 30% of area median income.

## About UPHS

UPHS is a coalition of human service providers and supporting partners working together to improve the delivery of human services in the Big Bend. Membership driven, UPHS is committed to providing a unified voice for human service agencies in our community. We are rapidly expanding with a membership base consisting of over 70 agencies, associations, and companies. Our members meet several times each year in a variety of formats, to discuss important issues facing not-for-profits and human service providers. UPHS members are proud of our strong collegial relationships and are committed to maintaining that atmosphere.

***Vision: Integrating Partnerships to Strengthen Our Community Prosperity.***

***Mission: To educate, support, and advocate for public and private not-for-profit human service agencies of the Big Bend.***

### Objectives

1. Work collaboratively and cooperatively in providing the maximum benefit to all people.
2. Increase the effectiveness of human services through high quality instruction on cutting edge topics.
3. Strengthen accountability to the community.
4. Increase knowledge, awareness and dialogue through advocacy regarding the impact of human services on social justice and quality of life in our community.
5. Demonstrate the economic impact of our agencies and services on the community.

### Values Statement

UPHS believes that human services shall be:

1. Comprehensive — adequate to ensure the physical, emotional, intellectual, economic and spiritual integrity of all people;
2. Universal — available to all people in need, without discrimination;
3. Ethical — respecting the self-direction, empowerment, dignity, human rights and privacy of all people served; and
4. Accountable and Autonomous — meeting appropriate, relevant best practice standards while promoting fair and rational contractual relationships and funder expectations.



### *UPHS Members*

- 2-1-1 Big Bend
- 21st Century Council
- Ability1st
- Aging With Dignity, Inc.
- Alzheimer's Project
- American Red Cross Capital Area Chapter
- America's Second Harvest of the Big Bend
- Area Agency on Aging of North Florida
- Bethel Community Development Corp.
- Big Bend Cares
- Big Bend Community Based Care, Inc.
- Big Bend Habitat for Humanity
- Big Bend Homeless Coalition
- Big Bend Hospice
- Big Brothers Big Sisters of the Big Bend
- Bond Community Health Center, Inc.
- Boys & Girls Club of the Big Bend
- Boys Town of North Florida
- Boys' Choir of Tallahassee
- Brehon Family Services
- Capital Area Community Action Agency
- Capital Area Healthy Start Coalition
- Capital City Youth Services
- Capital Medical Society Foundation
- Capital Region YMCA
- CareerSource Capital Region
- Children's Home Society of Florida
- Dick Howser Center
- Disability Rights Florida
- DISC Village
- Early Learning Coalition of the Big Bend
- ECHO
- Elder Care Services
- Epilepsy Assoc. of the Big Bend
- Florida Alliance for Assistive Services
- Florida Disabled Outdoors Association
- Florida Hospices and Palliative Care, Inc.
- Florida Society of Association Executives
- Girl Scout Council of the FL Panhandle
- Good News Outreach
- Guardian Ad Litem Program 2nd Judicial
- Imani Dance Program, Inc.
- Kids Incorporated of the Big Bend
- Leadership Tallahassee
- Lee's Place
- Legal Aid Foundation of the Tallahassee Bar
- Legal Services Of North Florida

- Leon Advocacy & Resource Center
- Lighthouse of the Big Bend
- Literacy Volunteers of Leon County
- Lutheran Social Services of North FL
- Mind Over Money Consulting, Inc.
- Neighborhood Health Service, Inc.
- Oasis Center for Women & Girls
- Office of Public Guardian, Inc.
- PACE Center for Girls
- Refuge House
- Senior Citizen Council of Madison
- Sickie Cell Foundation
- Tallahassee Lenders' Consortium
- The Shelter
- United Way of the Big Bend
- VolunteerLeon
- Whole Child Leon
- Wisdom's Wellspring, Inc.
- Workshop for Adult Vocational Enrichment

### *UPHS Supportive Partner Members*

- Be Free for Good, LLC
- Hancock Bank
- Institute for Nonprofit Innovation and Excellence
- James Moore & Co.
- Krizner Group
- Prime Meridian Bank
- Stansbury Consulting, LLC



***Tallahassee, a great place to live!***



*Vision: Integrating Partnerships to Strengthen Our Community Prosperity*

**Board Officers**

Velma Stevens, *President*  
*Sickle Cell Foundation*  
Rob Renzi, *President-Elect*  
*Big Bend Cares*  
Rick English, *Treasurer*  
*America's Second Harvest of the Big Bend*  
Jeri Bush, *Secretary*  
*VolunteerLEON*  
Anna-Kay Hutchison, *Immediate Past President*  
*Capital Region YMCA*

**Board Members**

Marta Arrington  
*ECHO*  
Meg Baldwin  
*Refuge House*  
Mandy Bianchi  
*Epilepsy Association of the Big Bend*  
Barbara Boone  
*Leadership Tallahassee*  
Haley Cutler  
*Oasis Center for Women & Girls*  
Darryl Jones  
*Bethel Community Development Center*

Jackie Malone  
*Brehon for Family Services*  
Charles McDonald  
*Children's Home Society*  
Dan Moore  
*Ability 1st*  
Kevin Priest  
*Capital City Youth Services*  
Rob Renzi  
*Big Bend Cares*

**Supportive Partner Member**

Inzlea Smith-McGlockton  
*Be Free For Good, LLC*

**Affiliate Members**

Jessica Lowe-Minor  
*Institute for Nonprofit Innovation & Excellence*  
Bob Powell  
*SNAP*

[www.uphsfl.org](http://www.uphsfl.org)

**United Partners for Human Services • 2477 Tim Gamble Place • Tallahassee, FL 32309**

## **AGREEMENT**

THIS AGREEMENT is made and entered into on the 28<sup>th</sup> day of October, 2014, by and between Leon County, Florida, a political subdivision of the State of Florida, (hereinafter referred to as the "County") and Tallahassee Memorial Healthcare, Inc., a Florida not-for-profit corporation, (hereinafter referred to as "TMH").

**WHEREAS**, TMH operates a hospital licensed under Chapter 395, Florida Statutes; and

**WHEREAS**, TMH, in conjunction with the County, believes it is desirable to provide health care services to the Medicaid, uninsured, and underinsured residents of the County; and

**WHEREAS**, Senate Bill 2000, the General Appropriations Act of the State of Florida for Fiscal Year 2011-2012, establishes primary care services as an eligible category for participation in the Low Income Pool (LIP) Enhanced Primary Care Grant (hereinafter referred to as the "LIP Grant"), as administered for the State of Florida, Agency for Health Care Administration ("AHCA"); and

**WHEREAS**, TMH has instituted and operated the Enhanced Access to Primary Care Project (hereinafter referred to as the "Project"), funded by the LIP Grant for primary care services for the Medicaid, uninsured, and underinsured residents of the County; and

**WHEREAS**, TMH will partner with Neighborhood Medical Center, Inc. (hereinafter referred to as "NMC") and Bond Community Health Center, Inc. (hereinafter referred to as "Bond") to provide primary care support services in the community, in the furtherance of the Project; and

**NOW THEREFORE**, be it resolved that it is in the best interest of TMH and the County to enter into this Agreement for the provision of primary care to the Medicaid, uninsured, and underinsured residents of Leon County with LIP Grant funds. In consideration of the mutual promises and covenants herein contained, and the other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties hereby agree as follows:

**1. TERM:**

The term of this Agreement shall commence on July 1, 2014, and terminate on June 30, 2015.

2. **COUNTY OBLIGATIONS:**

The County authorizes \$328,300 (reallocation of \$200,000 for the TMH Regional Trauma Center and, \$128,300 designated for primary health care) of health care funding as matching funds for the LIP Grant, which requires local government matching funds. The match would provide a total of \$1,500,000 to TMH for the provision of health care services for the Medicaid, uninsured, and underinsured residents of the County. Funding provided in this agreement shall be prioritized so that designated funding shall first be used to fund the Medicaid program (including LIP) and used secondarily for other purposes.

3. **TMH OBLIGATIONS:**

- A. TMH through the Project will provide primary care services as outlined in the LIP Grant to the Medicaid, uninsured, and underinsured residents of the county, funds in this agreement shall be used for no other purpose.
- B. Subject to final disbursement from AHCA, TMH will pay an estimated \$509,126 which will be evenly distributed between NMC and Bond, the sole use for which shall be to fund the provision of primary care services to the Medicaid, uninsured, and underinsured residents of the county as authorized by the LIP Grant and which shall be used for no other purpose.
- C. TMH will ensure that designated funding shall first be used to fund the Medicaid program (including LIP) and used secondarily for other purposes.
- D. TMH will ensure that funding provided to NMC and Bond is utilized in compliance with all provisions of the LIP Grant.
- E. TMH is required to comply with all provisions of the LIP Grant.
- F. TMH will provide a copy of its final grant report to the County.

4. **CONTINGENCY:**

This Agreement and the obligations set forth herein are contingent upon all required local, state and federal approval of this Agreement and the Florida Title XIX Inpatient Hospital

Reimbursement Plan, Version XX and fulfillment of the State's obligations under the General Appropriations Act of 2011-12. This Agreement is also contingent upon the receipt, in full, by TMH of all funds to be delivered to TMH hereunder.

5. **INDEMNIFICATION:**

TMH shall indemnify, hold harmless, and defend the County, its officials, officers, agents and employees from and against any and all liabilities, losses, claims, damages, demands, expenses or actions, either at law or in equity, including court costs and attorneys' fees, that may hereafter at any time be made or brought by anyone on account of personal injury, property damage, loss of monies, or other loss, allegedly caused or incurred, in whole or in part, as a result of any negligent, reckless, wrongful, or intentional act or omission, or based on any act of fraud or defalcation by TMH, its agents, subcontractors, assigns, heirs, and employees during performance under this Agreement. The extent of this indemnification shall not be limited in any way as to the amount or types of damages or compensation payable to the County on account of any insurance limits contained in any insurance policy procured or provided in connection with this Agreement. In any and all claims against the County or any of its officials, officers, agents or employees by any employee of TMH, any subcontractor, heir, assign, anyone directly or indirectly employed by any of them, or anyone for whose acts any of them may be liable, the indemnification obligation under this paragraph shall not be limited in any way as to the amount or type of damages, compensation or benefits payable by or for TMH or any subcontractor under worker's compensation acts, disability benefit acts or other employee benefit acts. The County may, at its sole option, defend itself or require TMH to provide the defense. TMH acknowledges that the sum of ten dollars (\$10.00) of the amount paid to TMH constitutes sufficient consideration for the indemnification of the County, its officials, officers, agents and employees. The provisions of this Section shall survive the expiration or termination of this Agreement.

5. **MISCELLANEOUS:**

A. **ASSIGNMENT:** The parties shall not assign any portion of this Agreement without first



obtaining the written consent of the non-assigning party. Any assignment made contrary to the provisions of this section shall be cause for termination of the Agreement and, shall not convey any rights to the assignee.

- B. ENTIRE AND COMPLETE AGREEMENT: This Agreement constitutes the entire and complete Agreement of the parties with respect to the obligations required hereunder. This Agreement, unless provided hereunto the contrary, may be modified only by written agreement duly executed by the parties with the same formality as this Agreement.
- C. APPLICABLE LAW: The law of the State of Florida shall govern the validity, interpretation, construction, and performance of this Agreement.
- D. VENUE: Venue for all actions at law or in equity shall lie in Leon County, Florida.
- E. SEVERABILITY: In the event that any provision of this agreement shall, for any reason, be determined to be invalid, illegal, or unenforceable in any respect, the parties hereto shall negotiate in good faith and agree to such amendments, modifications, or supplements of or to this Agreement or such other appropriate actions as shall, to the maximum extent practical in light of such determination, implement and give effect to the intentions of the parties, as reflected herein, and the other provisions of this Agreement shall, as amended, modified, supplemented, or otherwise affected by such actions, remain in full force and effect.

IN WITNESS WHEREOF the parties have duly executed this Agreement on this 28th day of October, 2014.



LEON COUNTY, FLORIDA

BY: Vincent S. Long  
VINCENT S. LONG  
COUNTY ADMINISTRATOR

ATTEST:  
BOB INZER, CLERK OF THE COURT  
AND COMPTROLLER  
LEON COUNTY, FLORIDA

BY: John Stott, Deputy Clerk

APPROVED AS TO FORM:  
LEON COUNTY ATTORNEY'S OFFICE

BY: Herbert W.A. Thiele, Esq.

HERBERT W.A. THIELE, ESQ.  
COUNTY ATTORNEY

TALLAHASSEE MEMORIAL HEALTHCARE, INC.

BY: G. Mark O'Bryant  
G. MARK O'BRYANT, PRESIDENT/CEO

(CORPORATE SEAL)

LEON COUNTY  
CONTRACT ROUTING FORM

☒ Original  
☐ Renewal  
☐ Amendment # \_\_\_\_\_

County Contract No. 3717A

Division Contact: Charis Wichers Phone #: 606-1812  
 Department/Division: Solid Waste  
 Contractor: Sharing TREE  
 Address: 617 Industrial Drive  
 City, State, Zip: Tallahassee, FL 32310 Phone #: \_\_\_\_\_

Contract Period: From April 1, 2013 To September 30, 2013

Renewal Periods: Number Infinite – based upon budget Term 1-year  
 Contract Total \$ Amount: \$20,000 or check if Unit Price Agreement

Contract Type: Procurement Method  
☐ Conservation Easement ☐ Bid\*  
☐ Construction ☐ RFP\*  
☐ Continuing Supply ☐ ITN\*  
☐ Deed ☐ Sole Source  
☐ Interlocal Agreement ☐ Gov't Entity  
☐ Grant ☐ Other (Explain below)  
☐ Lease  
☐ Other Services Insurance Certificates  
☐ Performance Agreement ☐ General Liability  
☐ Professional Services ☐ Professional Liability  
☐ Purchase ☐ Workers' Compensation  
☐ Other (Explain below) ☐ Errors & Omissions  
☐ ☐ Automobile Coverage

Forms Required:  
☐ Public Entity Crimes Statement  
☐ Performance Bond  
☐ Materials & Payment Bond  
☐ Warranty Bond  
☐ Certification Regarding Debarment

\*Bid/RFP #: \_\_\_\_\_

Awarded By:  
☒ Purchasing Director  
☐ County Administrator  
☐ Board of County Commissioners  
 Agenda Date \_\_\_\_\_ Item # \_\_\_\_\_

Comments: Funding agreement with The Sharing TREE to support the provision of new and reusable classroom supplies and materials to teachers in Leon County and create learning opportunities related to environmental and economic sustainability.

## Routing:

| Required                            | Initials   | Date           |
|-------------------------------------|------------|----------------|
| <input type="checkbox"/>            |            |                |
| <input checked="" type="checkbox"/> | <u>SWK</u> | <u>4-16-13</u> |
| <input checked="" type="checkbox"/> | <u>SWK</u> | <u>4/16/13</u> |
| <input type="checkbox"/>            |            |                |
| <input type="checkbox"/>            |            |                |
| <input checked="" type="checkbox"/> | <u>SWK</u> | <u>4/18/13</u> |

Originating Division \_\_\_\_\_  
 Group Director \_\_\_\_\_  
 Purchasing \_\_\_\_\_  
 County Attorney's Office \_\_\_\_\_  
 Deputy or Assistant County Administrator \_\_\_\_\_  
 County Administrator \_\_\_\_\_  
 Chairman, BCC \_\_\_\_\_  
 Clerk's Office (Finance) \_\_\_\_\_

RECEIVED  
 13 APR 17 PM 1:24  
 FINANCE DIVISION  
 BOB INZER  
 CLERK CIRCUIT COURT

Return completed documents to: Shelly Kelley, Purchasing

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

## **Funding Agreement between Leon County and The Sharing TREE, Inc.**

This Agreement dated this 1<sup>st</sup> day of April 2013, by and between LEON COUNTY ("County"), a political subdivision of the State of Florida, and The Sharing TREE, Inc., a Florida Non-Profit Corporation, ("The Sharing TREE").

### **RECITALS**

**WHEREAS**, The Sharing TREE is a renewable resource center whose primary mission is to provide donated new and reusable high-quality classroom supplies and materials to teachers in Leon County free of charge throughout the regular school year and to create learning opportunities related to environmental and economic sustainability; and

**WHEREAS**, these materials are also made available to other educators, artists and the broader learning community, at a nominal annual membership fee; and

**WHEREAS**, the County has agreed to provide support to the Sharing TREE in partnership with the Leon County School Board, Sustainable Tallahassee, and Goodwill Industries; and

**WHEREAS**, the County has recommended funding to The Sharing TREE, as set forth in this Agreement.

**NOW THEREFORE**, for and in consideration of the following, the sufficiency of which is hereby acknowledged, the parties hereto agree as follows:

#### **Section 1: Services to be Provided by The Sharing TREE**

The Sharing TREE shall provide donated new and reusable high-quality classroom supplies and materials to teachers in Leon County free of charge and create learning opportunities related to environmental and economic sustainability. In addition, The Sharing TREE shall include the County's logo, where appropriate, to recognize the County's sponsorship and funding provided to The Sharing TREE.

#### **Section 2: Term**

This Agreement shall commence upon full execution hereof, and terminate on September 30, 2013, unless terminated sooner pursuant to the provisions of Section 7 herein. This Agreement may be extended in one-year increments upon the sole option of the County, based upon the line item budget approval of continued funding of The Sharing TREE.

#### **Section 3: Budget**

The Board of County Commissioners' during its budget deliberations approved the allocation of \$20,000 to the Sharing TREE for the fiscal year 2013. Subsequent funding for each fiscal year will be contingent upon line item appropriations in the Annual Budget. Notwithstanding the aforementioned, the performance of the County's obligation under this Agreement shall be subject to and contingent upon the availability of such lawfully expendable funds.

#### **Section 4: Payment**

The County shall remit payment to The Sharing TREE in the amount of \$20,000, for those services provided hereunder, at a date and time to be determined by the County.

#### **Section 5: Reports**

The Sharing TREE shall submit a comprehensive quarterly report to the County that provides a detailed summary of services provided and clients served by The Sharing TREE. This quarterly report shall detail the outcomes experienced from this program and the volume and types of services performed in the reporting quarter, including, but not limited to:

1. Number of teacher/customer visits;

2. Number of teacher/customer credits;
3. Monetary value of items reused or recycled;
4. Number of items reused or recycled;
5. Estimated weight of items reused or recycled;
6. Number of volunteers;
7. Number of presentations; and,
8. Number of presentation participants.

This report shall be due to the county Administrator or his designee by December 1, March 1, June 1, and September 30 for each year of this agreement.

**Section 6: Audits, Records, and Records Retention**

The Sharing TREE agrees:

- A. To establish and maintain books, records, and documents (including electronic storage media) in accordance with generally accepted accounting procedures and practices, which sufficiently and properly reflect all revenues and expenditures of funds provided by the County under this Agreement.
- B. To retain all client records, financial records, supporting documents, statistical records, and any other documents (including electronic storage media) pertinent to this Agreement for a period of five (5) years after termination of the Agreement, or if an audit has been initiated and audit findings have not been resolved at the end of five (5) years, the records shall be retained until resolution of the audit findings or any litigation which may be based on the terms of this Agreement.
- C. Upon completion or termination of the Agreement and at the request of the County, the Contractor will cooperate with the County to facilitate the duplication and transfer of any said records or documents during the required retention period as specified in paragraph 1 above.
- D. To assure that these records shall be subject at all reasonable times to inspection, review, or audit by Federal, state, or other personnel duly authorized by the County.
- E. To include these aforementioned audit and record keeping requirements in all approved subcontracts and assignments.

**Section 7: Monitoring**

The Sharing TREE agrees:

To permit persons duly authorized by the County to inspect any records, papers, documents, facilities, goods, and services of the provider which are relevant to this Agreement, and interview any clients and employees of the provider to assure the County of satisfactory performance of the terms and conditions of this Agreement.

**Section 8: Termination**

- A. The County may terminate this Agreement without cause, by giving The Sharing TREE thirty (30) days written notice of termination. Either party may terminate this Agreement for cause by giving the other party hereto thirty (30) days written notice of termination.
- B. Termination with cause shall include but not be limited to the discovery of improper or inappropriate accounting, expenditures, reporting or service delivery by The Sharing TREE or due to the discovery of noncompliance with any item detailed within this Agreement.

**Section 9: General Provisions**

- A. Governing Law and Venue. This Agreement shall be governed by and construed in accordance with the laws of the State of Florida. Any action to enforce any of the provisions of this Agreement must be maintained in Tallahassee, Leon County, Florida.
- B. Waiver. Failure to insist upon strict compliance with any term, covenant or condition of this Agreement shall not be deemed a waiver of it. No waiver or relinquishment of a right or power under this Agreement shall be deemed a waiver of that right or power at any other time.
- C. Modification. This Agreement shall not be extended, changed or modified, except in writing duly executed by the Parties hereto.
- D. Binding Effect. This Agreement shall be binding upon the successors and, subject to below, assigns of the Parties hereto.
- E. Assignment. Because of the unique nature of the relationship between the Parties and the terms of this Agreement, neither Party hereto shall have the right to assign this Agreement or any of its rights or responsibilities hereunder to any third Party without the express written consent of the other Party to this Agreement, which consent shall not unreasonably be withheld.
- F. Entire Agreement. This Agreement constitutes the entire agreement between the Parties with respect to the matters contained herein, and all prior agreements or arrangements between them with respect to such matters are superseded by this Agreement.
- G. Headings. Headings in this Agreement are for convenience only and shall not be used to interpret or construe its provisions.
- H. Ambiguity. This Agreement has been negotiated by the Parties with the advice of counsel and, in the event of an ambiguity herein, such ambiguity shall not be construed against any Party as the author hereof.
- I. Public Bodies. It is expressly understood between the Parties that the County is a political subdivision of the State of Florida. Nothing contained herein shall be construed as a waiver or relinquishment by the County to claim such exemptions, privileges or immunities as may be provided to that Party by law.
- J. Force Majeure. A Party shall be excused from performance of an obligation under this Agreement to the extent, and only to the extent, that such performance is affected by a "Force Majeure Event" which term shall mean any cause beyond the reasonable control of the Party affected, except where such Party could have reasonably foreseen and reasonably avoided the occurrence, which materially and adversely affects the performance by such Party of its obligation under this Agreement. Such events shall include, but not be limited to, an act of God, disturbance, hostility, war, or revolution; strike or lockout; epidemic; accident; fire; storm, flood, or other unusually severe weather or act of nature; or any requirements of law.
- K. Cost(s) and Attorney Fees. In the event of litigation between the Parties to construe or enforce the terms of this Agreement or otherwise arising out of this Agreement, the prevailing Party in such litigation shall be entitled to recover from the other Party its reasonable costs and attorney's fees incurred in maintaining or defending subject litigation. The term litigation shall include appellate proceedings.
- L. Severability. It is intended that each Section of this Agreement shall be viewed as separate and divisible, and in the event that any Section, or part thereof, shall be held to be invalid, the remaining Sections and parts shall continue to be in full force and effect.



- M. Revision. In any case where, in fulfilling the requirements of this Agreement or of any guarantee, embraced or required hereby, it is deemed necessary for The Sharing TREE to deviate from the requirements of this Agreement, The Sharing TREE shall obtain the prior written consent of the County.
- N. Publicity. Without limitation, The Sharing TREE and its employees, agents, and representatives shall not, without prior written approval of the County, in each instance, use in advertisement, publicity or other promotional endeavor any County mark, the name of the County, or any County officer or employee, nor represent directly or indirectly, that any products or services provided by The Sharing TREE have been approved or endorsed by the County or refer to the existence of this Agreement in press releases, advertising or materials distributed by The Sharing TREE to its respective customers.
- O. Public Entity Crime. Pursuant to Section 287.133, Florida Statutes, the following restrictions are placed on the ability of persons convicted of a public entity crime to transact business with the County: when a person or affiliate has been placed on the convicted vendor list following a conviction for public entity crime, he/she may not submit a bid on a contract to provide any goods or services to a public entity, may not submit a bid on a contract with a public entity for the construction or the repair of a public building or public work, may not submit bids on leases of real property to a public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, Florida Statutes, for Category two, for a period of 36 months from the date of being placed on the convicted vendor list.
- P. Civil Rights Requirements. The Sharing TREE shall not discriminate against any employee in the performance of this Agreement or against any applicant for employment because of age, race, religion, color, disability, national origin, or sex. The Sharing TREE further agrees that all subcontractors or others with whom it arranges to provide services or benefits to participants or employees in conjunction with any of its programs and activities are not discriminated against because of age, race, religion, color, disability, national origin, or sex. The Sharing TREE shall conduct its funded activities in such a manner as to provide for non-discrimination and full equality of opportunity regardless of race, color, religion, national origin, sex, age, handicap, marital status, political affiliation, or beliefs. Therefore, The Sharing TREE agrees to comply with Title VII of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, the Florida Human Rights Act, and the American Disabilities Act of 1990.
- Q. Survival. Any provision of this Agreement which contemplates performance or observance subsequent to any termination or expiration of this Agreement, will survive expiration or termination of this Agreement.
- R. Counterparts. This Agreement may be executed in one or more counterparts, each of which will be deemed an original but all of which taken together will constitute one and the same instrument.
- S. Indemnity. The Contractor agrees to indemnify, defend and hold harmless the County, its officials, officers, employees and agents, from and against any and all claims, damages, liabilities, losses, costs, or suits, of any nature whatsoever arising out of, because of, or due to any acts or omissions of the Contractor, its delegates, employees and agents, arising out of or under this Agreement, including a reasonable attorney's fees. The County may, at its sole option, defend itself or require the Contractor to provide the defense. The Contractor acknowledges that ten dollars (\$10.00) of the amount paid to the Contractor is sufficient consideration of the Contractor's indemnification of the County.
- T. Agency. Nothing herein contained is intended or should be construed as creating or establishing the relationship of agency, partners, or employment between the parties hereto, or as constituting either party as the agent or representative of the other for any purpose. The Sharing TREE is not authorized to bind the County to any contracts or other obligations and shall not expressly represent to any party that The Sharing TREE and County are partners or that The Sharing TREE is the agent or representative of the County.
- U. Sovereign Immunity. Nothing herein shall be construed as a waiver of any rights and privileges afforded the County under Section 768.28, Florida Statutes.

IN WITNESS WHEREOF, the Parties have executed this Funding Agreement as of the day and year first written above.

LEON COUNTY, FLORIDA

BY: Shelly Kelley  
Shelly Kelley  
Purchasing Director

SHARING TREE, INC.

BY: Cary Sinnadurai  
Cary Sinnadurai  
Executive Director

ATTEST:

Bob Inzer, Clerk of County  
Leon County, Florida

BY: [Signature]

ATTEST:

BY: Joseph Brown  
Joseph Brown, Chairman  
The Sharing TREE Board of Directors

Approved as to Form:  
Leon County Attorney's Office

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

# BOARD OF COUNTY COMMISSIONERS

## INTER-OFFICE MEMORANDUM

TO: Dionte Gavin, Supervisor  
Finance Administration Division, Clerk's Office

FROM: Patrick T. Kinni, Deputy County Attorney

DATE: February 11, 2016

SUBJECT: The Sharing Tree

---

Attached hereto is an original of the above-referenced Agreement for inclusion in the County's contract database as contract number **3717B**. A copy of the Agreement is being sent to Robert Mills, Director, Office of Resource Stewardship for the administration of same.

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

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

PTK/et

Attachment

cc: Alan Rosenzweig, Deputy County Administrator  
Robert Mills, Director, Office of Resource Stewardship

RECEIVED  
16 FEB 11 PM 4:00  
FINANCE DIVISION  
BOB INZER  
CLERK & COMPTROLLER



# Leon County

## Board of County Commissioners

301 South Monroe Street, Tallahassee, Florida 32301  
(850) 606-5302 [www.leoncountyfl.gov](http://www.leoncountyfl.gov)

Office of Resource Stewardship  
Solid Waste Management Division  
7550 Apalachee Parkway  
Tallahassee, Florida 32311  
(850) 606-1800

**ORIGINAL**

Commissioners

BILL PROCTOR  
District 1

JANE G. SAULS  
District 2

JOHN DAILEY  
District 3

BRYAN DESLOGE  
District 4

KRISTIN DOZIER  
District 5

MARY ANN LINDLEY  
At-Large

NICK MADDOX  
At-Large

VINCENT S. LONG  
County Administrator

HERBERT W.A. THIELE  
County Attorney

November 17, 2015

Carly Sinnadurai, Executive Director  
The Sharing Tree  
218 E. 3<sup>rd</sup> Ave.  
Tallahassee, FL 32303

Re: GRANT FUNDING AGREEMENT

Dear Carly Sinnadurai:

Pursuant to Section 2 of the Agreement dated April 1, 2013 this is to advise you that during the Board of County Commissioner's budget deliberations it approved funding a renewal of the subject Agreement for a period of one year. All the terms and conditions of the Agreement shall remain the same except for the Term, which shall change to October 1, 2015 through September 30, 2016; Exhibit A, Leon County Board of County Commissioner's Continuation of Direct Agency Funding Fiscal Year 2016 Overview and Form, attached hereto and made a part hereof; and the following language governing Public Records:

[Section 9. V] Public Records. The Grantee shall:

1. Keep and maintain those records that ordinarily and necessarily would be required by the County in order to perform the Services under this Agreement, hereinafter "Public Records".
2. Provide the public with access to public records on the same terms and conditions that the County would provide the records and at a cost to the public as set forth in Chapter 119, Florida Statutes, or as otherwise provided by law.
3. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law.
4. Meet all requirements for retaining public records and transfer, at no cost, to the County all public records in possession of the Grantee upon termination of this Agreement and destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. All records stored electronically must be provided to the County in a format that is compatible with the information technology systems of the County.

We would appreciate your signing and returning this document should you wish to renew the subject Agreement on such terms as stated above so that we may continue our long standing relationship with The Sharing Tree uninterrupted.



# Exhibit A

## Leon County Board of County Commissioner's Continuation of Funding FY 16 Overview and Form

**Eligible Applicants:** Only those organizations that are currently funded in FY15 by the Leon County Board of County Commissioner's through a special event grant may submit a Letter of Intent. This funding is for the continuation of current grant awards through which services are provided by grantees.

**Grant Limits:** Current grantees will be required to submit a budget letter requesting continuation of funding. The County has allocated funds in the proposed FY16 budget. With that in mind, grantees should submit a proposed budget for funding of the budgeted award amount.

**Deadline:** Forms for continuation of County funding are due no later than **5 p.m. on September 30, 2015**. Required documents may be submitted by mail or electronically via e-mail to [schreinert@leoncountyfl.gov](mailto:schreinert@leoncountyfl.gov) or fax to 850 606 1801.

**Document List:** Letter of Intent – REQUIRED;

**Name of Agency**

THE SHARING TREE

**Address**

218 EAST 3RD AVE

**City**

TALLAHASSEE

**State**

FL

**Zip Code**

32303

**Primary Point of Contact**

CARLY SINNADURAI, DIRECTOR

**Phone Number**

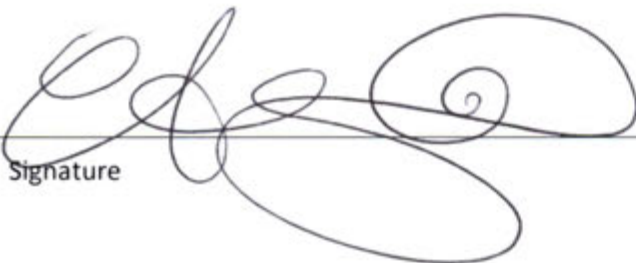
850-264-4035

**E-mail Address**

Recycle4ART@yahoo.com

By submitting this Letter of Intent, Keep Tallahassee – Leon County Beautiful agrees to continue to provide services through the County funding award. We understand that funding through this Letter of Intent process is contingent upon the County's budget appropriation. Further, we understand that the submission of this Letter of Intent does not guarantee funding by Leon County.

This Letter of Intent must be signed by an agency official who is authorized to enter into contractual agreements.



Signature

12/01/2015

Date

CARLY SINNADURAI

Print Name

DIRECTOR

Title

**B. Program Information**

1. Succinctly describe the program for which funding is being requested. Please include types of services provided.

THE SHARING TREE IS A REUSABLE RESOURCE CENTER.  
THE MISSION IS TO COLLECT & REDISTRIBUTE REUSABLE MATERIALS TO OUR COMMUNITY (ESPECIALLY TEACHERS, ARTIST, BROADER LEARNING COMMUNITY) WHILE SIMULTANEOUSLY EDUCATING THE COMMUNITY ON WASTE DIVERSION & CREATIVE REUSE. WE PROVIDE EDUCATIONAL & ENVIRONMENTAL BENEFITS TO ALL.

2. List the targeted population projected to be served or benefit from this program.

THE SHARING TREE WAS ESTABLISHED WITH A GOAL TO HELP OUR COMMUNITY AT LARGE BUT PRIMARILY EDUCATORS IN NEED. WITH SHRINKING OPERATIONAL BUDGETS WE HAVE GIVEN AWAY OVER 1/2 A MILLION \$ IN CLASSROOM MATERIALS & ALSO ESTABLISHED OURSELVES AS AN AUTHENTIC RESOURCE FOR ALL & INSPIRING KIDS TO BE CREATIVE / SAVE ENV'T.

3. Projected program impact/outcome results: What is the projected impact on the target population?

\* WE CONTINUE TO PROVIDE FREE MATERIALS TO LCS EDUCATORS & SERVE ALL. GIVING AWAY BOOK EVERY YEAR.

\* WE PROVIDE SEVERAL FREE WORKSHOPS & REACH THOUSANDS

4. Provide the methods used to attain this program's target population.

- COMMUNITY RESOURCE CENTER
- STRONG EDUCATIONAL PROGRAM W/ CAMPS & WORKSHOPS YEAR ROUND
- OUTREACH INTO COMMUNITY (MAYBE EVEN A MOBILE UNIT ONE DAY)

5. List the program's short-term, intermediate, and long-term goals.

- CONTINUE TO PROVIDE OUR TEACHER GIVEAWAY PROGRAM PROVIDING FREE RESOURCES & EDUCATIONAL TOOLS
- LONG TERM - DIVERT MORE WASTE, LARGER AUDIENCE, MORE EDUCATION, & OUTREACH



## Use your response to Question 11 to answer Questions 12-13

11. Please list the following Revenue Sources for the current year and the upcoming year below:

| Revenue Sources                | FY15 (Current)  | FY 16 (Proposed)          |
|--------------------------------|-----------------|---------------------------|
| Leon County (not CHSP)         | 20,000          | 20,000                    |
| City of Tallahassee (not CHSP) | —               | TBD                       |
| United Way (not CHSP)          | —               | —                         |
| CHSP                           | —               | —                         |
| State                          | —               | —                         |
| Federal                        | —               | —                         |
| Grants                         | 5,000           | 15,000                    |
| Contributions/Special Events   | 1,419 / 2,800   | 22,200                    |
| Dues/Memberships               | —               | —                         |
| Program Service Fees           | 1,400           | 5,000                     |
| Utilized Reserves              |                 |                           |
| Other Income (please itemize)  | LCS : 20,000    | Sales 16,000 / LCS 20,000 |
| <b>Total</b>                   | <b>\$65,530</b> | <b>TOTAL - 108,119</b>    |

Inventory Sales \$15,022

12. Please list the following expenses for the current year and the upcoming year below:

| Expenses                                | FY15 (Current) | FY16 (Proposed) |
|-----------------------------------------|----------------|-----------------|
| Compensation and Benefits               |                |                 |
| Professional Fees                       |                |                 |
| Occupancy/Utilities/Network             | LISTED on      |                 |
| Supplies/Postage                        |                | previous page + |
| Equipment Rental, Maintenance, Purchase |                | attached        |
| Meeting Costs/Travel/Transportation     |                | FINANCIAL       |
| Staff/Board Development/Recruitment     |                | REPORT          |
| Awards/Grants/Direct Aid                |                |                 |
| Bad Debts/Uncollectible                 |                |                 |
| Bonding/Liability/Directors Insurance   |                |                 |
| Other Expenses (please itemize)         |                |                 |
| <b>Total</b>                            |                |                 |

13. Describe actions to secure additional funding. Please be specific.

\* The Sharing TREE has an extremely proactive & energetic BOARD WITH A GRANTS & fundraising Committee.

ALSO - WE ARE seeking sponsors for the upcoming year.

**The Sharing Tree  
Profit & Loss Forcoast Overview  
July 2015 through June 2016**

|                              | 14-15 Actual as<br>of 6/4/15 | 15-16 Budget  | Variance         | Notes                                                      |
|------------------------------|------------------------------|---------------|------------------|------------------------------------------------------------|
| <b>Income</b>                |                              |               |                  |                                                            |
| Classes/ Birthday Parties    | \$ 1,339.04                  | 5,000         | \$ 3,660.96      | Includes summer camps                                      |
| Grants                       | \$ 4,948.91                  | 15,000        | \$ 10,051.09     |                                                            |
| Fundraisers                  | \$ 2,798.21                  | 21,119        | \$ 18,320.79     |                                                            |
| Contracts                    | \$ 40,000.00                 | 50,000        | \$ 10,000.00     |                                                            |
| Contributions                | \$ 1,418.80                  | 1,000         | \$ -418.80       |                                                            |
| Inventory Sales              | <u>\$ 15,021.76</u>          | <u>16,000</u> | <u>\$ 978.24</u> |                                                            |
| Total Income                 | \$ 65,526.72                 | 108,119       | \$ 42,592.28     |                                                            |
| <b>Expense</b>               |                              |               |                  |                                                            |
| Business Registration Fees   | \$ 136.25                    | 150           | \$ 13.75         |                                                            |
| ✓ Computer Expense           | \$ 36.34                     | 650           |                  | Organization laptop/desktop needed                         |
| Merchant Charges             | \$ 104.85                    | 150           | \$ 45.15         |                                                            |
| Contract Services - Other    | \$ 1,781.72                  | 310           | \$ -1,471.72     | prior year payroll leasing firm, 15/16 payroll service fee |
| ✓ Equip Rental & Maintenance | \$ 669.95                    | 600           | \$ -69.95        |                                                            |
| ✓ Property Insurance         | \$ 1,869.19                  | 2,000         | \$ 130.81        |                                                            |



|                                    |              |         |              |                                                                                                         |
|------------------------------------|--------------|---------|--------------|---------------------------------------------------------------------------------------------------------|
| Rent, Parking, Utilities           | \$ 23,868.10 | 30,000  | \$ 6,131.90  | based on rental agreement                                                                               |
| ✓ Facilities and Equipment - Other | \$ 2,634.85  | 3,000   | \$ 365.15    |                                                                                                         |
| ✓ Fundraising Expense              | \$ 350.00    | 500     | \$ 150.00    | Food, beverage, etc. Cost of Events                                                                     |
| Moving Expense                     | \$ 2,960.90  | -       | \$ -2,960.90 |                                                                                                         |
| Books, Subscriptions, Reference    | \$ 359.00    | 500     | \$ 141.00    | 14/15 actual \$360, \$194- Registration fees: City= 48.9, FDACS=75, FLDOR=70, Proposed will be the same |
| Credit Card                        | \$ -         | -       | \$ -         |                                                                                                         |
| ✓ Payroll                          | \$ 25,243.70 | 63,909  | \$ 38,665.30 | Includes Carly (salary + benefits), Casey Salary (20hr/wk @52wk/yr + benefits)                          |
| ✓ Postage, Mailing Services        | \$ 37.71     | 50      | \$ 12.29     | general postage                                                                                         |
| ✓ Sales Tax Payable                | \$ 985.60    | 2,500   | \$ 1,514.40  | more sales, more tax                                                                                    |
| ✓ Supplies                         | \$ 314.45    | 500     | \$ 185.55    | printer ink, price stickers                                                                             |
| Telephone, Telecommunications      | \$ 500.00    | 500     | \$ -         | Stipend provided to Carly                                                                               |
| ✓ Insurance                        | \$ 595.00    | 2,000   | \$ 1,405.00  | Liability / D&O / WC                                                                                    |
| Other                              | \$ 190.00    | -       | \$ -190.00   |                                                                                                         |
| ✓ Conference, Convention, Meeting  | \$ 1,093.40  | 200     | \$ -893.40   | BBB \$165, Board Lunch \$35                                                                             |
| ✓ Travel and Meetings              | \$ 25.25     | 600     | \$ 574.75    | \$50/month for local mileage, Goodwill paid mileage prior                                               |
| Total Expense                      | \$ 63,756.26 | 108,119 | \$ 44,362.74 |                                                                                                         |
| Net Income                         | \$ 1,770.46  | -       | \$ -1,770.46 |                                                                                                         |


**Leon County**  
**Board of County Commissioners**

**Notes for Budget Workshop Item #3**

**Leon County**  
**Board of County Commissioners**  
**Budget Workshop Item #3**

**April 26, 2016**

**To:** Honorable Chairman and Members of the Board

**From:** Vincent S. Long, County Administrator 

**Title:** Consideration of Additional Funding for The Kearney Center

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|                                                      |                                                                                                       |
|------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| <b>County Administrator<br/>Review and Approval:</b> | Vincent S. Long, County Administrator                                                                 |
| <b>Department/<br/>Division Review:</b>              | Alan Rosenzweig, Deputy County Administrator<br>Scott Ross, Director, Office of Financial Stewardship |
| <b>Lead Staff/<br/>Project Team:</b>                 | Ryan Aamodt, Management & Budget Analyst, OMB                                                         |

**Fiscal Impact:**

This item has the potential to have a \$1.5 million recurring fiscal impact to the County per year.

**Staff Recommendation:**

Option #4: Board Direction.

## Report and Discussion

### **Background:**

At the April 12, 2016 meeting the Board instructed staff to prepare a budget discussion item regarding funding for the Kearney Center, for the April 26, 2016 Budget Workshop. The Kearney Center has requested \$1.5 million in recurring funds beginning in FY17 (Attachment #1). The City Commission has not yet considered this funding request. Between both governments the total request is \$3.0 million.

The County has previously considered and provided direct funding in support of the Kearney Center. At the November 19, 2013 Board meeting, the County Administrator sought Board direction in addressing a funding request for County participation in support for a new Comprehensive Emergency Services Center, now named the Kearney Center, to better serve the homeless population. Subsequently, the Board held a workshop on December 10, 2013 to address this issue.

The original request made to the County by the Shelter, the Beatitude Foundation, and the Renaissance Community Center was to provide \$100,000 a year, over five years, to offset overhead expenses and rental "during these start-up years until more secure and permanent funding can be developed."

During the process of considering the funding request, there were extensive good-faith negotiations that the County would not be contributing additional funding towards the operation of the proposed new center.

The funding, as was originally requested, was not in compliance with the County's Discretionary Funding Guidelines Ordinance (Attachment #2). Section 2-604 (a) (1) states "Non-profits eligible for community human service partnership (CHSP) funding are not eligible for funding in any other county government funding category, except when requesting funding for an activity that is not CHSP eligible, such as capital improvements." The original request to offset overhead expenses and rental payments, which are CHSP eligible expenditures, was deemed ineligible for funding.

With that information, the Board approved the following motion:

*Accept staff's report on the Comprehensive Emergency Services Center and request the Beatitude Foundation, the Shelter, and the Renaissance Community Center to modify the funding request to come into compliance with the County's Discretionary Funding Guidelines Ordinance and agenda at a future Commission meeting.*

Subsequent to the Board's workshop, the County received a revised funding request (Attachment #3), which was determined to be in compliance with the County's Discretionary Funding Ordinance. The revised request was for the County, the City, and United way to each commit \$500,000 over a five-year period. The County's funding would be used "to cover the direct



construction cost and to repay debt which the Foundation will incur for the construction of the new facility.”

During the January 21, 2014 Board meeting, the Board directed staff to provide \$100,000 in funding as part of FY 2014/2015 budget process. In addition to indicating support, the Board approved an additional \$400,000 be allocated at \$100,000 each year in future budgets for a total commitment of \$500,000 through FY 2019. This was memorialized in a funding agreement (Attachment #4).

During this same period, the City committed \$200,000 to the Kearney Center and provided the property at which the Kearney Center is located. The Kearney Center also received a one-time \$100,000 appropriation during the 2014 Florida Legislative Session. Currently, the Kearney Center receives roughly \$425,000 from CHSP and United Way annually. In addition, the center receives local housing grants and private funds to complete its annual budget of \$2.0 million.

**Analysis:**

On April 14, 2016, the County received a request from the Kearney Center for additional funding to address various perceived unmet needs in Tallahassee. This funding request is for a recurring \$1.5 million. As mentioned above, the same amount was requested from the City, for a total request of \$3 million. The funding request is centralized into three service categories: (1) Family Supportive Services, (2) Mental Disabilities, (3) Substance Abuse. Attachment #1 provides a further description for each service category.

To implement these services, the funding would be used for the following:

- The Kearney Center has requested \$500,000 to fund supportive, safe housing specifically targeting families in need of a stable home. The Kearney Center anticipates this funding would be used as a “down payment” needed to create housing geared towards combating homeless families. They note that lenders would provide the balance of the funds necessary to create an inventory of affordable housing. Additionally, the request notes that the Kearney Center has demonstrated if the housing is properly designed and managed it may generate positive cash flow within six months. The requestors indicate that there are currently very few affordable housing units that could be considered supportive and safe as one of the reasons for the funding. It appears that this specific funding request can be considered a capital request.
- To address all three of the unmet service categories (Family Supportive Services, Mental Disabilities, Substance Abuse) the Kearney Center has requested \$800,000 per year to provide case management. If funded, licensed case managers would work with individuals on a daily basis to diagnosis their issues and eventually create a treatment plan/case plan towards rehabilitation. The Kearney Center anticipates that each licensed case manager would support 10 – 25 clients each, depending on the severity of the needs. This funding request also includes transportation expenses, medication, and emergency needs.

- The final portion of the Kearney Center's request is \$200,000 for management, administration and data reporting.

The Kearney Center, which has now merged with the Shelter of Leon County, has typically received approximately \$425,000 per year through the CHSP process. However, as mentioned in the background section, the County's discretionary funding guidelines specifically prohibits non-profits eligible for CHSP funding to apply for funding directly from the County that is considered CHSP eligible.

As requested, the \$500,000 requested for housing appears to be eligible for direct County funding as a capital expenditure; however, the funding request is intended to be recurring. In order to support this level of funding on a recurring basis, reductions in other outside agency funding could be considered (as presented in a separate budget discussion item). Based on the analysis prepared by staff of the existing outside agency funding, recommended reductions could total at least \$263,000 to \$363,000. Alternatively, if the funding request was considered as a one-time capital request, fund balances could be considered. If either recurring or a one-time funding scenario is considered, staff would recommend that a budget discussion item be prepared for the June 17, 2017 budget workshop.

The other two funding requests for staff and administrative costs, which total \$1.0 million, currently fall into CHSP eligible activities, and therefore are not eligible for direct County funding. Last year through the CHSP process a total of \$4.2 million was awarded to 76 human service organizations.

As part of the funding request by the Kearney Center, they note that if the funding is not provided by the County (and/or City), *"We will endeavor to obtain the funding from other governmental or private sources. Depending on the level of funding obtained, we will scale the costs upward or downward while still achieving the same results, but perhaps for fewer citizens."*

**Options:**

1. Accept staff's report and take no further action.
2. Direct staff to prepare a June 14, 2016 budget discussion item regarding a one-time \$500,000 capital funding request for the Kearney Center affordable housing project.
3. Direct staff to prepare a June 14, 2016 budget discussion item regarding a recurring \$500,000 capital funding request for the Kearney Center affordable housing project.
4. Board Direction.

**Recommendation:**

Option #4: Board Direction.

Attachments:

1. FY 2017 Funding Request from the Kearney Center
2. Leon County Discretionary Funding Guidelines Ordinance
3. Submitted Funding Request for Capital Construction Costs
4. Current Funding Agreement for Capital Construction Costs

## Ryan Aamodt - Fwd: RE: FW: Request for Information

---

**From:** Scott Ross  
**To:** Aamodt, Ryan  
**Date:** 4/14/2016 3:36 PM  
**Subject:** Fwd: RE: FW: Request for Information

---

>>> "Rick Kearney" <rk@att.biz> 4/14/2016 2:45 PM >>>

Alan and Scott – thank you so much for bringing our request forward.

Here are our responses; please realize this is high level. Not having known the time frame of the request, we can provide considerably more detail in a week or so if necessary. I've also copied Chuck and Monique so that they can verify any of the funding numbers that I don't have access to at this time.

1. What is the actual amount of the funding request? \$1,500,000 per year, recurring (\$3,000,000 including the City of Tallahassee)
2. What is the funding to be used for - both in terms of what will in pay for (staff, expenses, etc.) and what is the services/programs, etc. that will be offered.

The need for this funding is to assist with the unmet needs of people in Tallahassee primarily centralized in these areas

1). Family Supportive Services. Families need a stable home, they need assistance in balancing work, child care, child education and child rearing. According to Leon County statistics, over 800 students in our schools are classified as homeless. Expanding beyond homeless families to children with inadequate home supervision, insufficient home education, nutrition, hygiene, and developmental skills, there is a huge void that can only be supplemented with outside support (case management) to the parents or caretakers.

2). Mental Disabilities. Thousands of citizens in Tallahassee have untreated mental disabilities from depression to severe emotional disorders. Though there may be mental health resources found in bits in pieces in our community, the average person with this disability is unable to connect with all of those services, and still there would be broad gaps, such as with expensive prescriptions for which there is no funding, or long term rehabilitation services which is very expensive and available to few people.

3). Substance abuse. Thousands of citizens in Tallahassee have a substance abuse disability, want treatment, but have little or no wherewithal to be availed of such treatment. For someone willing to follow a treatment plan, they have no money and nowhere to go and thus they are trapped in a cycle of abuse, crime, poor health, and being victimized themselves.

What this funding would be used for is:

1. Provide seed funding to provide supportive, safe housing specifically targeted to the type of need (above) and increase that inventory each year. This would basically be the "down payments" needed to create proper, safe housing and lenders would provide the balance of the funds. We have demonstrated that if the housing is properly designed and managed it generates positive cash flow within 6 months of availability. It is self-supporting thereafter. Currently in Leon County there are nearly zero affordable housing units, that would be considered supportive and safe. \$500,000 per year.
2. Provide case management for all three of the three above needs, plus some other needs such as jobs, life skills, health care, reintegration services for veterans and formerly incarcerated. Case managers would work with these individuals on a daily basis, or as needed, to have their issues diagnosed by a licensed professional, and obtain a detailed treatment plan / case plan for each individual that is monitored internally and by outside analysis to determine effectiveness. It is anticipated that each case manager would support 10-25 clients each, depending on the severity of the need. Some direct client



expenses would be included for transportation, medication, and emergency needs. \$800,000 per year  
3. Expenses related to management, administration and data reporting \$200,000

**3. What will happen if the funding is not provided by the County (and/or City)?**

We will endeavor to obtain the funding from other governmental or private sources. Depending on the level of funding obtained, we will scale the costs upward or downward while still achieving the same results, but perhaps for fewer citizens.

**4. What other funding is provided or what other entities have you requested to fund the Kearney Center?**

The Kearney Center (CESC, Inc), (combined with The Shelter of Leon County, which are in the process of merging) has an annual budget of \$2,000,000, approximately \$800,000 of that is provided by governmental funding sources, primarily CHSP, United Way and local Housing Grants.

**5. Has the center requested funding through the CHSP process?**

CESC merged with The Shelter of Leon County does/will receive approximately \$500,000 from CHSP. According to our understanding from CHSP and The United Way, it is unlikely that we will be able to receive much, if any increase from CHSP for this request.

**6. What is the length of term for the additional funding request?**

Perpetual. Realizing though that without a permanent, specific local tax, Leon County may not be able to provide all \$1,500,000 nor commit to multiple years, we anticipate that this program and it's results will 1) demonstrate real costs savings/offsets to local/state/federal programs and 2) garner interest at a national level as an effective means to resolve social issues that, to date, have been nearly unresolved and grow annually. With such attention private organizations and federal agencies will budget funding for our model in future funding years and will supplant or replace the local funding need.

**7. Any other additional information you would like to share.**

We all basically realize that if we don't better address these social problems, we are already paying for them with crime, incarceration, law enforcement, unemployment compensation, food stamps, social services funding, emergency room costs, family interventions, foster care, emergency shelter. By doing this, and providing excellent, 3<sup>rd</sup> party data analysis showing outcomes and payback, it becomes a no-brainer, fully justified investment.

**From:** Alan Rosenzweig [mailto:[RosenzweigA@leoncountyfl.gov](mailto:RosenzweigA@leoncountyfl.gov)]

**Sent:** Wednesday, April 13, 2016 3:23 PM

**To:** rk@att.biz; Scott Ross <[RossS@leoncountyfl.gov](mailto:RossS@leoncountyfl.gov)>

**Cc:** cwhitedlv@aol.com

**Subject:** Re: FW: Request for Information

Rick,

Appreciate the follow-up. We need the information no later than COB tomorrow (Thursday April 14th). Regarding the level of detail, please provide whatever you wish to be considered in the analysis. You can provide the answers to the specific questions, but the underlying data is not necessary at this point in the process.

thanks  
Alan

Alan Rosenzweig  
Deputy County Administrator  
Leon County Florida  
301 S. Monroe St.

Tallahassee, FL 32301  
OFFICE: (850) 606-5300  
FAX: (850) 606-5301  
[rosenzweig@leoncountyfl.gov](mailto:rosenzweig@leoncountyfl.gov)  
[www.leoncountyfl.gov](http://www.leoncountyfl.gov)  
*"People Focused. Performance Driven."*

Thank you for your email. Please note that under Florida's Public Records laws, most written communications to or from county staff or officials regarding county business are public records available to the public and media upon request. Your e-mail communications may therefore be subject to public disclosure.

>>> "Rick Kearney" <[rk@att.biz](mailto:rk@att.biz)> 4/13/2016 2:47 PM >>>  
Hi Alan and Scott,

For the moment, I am the point person on this budget discussion and just called your office and left a message.

When would you like these responses by? If you can describe the level of detail needed, that would be useful also.

I am available today and much of tomorrow by phone.

Thanks!

Rick Kearney  
850-264-7425 Cell

**From:** [cwhitedlvp@aol.com](mailto:cwhitedlvp@aol.com) [<mailto:cwhitedlvp@aol.com>]  
**Sent:** Wednesday, April 13, 2016 7:00 AM  
**To:** [rk@att.biz](mailto:rk@att.biz)  
**Subject:** Fwd: Request for Information

FYI - I got this last night

-----Original Message-----  
**From:** Alan Rosenzweig <[RosenzweigA@leoncountyfl.gov](mailto:RosenzweigA@leoncountyfl.gov)>  
**To:** cwhitedlvp <[cwhitedlvp@aol.com](mailto:cwhitedlvp@aol.com)>  
**Cc:** Scott Ross <[RossS@leoncountyfl.gov](mailto:RossS@leoncountyfl.gov)>  
**Sent:** Tue, Apr 12, 2016 8:28 pm  
**Subject:** Request for Information

Chuck,

Left you a voice mail. Please give me a call as soon as you can. We are preparing a budget discussion item for the Board (based on direction received this evening) to discuss the funding request from Rick K. We need some additional information for the materials we are preparing, including:

1. What is the actual amount of the funding request?
2. What is the funding to be used for - both in terms of what will in pay for (staff, expenses, etc.) and what is the services/programs, etc. that will be offered.
3. What will happen if the funding is not provided by the County (and/or City)?
4. What other funding is provided or what other entities have you requested to fund the Kearny Center?
5. Has the center requested funding through the CHSP process?



6. What is the length of term for the additional funding request?
7. Any other additional information you would like to share.

I'm also copying Scott Ross, Director, Financial Stewardship, as he is taking the lead are preparing the item for the Board.

thanks  
Alan

Alan Rosenzweig  
Deputy County Administrator  
Leon County Florida  
301 S. Monroe St.  
Tallahassee, FL 32301  
OFFICE: (850) 606-5300  
FAX: (850) 606-5301  
[rosenzweig@leoncountyfl.gov](mailto:rosenzweig@leoncountyfl.gov)  
[www.leoncountyfl.gov](http://www.leoncountyfl.gov)  
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## ARTICLE XI. - DISCRETIONARY FUNDING GUIDELINES

### 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)

**The Beatitude Foundation, Inc.**  
**1700 Summit Lake Drive**  
**Tallahassee, Florida 32317**

**Renaissance Community Center**  
**457 West Virginia Street**  
**Tallahassee, Florida 32301**

**Tallahassee-Leon Shelter**  
**431 West Virginia Street**  
**Tallahassee, Florida 32301**

January 3, 2014

Ms. Anita Favors-Thompson  
City Manager  
City of Tallahassee  
300 South Adams Street  
Tallahassee, Florida  
32301

Mr. Vince Long  
County Administrator  
Leon County  
301 South Monroe Street  
Tallahassee, Florida  
32301

Ms. Heather Mitchell  
CEO  
United Way Big Bend  
307 East 7<sup>th</sup> Avenue  
Tallahassee, Florida  
32303

RE: Comprehensive Emergency Services Center

Dear Ms. Favors-Thompson, Mr. Long and Ms. Mitchell,

Thank you for your willingness to consider assisting with the funding of the new Comprehensive Emergency Services Center (CESC). With the participation of Leon County, the City of Tallahassee, United Way Big Bend and The Beatitude Foundation, Inc., this new Center can be constructed and opened sooner rather than later.

Homelessness is a serious issue that our community faces with more than 1,000 people experiencing homelessness on any given night. The development of the CESC and the co-location of both the Shelter and Renaissance Community Center within this new facility will vastly improve our collective ability to provide a full range of targeted services that help our homeless neighbors move toward permanent housing and self-sufficiency.

Our goal is to reduce the intensity and duration of homelessness for every person experiencing it by effectively and efficiently providing comprehensive 24-hour services based on best practice models of care and working collaboratively and cooperatively with our partners in the Continuum of Care. This new paradigm shift in homeless services in our community will significantly improve the level of care for those most in need but will effectively cost our community more financially to sustain.

We are requesting that the City, County and United Way each commit \$500,000 over a five year period to cover \$1,500,000 of the currently estimated \$4.5M in construction cost for the new facility. The City and County funding will be used by The Beatitude Foundation, Inc. to cover direct construction cost and to repay debt which the Foundation will incur for the construction of the new facility. We are requesting that the

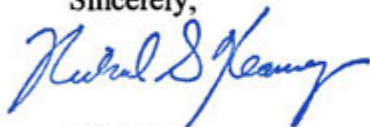
United Way direct its funding support to The Shelter with instructions that these designated funds are to be used to support the construction and capital cost associated with the new CESC. We are also requesting that Star Metro provide 1000 monthly bus passes once the facility is operational to assist clients accessing the CESC.

With the assistance of the City, the County, UWBB and The Beatitude Foundation, Inc., our community can operate the best possible facility dedicated to a high level of care with a focus on rapid rehousing. We can do this for five years under this proposal with your collective support.

Our organizations are committed to addressing homelessness long term at the new Comprehensive Emergency Services Center, but we don't know what challenges our community will face in the future that could impact the rates and costs associated with homelessness. Changes in the general economy, employment rates, available low cost housing opportunities, as well as changes in federal, state and local laws and regulations affecting program benefits, while unknown, will directly determine future operating costs. In addition, the increased quality of care to be provided at the new Center will cost more than our current operations. It will be incumbent upon our community to work together to identify a dedicated source of funding for operations beyond five years.

Thank you for considering supporting this important project.

Sincerely,



Rick Kearney  
The Beatitude Foundation, Inc.



Chuck White  
Renaissance Community Center



Jacob Reiter  
Tallahassee-Leon Shelter, Inc.



Gardner, Bist, Wiener, Bowden,  
Bush, Dee, LaVia & Wright, P.A.  
ATTORNEYS AT LAW

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John T. LaVia, III  
Bruce I. Wiener\*  
Wendy Russell Wiener  
D. Bedford Wilder  
Robert Scheffel "Scheff" Wright  
\*Board Certified Real Estate Lawyer

November 12, 2014

Herbert Thiele  
Leon County Attorney  
Leon County Courthouse  
301 S. Monroe Street, Suite 202  
Tallahassee, Florida 32301

VIA HAND DELIVERY

RE: Funding Agreement between Leon County, Florida and Beatitude Partners, LLC

Dear Mr. Thiele:

Enclosed are three originals of the Funding Agreement between Leon County, Florida and Beatitude Partners, LLC. The enclosed Funding Agreements have been signed by Beatitude Partners, LLC and by The Beatitude Foundation, Inc. as a guarantor. Please have the appropriate individuals execute the enclosed originals on behalf of Leon County. Upon execution, please forward one of the fully executed originals to me.

If you have any questions, please contact me. Thank you for your assistance in this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Bruce I. Wiener", is written over a horizontal line.

Bruce I. Wiener

/cll

Enclosures



## **FUNDING AGREEMENT**

THIS FUNDING AGREEMENT is made and entered into on this 18 day of November, 2014, by and between **LEON COUNTY, FLORIDA**, a charter county and political subdivision of the State of Florida, hereinafter referred to as "the County" and **BEATITUDE PARTNERS, LLC**, a Florida limited liability company, hereinafter referred to as "Beatitude Partners".

### **WITNESSETH:**

WHEREAS, homelessness is a serious issue that the County and the City of Tallahassee face with more than 1,000 people experiencing homelessness on any given night; and,

WHEREAS, Beatitude Partners is developing a new Comprehensive Emergency Services Center that involves the co-location of both the existing Shelter and the Renaissance Community Facility within the new facility; and,

WHEREAS, the new Comprehensive Emergency Services Center will vastly improve the community's ability to provide a full range of targeted services that help our homeless neighbors move toward permanent housing and self-sufficiency; and,

WHEREAS, it is the goal of Beatitude Partners to reduce the intensity and duration of homelessness for every person experiencing it by effectively and efficiently providing comprehensive 24-hour services based on best practice models of care and working collaboratively and cooperatively with partners in the Continuum of Care; and,

WHEREAS, the United Way of Big Bend and the County have each committed \$500,000.00 over a five (5) year period to cover \$1,000,000.00 of the currently estimated \$6,200,000.00 in construction costs of the new Comprehensive Emergency Services Center; and,

WHEREAS, the City of Tallahassee has committed \$200,000 to the new Comprehensive Emergency Services Center and is providing at nominal cost the property in which the Comprehensive Emergency Services Center will be located; and

WHEREAS, the funding from the County, will be used by Beatitude Partners to repay a certain loan from Hancock Bank to Beatitude Partners for the construction of the new Comprehensive Emergency Services Center (the "Loan"); and,

WHEREAS, the Board of County Commissioners has expressed support of the County's participation financially in this project by providing capital construction costs to Beatitude Partners over a five (5) year period.

NOW, THEREFORE, in consideration of the mutual covenants and conditions herein contained and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the County and Beatitude Partners agree as follows:

1. Recitals. The Recitals set forth above are true and correct and are incorporated into the terms of this Funding Agreement.

2. Funding. The County shall provide funding in the amount of \$100,000.00 per fiscal year commencing on October 1, 2014 and shall continue in subsequent Octobers of the years 2015, 2016, 2017 and 2018 for a total of \$500,000.00. The County agrees to make each \$100,000.00 distribution directly to Hancock Bank for purposes of paying down the balance of the Loan. Beatitude Partners expressly consents to the direct payment of each \$100,000.00 distribution to Hancock Bank for purposes of reducing the balance due on the Loan. Beatitude Partners shall be entitled to assign its rights to the funding provided in this paragraph 2 to Hancock Bank. Nothing herein shall be construed as the County being a guarantor of said loan, or in any way obligated to pay said loan.

3. Use of Funds. Beatitude Partners covenants and agrees that the funding from the County shall be used exclusively for the direct construction costs for the construction of the capital improvements for the Comprehensive Emergency Services Center ("CESC") or to repay debt which Beatitude Partners will incur or has incurred as evidenced by the Loan for the construction of the new facility and, at no time, shall said funds be used for any other purposes, including operational expenses of the new CESC.

4. Location of Facility. The CESC shall be constructed on property having a parcel identification number of 21-33-20-801-0000.

5. Use of Facility. The CESC shall primarily provide an array of emergency services to Leon County's homeless population including emergency housing.

6. Funding Subject to Budget. It is the intent of the County to provide this funding and the Board of County Commissioners has approved this grant over the specified five year term. However, the provision of the County's funding to Beatitude Partners shall be subject to specific budget approval in each of the four remaining fiscal years. Nothing herein shall obligate the County in any way to provide such funding in future fiscal years.

7. Construction. Beatitude Partners agrees and represents that the construction of the new CESC is ongoing, and that it is anticipated to be complete on or before April 30, 2015.

8. Conditions to Funding. Should the CESC be sold and/or its uses as described herein materially change:

- a. the County's full contribution made through September 30, 2019 shall be returned to the County within ten (10) days of such sale and/or change in use;
- b. commencing October 1, 2019, the County's full contribution shall be returned to the County within ten (10) days of such sale and/or use, minus \$25,000 per year for a 20-year period.

9. Reports. Beatitude Partners agrees that it shall provide semi-annual reports to the County over the use of the funds. Beatitude Partners shall establish and maintain books, records, and documents (including electronic storage media) sufficient to reflect all receipts and expenditures

of County provided funds under this agreement. Beatitude Partners further agrees that, upon demand, Beatitude Partners shall facilitate the duplication and transfer of any records or documents during the required retention period, to ensure that these records shall be subject to inspection, copying, review or audit by the County or other authorized persons.

10. Notice. Any written notice or report required or permitted to be delivered by the terms and conditions of this Funding Agreement shall be delivered by (i) hand delivery; (ii) certified mail, return receipt requested; or (iii) guaranteed overnight delivery service.

Notices to County shall be delivered to:

Leon County Administration  
ATTN: County Administrator  
301 South Monroe Street, 5<sup>th</sup> Floor  
Tallahassee, FL 32301

With a copy delivered to:

Leon County Attorney's Office  
301 S. Monroe Street, Suite 202  
Tallahassee, FL 32301

Notices to Beatitude Partners shall be delivered to:

Beatitude Partners, LLC  
2073 Summit Lake Drive, Suite 155  
Tallahassee, FL 32317

Notices to Hancock Bank shall be delivered to:

Hancock Bank  
ATTN: Emory L. Mayfield, Jr.  
2453 Mahan Drive  
Tallahassee, FL 32308

11. Amendments. The parties may, from time to time, amend this Funding Agreement. Such amendments must be mutually agreed upon in writing by the County and Beatitude Partners and set forth in a written document executed by duly authorized representatives of the parties to this Agreement.

12. Termination for Cause. If Beatitude Partners fails to fulfill, in a timely and proper manner, any of its obligations under this Agreement or if Beatitude Partners violates any of the covenants, agreements, provisions or stipulations of this Funding Agreement, the County shall have the right to terminate this Funding Agreement by giving written notice of such termination to Beatitude Partners, specifying the reason for the termination and the effective date thereof, at least five (5) calendar days prior to the effective date of such termination. Notwithstanding such termination, Beatitude Partners shall be and remain liable to the County for all damages sustained by, or costs and expenses incurred by the County, by virtue of any breach of the

Funding Agreement by Beatitude Partners. The County shall have the right to set off against any compensation otherwise due to Beatitude Partners the amount of any damage sustained by the County by virtue of Beatitude Partners' breach of this Funding Agreement and any other amounts owed to the County by Beatitude Partners.

13. Termination for Convenience. The County may terminate this Agreement in whole, or in part, at any time by giving written notice to Beatitude Partners of such termination, specifying the effective date thereof, at least fifteen (15) calendar days before the effective date of such termination.

14. The Loan. The County agrees to provide Hancock Bank with written notice prior to the County terminating the Funding Agreement and the basis for such termination and further agrees to provide Hancock Bank with a reasonable amount of time to try to resolve any matter serving as a basis for the County to terminate this Funding Agreement.

15. Reversion of Funds. Upon expiration or other termination of this Funding Agreement, Beatitude Partners shall transfer to the County any remaining funds not properly expended or obligated at the time of expiration and any accounts receivable attributable to the use of said funds.

16. Assignment and Binding Effect. Beatitude Partners shall not assign, transfer, or otherwise convey any interest in this Agreement without the prior written consent of the County or except as otherwise permitted herein.

17. Audit. The County reserves the right to conduct financial and program monitoring of all funds given or provided to Beatitude Partners and to perform an audit of all records of Beatitude Partners. An audit by the County may encompass an examination of all financial transactions, all accounts and reports, as well as an evaluation of compliance of the terms and conditions of this Agreement.

18. Indemnification. Beatitude Partners shall indemnify, say and hold the County, its officials, commissioners, officers, employees, and agents harmless from any and all actions, obligations, claims, damages, expenses, and costs of any kind, debts, negligence, and liabilities arising from, or in any way related to, acts or omissions of Beatitude Partners, its employees, volunteers, subcontractors, employees of subcontractors or clientele, in the performance of, or failure to perform, under this Agreement. Should the County, as a result of the performance or lack thereof by or on behalf of Beatitude Partners, be required to reimburse any sums to any organization, or reimburse funds to any governmental entity, contribute funds to performance of the project, or to expend County funds to complete or correct performance, Beatitude Partners, upon demand by the County, shall refund and reimburse the County for all such sums so reimbursed or expended by the County.

19. Attorney's Fees. Nothing in this Agreement shall be construed to deny either party to seek any remedies that may be available to that party at law or in equity, including but not limited to an awards of court costs and attorney's fees in order to enforce the terms of this Agreement or to recover damages as a result of any breach of this Agreement.

20. Assurances.

- a. *Equal Employment Opportunity.* Beatitude Partners shall not discriminate against any employee or applicant for employment on the basis of race, color, religion, sex, age, disability, sexual orientation, national origin, marital status, familial status, or any other basis prohibited by applicable law. Such action shall include, but not be limited to, the following: employment, promotion, demotion, or transfer; recruitment, advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. Beatitude Partners shall post in conspicuous places, available to employees and applicants for employment, notices as provided by the County setting forth the provisions of this nondiscrimination clause. Beatitude Partners shall incorporate this provision in all subcontracts for services provided under this Agreement.
- b. *Nondiscrimination Under Title VI of Civil Rights Act of 1964.* Beatitude Partners covenants and promises that it will fully comply with Title VI of the Civil Rights Act of 1964 (P.D. 88-352) and in accordance with Section 109 of the Housing and Community Development Act of 1974, as amended, and with all requirements imposed by or pursuant to that Act. In accordance with this, no person in the United States shall, on the basis of race, color, disability, age, religion, national origin, or sex, be excluded from participation in, denied the benefits or, or subjected to discrimination under any program or activity for which the recipient received financial assistance from the County.
- c. *Interest of Members of the County and Others.* No officer, member or employee of the County and no members of its governing body, and no other public official of the governing body of the locality in which the project is situated and being carried out who exercise any functions or responsibility in the review and approval of the undertaking or carrying out of this project, shall participate in any decision relating to this Agreement which affects his personal interest or have any personal or pecuniary interest, direct or indirect, in this Agreement or the proceeds thereof.
- d. *Interest of Beatitude Partners.* Beatitude Partners, on behalf of itself and its officers and officials, covenants that none of them presently have any interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of work or services required to be performed under this Agreement. Beatitude Partners, on behalf of itself and its officers and officials, further covenants that in the performance of this Agreement, no person having such interest shall be employed.
- e. *Records.* Beatitude Partners shall maintain books, records, documents, and accounting procedures and practices sufficient to reflect properly the amount received and disposition by Beatitude Partners of all compensation received for its works and services. Beatitude Partners' records shall be subject at all reasonable times to inspection, copy and audit by the County or its authorized

representatives. Beatitude Partners shall preserve and make its records available to the County and its authorized representatives until the expiration of three (3) years from the date of final settlement, and for such longer period, if any, as is required by applicable law, statute, ordinance, rule or regulation.

- f. *Constitutional Prohibition.* Beatitude Partners shall not use County funds for the acquisition, construction, reconstruction, rehabilitation, or operation of structures used for religious purposes.

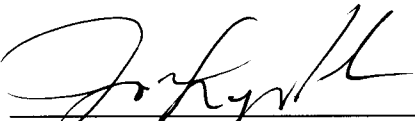
21. Guarantee by The Beatitude Foundation, Inc. The Beatitude Foundation, Inc. is signing this Funding Agreement to evidence its guaranty of all of the obligations of Beatitude Partners under the terms and conditions of this Funding Agreement.

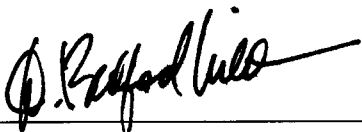
IN WITNESS WHEREOF, the County and Beatitude Partners have caused this Funding Agreement to be duly executed as of the date first above written.

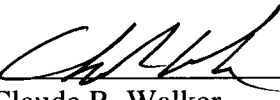
SIGNED, SEALED AND DELIVERED  
IN THE PRESENCE OF:

**BEATITUDE PARTNERS, LLC,**  
a Florida limited liability company

By: Tierra Vista Group, LLC,  
a Florida limited liability company  
Its Manager

  
\_\_\_\_\_  
Print Name: Jo-Lyn Palmer

  
\_\_\_\_\_  
Print Name: D. Bedford Wilder

By:   
\_\_\_\_\_  
Claude R. Walker  
Its Manager





**LEON COUNTY, FLORIDA**

By: [Signature]  
Vincent S. Long  
County Administrator

ATTEST:  
BOB INZER, CLERK OF THE COURT,  
LEON COUNTY, FLORIDA

By: [Signature]  
Clerk

APPROVED AS TO FORM:  
LEON COUNTY ATTORNEY'S OFFICE

By: [Signature]  
Herbert W. A. Thiele, Esq.

**GUARANTY AGREEMENT**

The undersigned, The Beatitude Foundation, Inc., for good and valuable consideration, does hereby unconditionally guarantee to Leon County, Florida the payment and performance of all of the obligations of Beatitude Partners under the terms and conditions of the Funding Agreement.

Dated this 18 day of November, 2014

SIGNED, SEALED AND DELIVERED  
IN THE PRESENCE OF:

[Signature]  
Print Name: Jo-Lyn Palmer

[Signature]  
Print Name: Bruce I. Wiener

**THE BEATITUDE FOUNDATION, INC.,**  
a Florida corporation

By: [Signature]  
Print Name: Richard S. Kearney  
Its: President

**Leon County**  
**Board of County Commissioners**

**Notes for Budget Workshop Item #4**

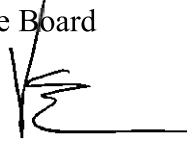
# Leon County

## Board of County Commissioners

### Budget Workshop Item #4

April 26, 2016

**To:** Honorable Chairman and Members of the Board

**From:** Vincent S. Long, County Administrator 

**Title:** Acceptance of the Minority, Women, and Small Business Enterprise Programs Evaluation Committee's Final Report and Consideration of the Recommendations for Program Improvement

|                                                  |                                                                                                                                                                                                                |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>County Administrator Review and Approval:</b> | Vincent S. Long, County Administrator                                                                                                                                                                          |
| <b>Department/ Division Review:</b>              | Alan Rosenzweig, Deputy County Administrator<br>Ken Morris, Assistant County Administrator<br>Scott Ross, Director, Office of Financial Stewardship<br>Cristina Paredes, Director, Office of Economic Vitality |
| <b>Lead Staff/ Project Team:</b>                 | Shanea Wilks, Director, Minority Women and Small Business Enterprise Division<br>Shelley Kelly, Director, Purchasing Division<br>Heather Peeples, Management Analyst                                           |

#### **Fiscal Impact:**

During the June 23, 2015 FY 2016 Budget Workshop, the Board budgeted \$250,000 for a disparity study update for the Minority Women Business Enterprise (MWBE) Program. This item presents a comprehensive report and recommendations by the Minority, Women, and Small Business Enterprise (MWSBE) Programs Evaluation Committee, which will influence the cost and scope of the disparity study.

#### **Staff Recommendation:**

- Option #1: Accept the FY 2015 MWBE Expenditure Status Report.
- Option #2: Accept the MWSBE Programs Evaluation Committee's Final Report and continue to support a race/gender specific program to promote parity of MWBE firms in Leon County Government procurement activities through the utilization of aspirational targets.
- Option #3: Approve the consolidation of the County and City MWSBE program under the Tallahassee/Leon County Office of Economic Vitality by May 16, 2016.

- Option #4: Direct staff to develop business assessment and educational opportunities through FAMU SBDC for the MWSBE program to leverage partnerships available through the economic development ecosystem.
- Option #5: Direct staff to move with a joint County/City RFP for a disparity study and include the following in the scope of work:
- a. Anecdotal analysis of the MWSBE Program.
  - b. Develop a Tiered Certification Program taking into consideration other programs including but not limited to the City of Tallahassee's UCP Program and the FDOT DBE certification process.
  - c. Modifications to existing certification thresholds and size standards, if necessary.
  - d. Define measurable goals and benchmarks.
  - e. Examine methods to ensure contract compliance, monitoring and enforcement.
  - f. Develop a uniform evaluation policy for applying the MWBE targets to awarding projects.
  - g. Expenditure analysis for all County, City, and all other related agencies (i.e. CRA, CDA, and Blueprint).
  - h. Consideration to allow MBE or WBE primes to count self-performed work to meet the aspirational targets for the applicable category.
  - i. Develop a Mentor-Protégé Program for certified MWSBE vendors.
  - j. Modifications to the SBE program including but not limited to: graduation requirements, increase the set aside ceiling for SBE projects to at least \$250,000, and automatically certify MWBEs as SBEs, when eligible.
- Option #6: Direct staff to extend an invitation to Leon County Schools to determine their interest in participating in the disparity study.

## **Report and Discussion**

### **Background:**

The Leon County Board of County Commissioners hosted a workshop on October 27, 2015 to discuss minority, women, and small business enterprise programs. The workshop included an overview of the County's MWSBE Division and the programs offered, a comparative analysis of other jurisdictions' programs, and provided the Board with programmatic options regarding the MWSBE program. The Board directed that, prior to commencement of a disparity study, staff convene a MWSBE Programs Evaluation Committee for a period of six months from its establishment or completion of its report, whichever comes first.

On November 17, 2015, the Board ratified the actions taken at the October 27, 2015 workshop and authorized the Chairman to execute an enacting resolution establishing the MWSBE Programs Evaluation Committee. The enacting resolution states that the Committee "shall be charged with the responsibility of giving feedback to the Board as follows: (a) evaluation of the existing MWSBE programs including strengths and weaknesses; (b) recommendations to grow and expand opportunities for local minority and women-owned businesses." The County Commission appointed ten citizens to serve on this Committee and requested that the City Commission appoint two additional at-large members for a total of 12 Committee members. Pursuant to the resolution, the Committee met from the date of the resolution and completed its charge on March 31, 2016.

This budget discussion item reviews past Board actions, overview of the MWSBE Program, and discusses the Committee's recommendations and staff input relative to individual recommendations.

### **Analysis:**

The analysis section of the budget discussion item is organized as follows:

| <b>Section</b>                                                         | <b>Page</b> |
|------------------------------------------------------------------------|-------------|
| Past Board Action                                                      | 3           |
| Overview of the County's MWSBE Program                                 | 4           |
| Committee Report Executive Summary                                     | 6           |
| MWSBE Programs Evaluation Committee Recommendations and Staff Analysis | 9           |
| Next Steps and Options                                                 | 19          |

### **Past Board Action**

Below is a summary of the Board's actions regarding the consideration of the MWSBE Program.

- June 23, 2015: Provided direction to include \$250,000 for a disparity study update for the MWBE Program and directed staff to schedule a workshop in the fall.
- October 27, 2015: Conducted a workshop to discuss minority, women, and small business enterprise programs and directed that, prior to commencement of the disparity study, staff convene a MWSBE Program Evaluation Committee for a period of six months from its establishment or completion of its report, whichever comes first.

- November 17, 2015: Ratified the actions taken during the October 27, 2015 workshop and authorized the Chairman to execute an enabling resolution establishing the MWSBE Programs Evaluation Committee.
- December 8, 2015: Approved appointments to the MWSBE Programs Evaluation Committee and requested that the City of Tallahassee Commission appoint two additional at-large members for a total of 12 Committee members.

### **Overview of the County's MWSBE Program**

Currently, Leon County operates the MWBE and SBE Programs through the MWSBE Division in accordance with County Policy No. 96-1, "Purchasing and Minority/Women Business Enterprise Policy" (Attachment #2). The MWBE program is race/gender specific, meaning that the program either directly or through partners enhances participation in County procurements in an effort to achieve parity for MBEs and WBEs. Both programs have certification processes, which, if successfully completed, allow certified vendors to participate within the County's procurement opportunities. Both programs are currently administered based upon the 2009 MGT Disparity Study (Attachment #3). 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. More information on the MWSBE Program's historical background, certification process, aspirational targets, and policy coordination with the City of Tallahassee can be found in Attachment #5.

### ***FY 2015 MWBE Expenditure Status Report***

Tables #2 and #3 provide an overview of the FY 2015 expenditures for the minority and women businesses and a comparison of the actuals spent with the County's aspirational targets. The total MBE expenditures for the period is \$2.45 million which is greater than the aspirational target amount of \$1.83 million and the total WBE expenditures is \$1.52 which is also greater than the aspirational target amount of \$1.3 million. More detailed information regarding the MBE and WBE expenditures for the six procurement categories and the aspiration targets can be found in the FY 2015 MWSBE Expenditure Status Report (Attachment #6). Staff recommends that the Board accept the status report on the FY 2015 MWBE expenditures.

*Staff Recommendation:* Accept the FY 2015 MWBE Expenditure Status Report.

**Table #2: FY 2015 Minority Business Enterprise Expenditures**

| Category                             | FY 2015 Total Expenditures by Category | FY 2015 MBE Expenditure % by Category | Aspirational Target % | FY 2015 MBE Expenditures by Category | Aspirational Target \$ |
|--------------------------------------|----------------------------------------|---------------------------------------|-----------------------|--------------------------------------|------------------------|
| Architecture & Engineering           | \$978,548                              | 9.80%                                 | 12%                   | \$95,499                             | \$117,426              |
| Construction Prime Contractor        | \$10,151,622                           | 0.10%                                 | 8%                    | \$13,380                             | \$812,130              |
| Construction Reported Subcontractors | \$3,197,656                            | 46.50%                                | 17%                   | \$1,485,939                          | \$543,602              |
| Materials and Supplies               | \$565,333                              | 0.00%                                 | 1%                    | \$0                                  | \$5,653                |
| Other Services                       | \$2,972,524                            | 28.60%                                | 10%                   | \$849,505                            | \$297,252              |
| Professional Services                | \$767,635                              | 1.80%                                 | 7%                    | \$14,047                             | \$53,734               |
| <b>Total</b>                         | <b>\$18,633,318</b>                    | <b>13.2%</b>                          | <b>9.16%</b>          | <b>\$2,458,370</b>                   | <b>\$1,829,797</b>     |



**Table #3: FY 2015 Women Business Enterprise (WBE) Expenditures**

| Category                             | FY 2015 Total Expenditures by Category | FY 2015 WBE Expenditure % by Category | Aspirational Target % | FY 2015 WBE Expenditures by Category | Aspirational Target \$ |
|--------------------------------------|----------------------------------------|---------------------------------------|-----------------------|--------------------------------------|------------------------|
| Architecture & Engineering           | \$978,548                              | 0.00%                                 | 14%                   | \$0                                  | \$136,997              |
| Construction Prime Contractors       | \$10,151,622                           | 0.04%                                 | 5%                    | \$3,871                              | \$507,581              |
| Construction Reported Subcontractors | \$3,197,656                            | 25.20%                                | 9%                    | \$804,875                            | \$287,789              |
| Materials and Supplies               | \$565,333                              | 23.00%                                | 6%                    | \$129,893                            | \$33,920               |
| Other Services                       | \$2,972,524                            | 17.30%                                | 8%                    | \$515,506                            | \$237,802              |
| Professional Services                | \$767,635                              | 8.00%                                 | 15%                   | \$61,249                             | \$115,145              |
| <b>Total</b>                         | <b>\$18,633,318</b>                    | <b>8.13%</b>                          | <b>9.5%</b>           | <b>\$1,515,394</b>                   | <b>\$1,319,234</b>     |

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### **Executive Summary on the MWSBE Programs Evaluation Final Report**

Listed below is a summarization of the staff recommendations regarding the Committee's report.

#### *MWSBE Consolidation*

- **Committee Action:** Recommends consolidating the County and City MWSBE programs into a sufficiently funded single joint County/City department including measurable goals and benchmarks, adequate resources to meet program objectives, and methods to ensure contract compliance, monitoring and enforcement. In addition, include in future discussions expenditures of sales tax dollars for economic development in order to fund the joint County/City MWSBE Program as needed, specifically for the additional responsibilities put forth by the Committee. In addition, the Committee recommends developing a uniform County/City evaluation policy for applying the MWBE targets to awarding projects under the consolidated department.

**Staff Recommendation:** Concur with the Committee's recommendation and recommends that the Board approve consolidating the two programs under the Tallahassee/Leon County Office of Economic Vitality by May 16, 2016 and include the following in the disparity study scope of work: measurable goals and benchmarks, methods to ensure contract compliance, monitoring and enforcement, and suggestions to modify County/City policies to develop a uniform evaluation policy for applying the MWBE targets to awarding projects.

#### *Certification Process*

- **Committee Actions:** Recommends including in the disparity study scope of work a recommendation for modification of the Leon County MWSBE Program to develop a Tiered Certification Program taking into consideration other programs including but not limited to the City of Tallahassee's Unified Certification Program and the FDOT Disadvantage Business Enterprise certification process.

**Staff Recommendation:** Concurs with the Committee's recommendation and recommends developing business assessment and educational opportunities for the MWSBE program in partnership with the FAMU SBDC.

- **Committee Action:** Recommends developing a formula-based, reasonable, fair, and legally compliant process to determine certification thresholds/size standards for eligibility with the thresholds/size standards being updated on an appropriate basis (e.g. annually) using the formula.

**Staff Recommendation:** Recommends that the disparity study scope of work include modifications for the existing certification thresholds and size standards, if necessary.

*MWBE Program Recommendations*

- Committee Action: Recommends the County and City enter into a joint disparity study and that an anecdotal analysis (focus groups, surveys, interviews, etc.) be included in the disparity study scope of work. The Committee also recommends inviting Leon County Schools to participate in the joint County/City disparity study.

Staff Recommendation: Concurs with the Committee's recommendations.

- Committee Action: Recommends including an expenditure analysis in the disparity study scope of work for all County, City, and all other related agencies (i.e. CRA, CDA, and Blueprint).

Staff Recommendation: Concurs with the Committee's recommendation.

- Committee Action: Recommends modifying the County's current aspirational target policy to read as follows: For projects for which aspirational targets are applicable and which are typically met through the subcontracting process, a MBE or WBE Bidder (i.e., bidding as the prime contractor) may count self-performed work to meet the targets for the applicable category, as long as the MBE/WBE self performs a commercially useful function using its own forces to meet the applicable target.

Staff Recommendation: Recommends including in the disparity study scope of work consideration to allow MBE or WBE primes to count self-performed work to meet the aspirational targets for the applicable category.

*SBE Program Recommendations:*

- Committee Action: Recommends modifying SBE graduation requirements as part of the disparity study scope of work.

Staff Recommendation: Concurs with the Committee's recommendation.

- Committee Action: Recommends that the set aside ceiling for SBE projects be increased from \$100,000 to \$250,000.

Staff Recommendation: Concurs with the Committee's recommendation.

- Committee Action: Recommends that MWBEs be automatically certified as SBEs, when eligible, in order to increase the SBE vendor pool.

Staff Recommendation: Concurs with the Committee's recommendation.

*Growth and Expansion of Opportunities for Local Minority and Women-Owned and Small Businesses*

- Committee Action: Recommends requiring the Purchasing Division to notify project managers that a certified MWSBE, if available, must be included in the quote process.

Staff Recommendation: Concurs with the Committee's recommendation.

- Committee Action: Recommends developing a Mentor-Protégé Program for certified MWSBEs.

Staff Recommendation: Concurs with the Committee's recommendation to develop a Mentor-Protégé Program for certified MWSBE vendors and include the development of this program in the disparity study scope of work.

- Committee Action: The Committee identified the need for a MWBE Loan Program, a project already slated for consideration as part of the economic development portion of the sales tax proceeds.

Staff Recommendation: Concurs with the Committee's recommendation.

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### **MWSBE Programs Evaluation Committee**

The Committee consists of ten members appointed by the Leon County Board of County Commissioners and two members appointed by City of Tallahassee Commission. The appointed committee members are representatives from the Big Bend Contractor's Association, Greater Tallahassee Chamber of Commerce, Capital City Chamber of Commerce, Big Bend Minority Chamber of Commerce, Economic Development Council of Tallahassee/Leon County, FAMU Small Business Development Center, Leon County/Tallahassee Commission on the Status of Women and Girls, and Leon County MWSBE Advisory Committee. The Committee held its first meeting in January 2016 and devoted several meetings toward analyzing and discussing the MWSBE programs history, policies and procedures, and expenditures as well as the results of a statewide survey regarding County MWSBE programs. Throughout this process, a number of issues and potential recommendations were identified and placed on a list for the Committee's consideration. The Committee then engaged in a thorough evaluation of programmatic issues and identified several recommendations for improvement. A full account of the Committee's actions and recommendations can be found in Attachment #1.

The Committee's first decision point was regarding the continuation of the County's the race/gender specific program, known as the MWBE program. The Committee addressed this decision first in order to base the rest of their programmatic improvement recommendations on this decision. The Committee conducted a thorough evaluation of the program and allowed for public comment during its meetings in order to make a determination. Subsequently, the Committee unanimously agreed to support the continuation of the County's race/gender specific program and utilization of aspirational targets in order to establish levels of participation by certified MWBEs in procurement of goods and services.

*Staff Recommendation:* Accept the MWSBE Programs Evaluation Committee's Final Report and concurs with the Committee's recommendation to continue to support a race/gender specific program to promote parity of MWBE firms in Leon County Government procurement activities through the utilization of aspirational targets.

### **Consolidation of County and City MWSBE Programs**

This section reviews the Committee's recommendations as it relates to consolidation of the Leon County and City of Tallahassee MWSBE programs. Staff has included a brief analysis as well as a recommendation for the Board's consideration.

*Summary:* The Committee reviewed and discussed programmatic information relative to the County's MWSBE Programs, as well as compared the programs to that of the City of Tallahassee and other counties within Florida. The Committee concluded that there is a need for a "one-stop-shop" for vendors desiring to access County and City MWSBE services. Additionally, the Committee identified possible responsibilities of the single joint County/City department such as: developing a well-defined policy with measurable goals; obtaining adequate resources to meet all program objectives (i.e. relocating offices where the flow of information regarding contracts is accessible); conducting outreach to the business community; providing technical business assistance; conducting contract compliance, monitoring and enforcement; and reporting collected data to link performance to program goals. A more detailed list of recommended responsibilities can be found on page 3 in the Committee's Final Report (Attachment #1). The Committee also recognized the potential need for additional resources and

recommended that the County and City consider the utilization of the economic development sales tax dollars in future discussions regarding the funding of a consolidated MWSBE Program. The Committee's recommendations also addressed the need to develop a uniform policy for applying the MWBE targets to awarding projects under the consolidated department. Currently, the County and City have separate purchasing policies with differing procedures for evaluating bid proposals and awarding projects.

*Committee Actions:* Recommends consolidating the County and City MWSBE programs into a sufficiently funded single joint County/City department including measurable goals and benchmarks, adequate resources to meet program objectives, and methods to ensure contract compliance, monitoring and enforcement. In addition, include in future discussions expenditures of sales tax dollars for economic development in order to fund the joint County/City MWSBE Program as needed, specifically for the additional responsibilities put forth by the Committee. The Committee also recommends developing a uniform County/City evaluation policy for applying the MWBE targets to awarding projects under the consolidated department

*Staff Analysis:* Staff recommends that the Board approve consolidating County and City MWSBE Programs under the Tallahassee/Leon County Office of Economic Vitality effective May 16, 2016. The consolidation of County/City MWSBE Program under the Office of Economic Vitality allows for the continued creation of a "one-stop-shop" for the all economic development efforts including those specifically focused on the development and growth of minority, women, and small businesses. The goal of this newly consolidated program will be to ensure streamlined efficiencies are in place to certify, monitor, and provide access to the County/City procurement opportunities to MWSBEs. This MWSBE consolidation will merge County and City resources to create unified processes and administration of existing programs, conducting business outreach efforts, contract monitoring and compliance, and conducting centralized reporting and coordinated collaboration efforts among economic development partners. In order to effectuate the consolidated Program, staff recommends that the disparity study scope of work include measurable goals and benchmarks, adequate resources to meet program objectives, and methods to ensure contract compliance, monitoring and enforcement. Currently, the County utilizes the B2Gnow contract compliance monitoring system. This system is also integral to the reporting and collecting of data to link performance to program goals. The consolidated program will continue to administer the County and City policies separately until the disparity study is completed and a recommended set of unified policies is approved. By consolidating the program on May 16, staff can begin the process of working on a joint disparity study and realigning resources to better meet program objectives.

Pending Board approval, the County will begin working with the City to consolidate the two Programs into a "one-stop-shop" for both entities MWSBE efforts, which will be accommodated through the existing budget and staff. It is anticipated that Program staff will consist of one director and two analyst positions with all personnel and operating costs split 50/50 with the City. As such, the Intergovernmental Agency may wish to consider the utilization of the economic development sales tax dollars in future discussions regarding the funding of a consolidated MWSBE Program.

Finally, the Committee recommended developing a uniform policy for applying the MWBE targets to awarding projects, which would require modification of the County and City's respective purchasing policies. These policies are separate from the MWSBE Program policies



and were developed to meet the specific and differing purchasing needs of the City and County. Consequently, the City evaluates project bids using a point system where points are awarded based upon the level of MWBE participation utilized by the contractor on the project and the economic benefit realized by the City. Alternatively, the County evaluates project bids based on the requirements set forth in the bid invitation and are awarded to the lowest responsive bidder whose bid meets the requirements and criteria set forth in the bid invitation. Staff recommends that the disparity study scope of work include suggestions to modify the policies to develop a uniform evaluation policy for applying the MWBE targets to awarding projects.

*Staff Recommendation:* Concur with the Committee's recommendation to consolidate County and City MWSBE programs and recommends that the Board approve consolidating the two programs under the Tallahassee/Leon County Office of Economic Vitality effective May 16, 2016 and include the following in the disparity study scope of work: measurable goals and benchmarks, methods to ensure contract compliance, monitoring and enforcement, and suggestions to modify County/City policies to develop a uniform evaluation policy for applying the MWBE targets to awarding projects.

### **Certification Process**

This section reviews the Committee's recommended modifications to the current MWSBE vendor certification process and eligibility criteria.

#### ***Tiered Certification Program***

*Summary:* During the evaluation of the MWSBE Program, the Committee identified the need to ensure the quality of participating vendors and provide additional opportunities for business development. The Committee determined that a Tiered Certification Program inclusive of the following elements would best address this programmatic challenge: (1) initial needs assessment; (2) different certification tiers based upon experience, capability, insurability, and other pertinent factors; (3) minimum insurance requirements; (4) certain minimum business experience/past performance and; (5) continuing business education requirements.

Currently, the County utilizes the FDOT Prequalification Certification and other licensures issued by the State of Florida, as Contractor Qualification standards due to the State of Florida being the regulatory authority for the provision of services requiring state licensure and/or certifications. Currently, one WBE is FDOT prequalified and no MBEs. This standard is mainly applied to County-funded projects involving road construction, bridge construction, and stormwater improvements and limits the opportunities for MWBE's, which are not prequalified, to bid as a prime contractor or potentially participate as a subcontractor.

*Committee Actions:* Recommends including in the disparity study scope of work a recommendation for modification of the Leon County MWSBE Program to develop a Tiered Certification Program taking into consideration other programs including but not limited to the City of Tallahassee's Unified Certification Program and the FDOT Disadvantage Business Enterprise certification process.

*Staff Analysis:* The recommendation to adopt a two-tier size standard for MWBE and SBE certifications was included in the 2009 disparity study update, which however was not implemented at that time. The 2009 disparity study recommends implementing a Tiered Certification Program in order to address the "dilemma" procurement programs face regarding

size standards. High size standards allow large firms to crowd out new firms, and low size standards allow experienced firms to lose the advantages of the program. A solution to this “dilemma” could be to adopt a Tiered Certification Program that could allow for contracts to be set aside for small and very small firms and for goals that included very large MWSBEs to be established on large projects. The 2009 disparity study notes that the state of Oregon has an emerging small businesses certification for businesses seeking contracting opportunities for state, county and city government. Staff has found that this program is a two-tier system and limits that participation to 12 years with the tiers being based on employee size and average annual gross receipts (three year average). A survey of Florida counties found that that only Miami-Dade County operates a Tiered Certification Program through the Small Business Enterprise Program. Miami-Dade County's SBE Program consists of two tiers based upon procurement areas, average gross revenues and total number of employees. While these two examples only show the usage of a tiered certification program for small businesses, initial discussions with a disparity consultant show that a tiered certification process could apply for minority and women businesses but would need to be based on the local market area's size of firms in the vendor pool and size of agency purchases. If Leon County were to establish a Tiered Certification Program, vendors would have the opportunity to compete against other vendors of comparable size and capacity. This means only vendors within a specific tier would be eligible to compete for projects assigned to that tier. For example, a tier could be established for very small firms, which would improve the opportunities for very small-certified vendors to compete for projects assigned to this tier. Another tier could be established for certified small firms possessing greater capacity associated with bonding and insurance requirements. This tier approach could provide additional opportunities, increase competition and allow very small firms to gain project management experience, which could improve capacity and skill set.

The Committee's recommendation to include additional elements, such as an initial needs assessment and educational requirements, provides opportunities for participating vendors to advance within the Tiered Certification Program. Currently, the FAMU Small Business Development Center (SBDC) offers a wide range of services to assist business owners and is available to anyone interested in beginning a small business for the first time or improving or expanding an existing small business at no cost. The SBDC is staffed by certified business analysts and provides entrepreneurs with technical assistance and tools to aid in their business success including by not limited to workshops, individual consulting, and networking opportunities. Given this resource that is available in the community, staff recommends that any assessment and educational opportunities targeted specifically for minority, women, and small businesses be developed in partnership with the FAMU SBDC. This type of partnership opportunity ensures that the County continues to leverage all collaboration available through the economic development ecosystem discussed at the February 29, 2016 Intergovernmental Agency meeting.

*Staff Recommendation:* Concurs with the Committee's recommendation. Additionally, staff recommends that any assessment and educational opportunities offered through the MWSBE program be developed in partnership with the FAMU SBDC.

### ***Certification Threshold/Size Standard***

*Summary:* The Committee's discussion regarding the current certification threshold/size standards for MWSBEs focused around the desire to update the current County levels. The Committee agreed that a new process is needed to ensure that the certification threshold/size standard is appropriate and developed its recommendation to create a formula-based approach to be adjusted annually.

Current County policy establishes the certification thresholds/size standards by utilizing annual gross receipts (averaged over the last three years) and is based upon the recommendations within the 2004 County disparity study conducted by MGT. Consistent with other MWSBE models and the recommendations put forth by MGT, revisions to the policy were presented to the Board and approved on June 13, 2006. County Policy No. 96-1 limits participation in the MWSBE Program based on annual gross receipts on average over the last three years.

*Committee Actions:* Recommends developing a formula-based, reasonable, fair, and legally compliant process to determine certification thresholds/size standards for eligibility with the thresholds/size standards being updated on an appropriate basis (e.g. annually) using the formula.

*Staff Analysis:* The survey of county MWSBE programs found that the majority of counties operating MWSBE programs utilize threshold/size standards based upon vendors' average annual gross receipts. In addition, research on Tiered Certification Programs shows that the individual tiers are based on a three-year average of gross annual receipts and may vary based on procurement categories. Federal case law points to the use of threshold/size standards as one factor in the narrow tailoring of remedial procurement programs. Narrow tailoring means the remedy must address the underutilization identified in a disparity study and consequently these standards must have an evidentiary basis. Utilizing alternative certification threshold/size standards that are updated on an annual basis would require the County to adopt annual updates to the disparity study in order to demonstrate a legal basis for the change.

Frequent changes to the certification threshold/size standard could also create uncertainty for participating vendors regarding their eligibility to participate in the MWSBE Program from year to year. MWSBE certifications are currently valid for two years; however, an annually adjusted threshold/size standard would require all participating vendors to be recertified every year. The variance in business sizes through the certification process could be seen as unwarranted and cause a decrease in participation.

*Staff Recommendation:* Recommends that the disparity study scope of work include recommendations to modify the existing certification thresholds and size standards, if necessary.

### **MWBE Program Recommendations**

This section reviews the Committee's recommendations regarding the race/gender specific program, known as the Minority/Women Business Enterprise (MWBE) program.

### ***Joint County/City Disparity Study***

*Summary:* The Committee recognized the need for a disparity study to provide the legal basis for the continuation of the County's race/gender specific program. In order to best utilize community resources, the Committee identified potential partners for a joint disparity study

including the City of Tallahassee and Leon County Schools (LCS). As stated previously, the County has budgeted \$250,000 for a disparity study update. The City currently has allocated \$300,000 in the FY 2016 budget for an update of the City's 1990 disparity study.

Additionally, the Committee found that collecting stakeholder input through an anecdotal analysis is vital to the future development of the MWSBE Program, which allows for a full programmatic review and provides insight into the perceptions and concerns of the citizens within the local business community on the programs offered through the County. The County's 2004 Disparity Study was conducted in two parts: (1) initial statistical review (also referred to as the factual predicate study) to identify whether there is a compelling interest for the continuation of the MWBE Program, and (2) anecdotal research, legal review and recommendations. Whereas, 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. An anecdotal analysis was not included in the 2009 study since it was considered an update to the 2004 disparity study.

*Committee Actions:* Recommends the County and City enter into a joint disparity study and that an anecdotal analysis (focus groups, surveys, interviews, etc.) be included in the disparity study scope of work. The Committee also recommends inviting LCS to participate in the joint County/City disparity study.

*Staff Analysis:* Staff concurs with the Committee's recommendation to collaborate with the City on a disparity study, especially given the recommendation to consolidate programs. By collaborating in a joint County/City disparity study there could be a potential cost savings; however, the Committee's recommendation for an anecdotal analysis and other items to be included in the scope of work may result in additional costs to the study. The Committee also recommended that an invitation to participate in the joint disparity study be extended to LCS; however, it should be noted that LCS operates a race/gender neutral program and therefore does not require the disparity study necessary for operation of a race/gender specific program.

Finally, in regards to recommendation on performing an anecdotal analysis in the disparity study, the collection and analysis of anecdotal data are performed to determine whether underutilization of minority and women-owned firms is the result of objective, nonbiased bidding and purchasing procedures or the result of discriminatory practices. Anecdotal evidence is designed to explain and interpret statistical findings. Courts have ruled that the combination of disparity study findings and anecdotal evidence provides the best evidence demonstrating the existence of historical discriminatory practices, if any. Staff recommends that the Board proceed with an anecdotal analysis in the disparity study scope of work in order to receive stakeholder feedback on the County's MWBE program.

*Staff Recommendation:* Concurs with the Committee's recommendation.

### ***Expenditure Analysis***

*Summary:* The Committee recommended that all expenditures related to County and City expenses should be examined as part of the disparity study. In addition, the Committee recommended that the expenditures of the Community Development Agency (CRA), Consolidated Dispatch Agency (CDA), and the City of Tallahassee-Leon County Blueprint Intergovernmental Agency (Blueprint) be taken into consideration.

*Committee Actions:* Recommends including an expenditure analysis in the disparity study scope of work for all County, City, and all other related agencies (i.e. CRA, CDA, and Blueprint).

*Staff Analysis:* The methodology involved for expenditure analysis requires the interview of key staff knowledgeable of each agency's procurement process in order to determine the best data extraction source (electronic data source, purchase order, and Pcard data). The disparity study analyzes expenditures to determine the amount awarded to each vendor type by business category and the percentage of the total awards. Expenditures are categorized into five procurement categories: construction, architecture and engineering, professional services, other services, and goods, equipment and supplies. However, certain transactions are excluded from the analysis such as administrative items like utility payments, real estate leases, and insurance or banking transactions; salary and fringe benefits, payments for food, parking or conference fees; payments to government entities including nonprofit local organizations, state and federal agencies. In addition, vendor payments outside of the market are excluded from the analysis. The inclusion of the additional agencies would expand the review and analysis of the utilization and availability of minority, women and non-minority businesses; and whether a specific group has been underutilized or overutilized in the procurement processes of the identified agencies. However, it is important to note that while County and City Commission and staff may serve as part of the governing Boards of the CRA, CDA, and Blueprint, these agencies are separate legal entities governed by separate legal boards and their data would be provided voluntarily based upon their approval.

*Staff Recommendation:* Concurs with the Committee's recommendation.

#### ***Modification to Aspirational Target Policy***

*Summary:* The Committee held significant discussion regarding the modifications to the current aspirational target policy, specifically regarding how it applies to the prime/sub-contractors. Current County policy regarding Purchasing and Minority/Women Business Enterprise requires that aspirational targets apply to all bidders regardless of their certification as an MBE, WBE, or SBE. Consequently, certified MBEs or WBEs bidding as prime contractors are prohibited from counting self-performed work to meet Aspirational targets and must utilize MBE and WBE subcontractors. This policy ensures that all primes competing for contracts with the County are provided fair and equitable treatment. However, the Committee voted to recommend that the County modify the current policy to allow MBE or WBE primes to count self-performed work to meet the aspirational targets for the applicable category.

*Committee Actions:* Recommends modifying the County's current aspirational target policy to read as follows: For projects for which aspirational targets are applicable and which are typically met through the subcontracting process, a MBE or WBE Bidder (i.e., bidding as the prime contractor) may count self-performed work to meet the targets for the applicable category, as long as the MBE/WBE self performs a commercially useful function using its own forces to meet the applicable target.

*Staff Analysis:* As stated previously, County Policy No. 96-1, Purchasing and Minority/Women Business Enterprise Policy was adopted "to ensure the fair and equitable treatment of all persons who deal with the procurement system of Leon County." Inherent in the Committee's recommendation is failure to be equitable in the treatment of program participants and

alternatively creates a program that could provide advantages to certain prime contractors over others. Allowing a prime to self-perform aspirational targets could also reduce the procurement opportunities for other minority and women enterprises, which is in conflict with the purpose of the MWSBE program. Allowing minority/women primes to utilize themselves as subcontractors to achieve aspirational targets diminishes the ability of a narrowly tailored program to meet the compelling government interest. Staff recommends that the Board not pursue modifications to County policy until the completion of the disparity study. It should be noted that if the Board approves moving forward with the disparity study, the current aspirational targets could be adjusted based on MWBE availability within specified procurement areas in order to remedy the areas of underutilization and substantial underutilization among MWBE businesses.

*Staff Recommendation:* Recommends including in the disparity study scope of work consideration to allow MBE or WBE primes to count self-performed work to meet the aspirational targets for the applicable category.

### **SBE Program Recommendations**

This section reviews the Committee's recommendations regarding the race/gender neutral program, known as the Small Business Enterprise (SBE) Program.

#### ***SBE Graduation Requirements***

*Summary:* In order to continue to support the growth and expansion of small businesses, the Committee found that the time-based SBE graduation requirements are not necessarily tied to the growth or success of an SBE and identified the policy requirements as a programmatic challenge in need of modification. Current County policy requires graduation from the SBE program six (6) years after the date of award of the first procurement opportunity made through the SBE program.

*Committee Actions:* Recommends modifying SBE graduation requirements as part of the disparity study scope of work.

*Staff Analysis:* The survey of county SBE programs found that only Leon County and Duval County currently utilize time-based SBE graduation requirements. The majority of other counties either do not specify a SBE graduation requirement or require graduation when an SBE exceeds the threshold/size standard of the program. Under the current County policy, the SBE is either time limited out of the program or grows out of the program once it exceeds the threshold/size standard and is not re-certified. Staff recommends that the Board consider eliminating the SBE graduation requirement of "six (6) years after the date of award of the first procurement opportunity made through the SBE program" and only require the SBE to graduate when an SBE exceeds the threshold/size standard of the program.

*Staff Recommendation:* Concurs with the Committee's recommendation.

#### ***SBE Project Set Aside Ceiling***

*Summary:* The Committee found the County's SBE project set aside ceiling to be a programmatic challenge as it limited the number of eligible SBE projects. According to County policy, the projects that are released through the SBE program have an estimated contract cost of \$100,000 or less, which varies across business categories and requires a minimum of three certified SBE's available to reserve a procurement opportunity for exclusive competition. A



project cannot be recommended for the SBE Program if these criteria are not met. The City's set aside program is \$300,000.

*Committee Actions:* Recommends that the set aside ceiling for SBE projects be increased from \$100,000 to \$250,000.

*Staff Analysis:* The survey of county MWSBE programs found that the majority of counties operating an SBE program had a set aside ceiling for SBE projects of \$250,000 or more. Increasing the set aside ceiling could result in more procurement opportunities for both SBE prime contractors and MWBE subcontractors. Small businesses participating in this program will be given greater opportunity to develop and enhance their business; therefore increasing their ability to compete effectively in procurement arenas. It should be noted that a limited number of projects are currently being identified for the SBE Program, which results in limited opportunities for these certified businesses. Increasing the threshold categories within the SBE Program policy may address the limited number of projects being identified for the program.

*Staff Recommendation:* Concurs with the Committee's recommendation.

#### ***Automatic SBE Certification***

*Summary:* The Committee agreed to the importance of expanding program participation and identified automatic certification of eligible MWBEs as SBEs as an appropriate mechanism for increasing the SBE vendor pool. Currently, the MWBEs applications are processed separately from the SBE applications.

*Committee Actions:* Recommends that MWBEs be automatically certified as SBEs, when eligible, in order to increase the SBE vendor pool.

*Staff Analysis:* By providing automatic certification to MWBEs as SBEs, when eligible, it could increase the SBE vendor pool while simultaneously providing new procurement opportunities for those with dual certification. Under this revision, MWBEs would automatically be granted certification, unless they request to be removed from the MWSBE Directory as a certified SBE vendor. This policy revision was also recommended in the 2009 Disparity Study Update as a method to increase MWBE utilization. The exceptions to automatic certification would be those vendors that have been established for less than one calendar year; and, that exceed the County's average revenue limitations, based upon the immediately preceding three year period for the Construction, Other Services or Materials and Supplies, and Professional Services categories (Attachment #3). This change would result in reduction of paperwork and a more efficient process for SBE Certification of MWBEs, an increase in the number of available certified SBEs, and increased SBE competition for smaller projects. In addition, if approved by the Board, all currently certified MWBEs would be grandfathered into automatic SBE Certification, if eligible. This policy change could allow for increased efficiency in the SBE certification process and opportunities amongst SBE vendors. Currently, 27 vendors are dual certified as an MWBE and SBE. This recommendation has also been identified by the MWSBE Advisory Committee as a necessary improvement.

*Staff Recommendation:* Concurs with the Committee's recommendation.

### **Growth and Expansion of Opportunities for Local Minority and Women-Owned and Small Businesses**

This section reviews the Committee's recommendations to grow and expand opportunities for local minority and women-owned and small businesses.

#### ***Required Inclusion in Quote Process***

*Summary:* The Committee discussed the need to expand opportunities for MWSBEs to participate in the County's procurement process. As such, the Committee discussed having the Purchasing Division notify project managers that a certified MWSBE, if available, must be included in the quote process. County purchasing policy currently allows for either the program office or the purchasing office to obtain three quotes for purchases up to \$50,000 and does not require inclusion of a certified MWSBE in the quote process, if available.

*Committee Actions:* Recommends requiring the Purchasing Division to notify project managers that a certified MWSBE, if available, must be included in the quote process.

*Staff Analysis:* In order to implement this recommendation, the Purchasing Division will need to update the appropriate forms and modify the process for approving purchases up to \$50,000. Requiring inclusion of MWSBEs in the quote process will provide additional procurement opportunities for MWSBE vendors outside of the competitive solicitation process and SBE program.

*Staff Recommendation:* Concurs with the Committee's recommendation.

#### ***Mentor-Protégé Program***

*Summary:* During the discussion regarding the need to expand opportunities to MWSBEs, staff brought the Committee's attention to a suggestion that was derived out of the Leads Listening Session regarding a "team-up" approach to mentor small businesses. The Committee agreed that existing certified vendors could use their knowledge and experience to assist other vendors in their development. To provide this opportunity, the Committee proposed a Mentor Protégé Program would include the following elements: (1) MWSBE mentored by a bigger business to gain practical business knowledge and; (2) assist with securing projects within the MWSBE program – especially in the construction and professional services procurement categories. The goal of the program would be to have the 'mentee become the 'mentor.'

*Committee Actions:* Recommends developing a Mentor-Protégé Program for certified MWSBEs.

*Staff Analysis:* This recommendation is consistent with the customer feedback staff received from recent Leads Listening Sessions on the MWSBE program. This Mentor-Protégé Program provides participating businesses the opportunity gain assistance with business development and with securing projects within the MWSBE program. In order to implement this program, staff will need to develop a matching process for participating vendors. Once established, the Mentor-Protégé Program would rely upon volunteer participation from existing certified vendors as mentors. Staff proposes recruiting MWSBEs to participate in the Mentor-Protégé Program as mentors upon successfully graduating from program and include in the in the disparity study scope of work.

*Staff Recommendation:* Concurs with the Committee's recommendation and recommends including in the disparity study scope of work the development of the program.

### ***MWBE Loan Program***

*Summary:* During discussion on growing and expanding opportunities for local minority and women owned businesses, the Committee agreed that it was important to provide financial opportunities specifically for these businesses. The Committee discussed that a MWBE Loan Program should provide microloans to help minority and women owned small businesses and entrepreneurs. The purpose of microlending is to offer favorable lending terms that are designed to help low-income and credit-challenged borrowers become self-sufficient. This loan program is very similar to the loan program slated for the consideration by the Economic Development Coordinating Council (EDCC) as part of the economic development portion of the sales tax proceeds and would need final approval by the Intergovernmental Agency (IA).

*Committee Actions:* The Committee identified the need for a MWBE Loan Program, a project already slated for consideration as part of the economic development portion of the sales tax proceeds.

*Staff Analysis:* Local entrepreneurs have expressed concerns in securing access to financial capital and lending institutions have implemented tighter controls following the great recession. That being said, there are a number of state and federal programs available to specifically address both the lending needs of small businesses and minority business owners. The creation of a locally funded program for minority and women-owned business should seek to fill a void in public and private lending programs to maximize investment in minority and women-owned businesses.

*Staff Recommendation:* Concurs with the Committee's recommendation.

### **Next Steps**

In order to effectuate the consolidation the County/City MWSBE Programs, including the recommendations by the Committee, staff recommends that the Board proceed with the following next steps:

- Accept the FY 2015 MWBE Expenditure Status Report.
- Accept the MWSBE Programs Evaluation Committee's Final Report and continue to support a race/gender specific program to promote parity of MWBE firms in Leon County Government procurement activities through the utilization of aspirational targets.
- Approve the consolidation of the County and City MWSBE program under the Tallahassee/Leon County Office of Economic Vitality by May 16, 2016.
- Develop business assessment and educational opportunities through FAMU SBDC for the MWSBE program, which allows the Office of Economic Vitality to continue to leverage partnerships available through the economic development ecosystem.
- Proceed with a joint County/City RFP for a disparity study and include the following in the scope of work:
  - Anecdotal analysis of the MWSBE Program.
  - Develop a Tiered Certification Program taking into consideration other programs including but not limited to the City of Tallahassee's UCP Program and the FDOT DBE certification process.

- Modifications to existing certification thresholds and size standards, if necessary.
- Define measurable goals and benchmarks.
- Examine methods to ensure contract compliance, monitoring and enforcement.
- Develop a uniform MWSBE policy for the County and City, which includes an evaluation policy for applying the MWBE targets to awarding projects.
- Expenditure analysis for all County, City, and all other related agencies (i.e. CRA, CDA, and Blueprint).
- Consideration to allow MBE or WBE primes to count self-performed work to meet the aspirational targets for the applicable category.
- Develop a Mentor-Protégé Program for certified MWSBE vendors.
- Modifications to the SBE program including but not limited to: graduation requirements, increase the set aside ceiling for SBE projects to at least \$250,000, and automatically certify MWBEs as SBEs, when eligible.
- Extend an invitation to Leon County Schools to determine their interest in participating in the disparity study.
- Direct the Purchasing staff to notify project managers that a certified MWSBE must be included in the quote process, if available, and modify the Purchasing Policy accordingly. As stated previously, the requiring of MWSBE in the quote process will provide additional procurement opportunities to these businesses.

However, if the Board wishes not to pursue consolidation of the County/City MWSBE Programs, then staff recommends that the Board direct staff to bring back an agenda item for the next steps regarding the disparity study and MWSBE programmatic improvements.

**Options:**

1. Accept the FY 2015 MWBE Expenditure Status Report.
2. Accept the MWSBE Programs Evaluation Committee's Final Report and continue to support a race/gender specific program to promote parity of MWBE firms in Leon County Government procurement activities through the utilization of aspirational targets.
3. Approve the consolidation of the County and City MWSBE program under the Tallahassee/Leon County Office of Economic Vitality by May 16, 2016.
4. Direct staff to develop business assessment and educational opportunities through FAMU SBDC for the MWSBE program to leverage partnerships available through the economic development ecosystem.
5. Direct staff to move with a joint County/City RFP for a disparity study and include the following in the scope of work:
  - a. Anecdotal analysis of the MWSBE Program.
  - b. Develop a Tiered Certification Program taking into consideration other programs including but not limited to the City of Tallahassee's UCP Program and the FDOT DBE certification process.
  - c. Modifications to existing certification thresholds and size standards, if necessary.
  - d. Define measurable goals and benchmarks.

- e. Examine methods to ensure contract compliance, monitoring and enforcement.
  - f. Develop a uniform evaluation policy for applying the MWBE targets to awarding projects.
  - g. Expenditure analysis for all County, City, and all other related agencies (i.e. CRA, CDA, and Blueprint).
  - h. Develop a Mentor-Protégé Program for certified MWSBE vendors.
  - i. Modifications to the SBE program including but not limited to: graduation requirements, increase the set aside ceiling for SBE projects to at least \$250,000, and automatically certify MWBEs as SBEs, when eligible.
6. Direct staff to extend an invitation to Leon County Schools to determine their interest in participating in the disparity study.
  7. If the Board wishes not to pursue the consolidation of the County and City MWBE Programs, then direct staff to bring back an agenda item for the next steps regarding the disparity study and MWSBE programmatic improvements.
  8. Board Direction.

**Recommendation:**

Options #1, #2, #3, #4, #5, and #6.

**Attachments:**

1. Leon County Minority Women and Small Business Enterprise Programs Evaluation Committee's Final Report
2. Policy 96-1 Purchasing and Minority, Women and Small Business Enterprise Policy Adopted January 27, 2015
3. 2009 Disparity Study Update
4. MWSBE Program Certification Criteria
5. Leon County MWSBE Program Overview
6. FY 2015 Annual Report of MWBE Expenditures
7. City/County MWSBE Policy Comparison Table



# **LEON COUNTY MINORITY, WOMEN & SMALL BUSSINESS ENTERPRISE PROGRAMS EVALUATION COMMITTEE**

**FINAL RECOMMENDATIONS REGARDING THE EVALUATION OF LEON  
COUNTY'S MINORITY WOMEN AND SMALL BUSINESS ENTERPRISE  
PROGRAMS**





# **LEON COUNTY MINORITY, WOMEN & SMALL BUSSINESS ENTERPRISE PROGRAMS EVALUATION COMMITTEE**

## **FINAL RECOMMENDATIONS REGARDING THE EVALUATION OF LEON COUNTY'S MINORITY WOMEN AND SMALL BUSINESS ENTERPRISE PROGRAMS**

### **Introduction**

On October 27, 2015, the Leon County Board of County Commissioners hosted a workshop to discuss minority, women, and small business enterprise programs. The workshop included an overview of the County's Minority Women and Small Business Enterprise (MWSBE) division and the programs offered, a comparative analysis of other jurisdictions' programs, and provided the Board with programmatic options regarding the MWSBE program. The Board directed that, prior to commencement of a disparity study, staff convene a MWSBE Programs Evaluation Committee for a period of six months from its establishment or completion of its report, whichever comes first. On November 17, 2015, the Board ratified the actions taken at the October 27, 2015 workshop and authorized the Chairman to execute an enacting resolution establishing the MWSBE Programs Evaluation Committee (Attachment #1).

On December 8, 2015 the County Commission appointed ten citizens to serve on this Committee and requested that the City Commission appoint two additional at-large members for a total of 12 Committee members. The enacting resolution states that the Committee "shall be charged with the responsibility of giving feedback to the Board as follows: (a) evaluation of the existing MWSBE programs including strengths and weaknesses. (b) recommendations to grow and expand opportunities for local minority and women-owned businesses."

The Committee met biweekly starting on January 14, 2016. The first portion of each meeting was reserved for public comment, with the remaining time dedicated to staff presentations and Committee discussion. The Committee completed its charge and approved the following report and final recommendation on March 31, 2016.

This document serves as the Leon County MWSBE Programs Evaluation Committee's final report and contains the following sections:

- A. The Leon County MWSBE Programs Evaluation Committee
- B. Public Participation
- C. Program Evaluation: Strengths & Weaknesses
- D. Consolidation of County and City MWSBE Programs
- E. Certification Process
- F. MWBE Program Recommendations
- G. SBE Program Recommendations
- H. Growth and Expansion of Opportunities for Local Minority and Women-Owned and Small Businesses

## **A. The Leon County MWSBE Programs Evaluation Committee**

On November 17, 2015, the Leon County Board of County Commissioners adopted the enacting resolution (Resolution No. 15-60) to establish the Leon County MWSBE Programs Evaluation Committee. The Committee represents a broad cross section of program stakeholders with ten members appointed by the Leon County Board of County Commissioners and two members appointed by City of Tallahassee Commission. The appointed committee members are representatives from the Big Bend Contractor's Association, Greater Tallahassee Chamber of Commerce, Capital City Chamber of Commerce, Big Bend Minority Chamber of Commerce, Economic Development Council of Tallahassee/Leon County, FAMU Small Business Development Center, Leon County/Tallahassee Commission on the Status of Women and Girls, and Leon County MWSBE Advisory Committee. Pursuant to the resolution, the Committee met from the date of the resolution and completed its charge on March 31, 2016.

As with many Commission appointed boards, the members of this Committee were volunteers who dedicated their personal time over the past three months. The Committee was subject to Florida Sunshine Laws and comprised of the following representatives:

- Christi Hale, Chair
- Harold Knowles, Vice Chair
- Katrina Alexander
- Keith Bowers
- Bert Fletcher
- Jessica Lowe-Minor
- LaRoderick "Rod" McQueen
- Michael Roberts
- Joanie Trotman
- Alan Weekley
- Frank Williams
- Adriene Wright

The Committee held its first meeting in January 2016 and spent three meetings analyzing and discussing the MWSBE programs history, policies and procedures, and expenditures as well as the results of a statewide survey regarding County MWSBE programs. The Committee received presentations from the County MWSBE Division, County Attorney's Office, and County Purchasing Division (Attachment #2). The County Office of Management and Budget presented the results of a survey of Florida counties with a comparable population regarding potential SBE and MWBE programs (Attachment #3). MGT of America, the firm that conducted Leon County's most recent disparity study update in 2009, also presented to the Committee (Attachment #4).

Throughout this process, a number of issues and potential recommendations were identified and placed on a list for the Committee's consideration. The Committee then engaged in a thorough evaluation of programmatic issues and identified several recommendations for improvement, which are discussed in detail beginning on page 3. Attachment #5 contains the summary minutes from the Committee's meetings.

## **B. Public Participation**

The Committee was committed to engaging the public during this process and reserved the first portion of their meetings to allow the community time to voice their comments, concerns or recommendations.

## **C. Program Evaluation: Strengths & Weaknesses**

The Committee was charged with conducting an evaluation of the existing MWSBE programs including strengths and weaknesses. The Committee's recommendations are based upon this program evaluation and the following identified strengths and weaknesses.

The Committee found that the MWSBE Division staff delivers excellent customer service and has positive rapport with stakeholders. Businesses being certified as MWSBE vendors report that participating in the program is a positive experience. Staff has also successfully implemented the contract monitoring system B2GNow allowing for improved program data management and tracking of contract compliance documents, which the Committee has identified as a significant strength. In recent years, the Division has also increased outreach through community partnerships and educational workshops available to both certified MWSBE vendors and the general public. For example, in the past five years the MWSBE Division has hosted 14 workshops on the topics of finances, SBA loans and accounting, branding and marketing, as well as bonding and insurance.

Based upon stakeholder feedback and the results of a statewide survey of counties operating a Small Business Enterprise (SBE) Program, the set aside project ceiling for SBEs has been identified as too low. Other identified Program challenges include the quote process which does not require project managers to include MWSBEs and the lack of an automatic dual certification process for MWBEs that qualify for SBE certification. In regard to the certification and recertification process, the Committee found that not requiring training/continuing business education and demonstration of past performance is a challenge to ensuring vendor quality and that the current time-based SBE graduation requirement was ineffective for the Program as it was not tied to business growth. The Committee found that separate City and County programs with differing policies creates a burden for participants. Finally, the Committee found that including an anecdotal analysis (focus groups, surveys, interviews, etc.) as part of a future disparity study is vital to include stakeholder input in the future development of the program. An anecdotal analysis was not included in the 2009 study since it was considered an update to the 2004 disparity study.

## **D. Consolidation of County and City MWSBE Programs**

Consistent throughout the Committee's discussion was the need for a "one stop shop" to access County and City MWSBE services. Therefore, the Committee unanimously recommended consolidating the County and City MWSBE programs into a sufficiently funded single joint County/City department. Consistent throughout the discussion was the need for one list of MWSBE policies that would apply to County/City procurement processes. The Committee also discussed the following possible responsibilities of a single joint County/City department:

- Certification of eligible vendors in a merged MWSBE program
- Maintenance of a master list of all certified vendors
- Policy:

A program with a written, well-defined policy and measurable goals is optimal for an organization that wants to include the minority members of its community in purchasing and contracting. The best policy would be one that is legally sound and fashioned pursuant to current case laws, has community input and is integrated throughout the organizations.

- **Resources:**  
The joint MWSBE Program that is staffed and funded at a level where it can meet all of its program objectives must have adequate resources. It is also important that the program office is strategically located within the organization, to ensure that the senior staff have all of the necessary information to make informed decisions. Also, the office should be located where the flow of information regarding contracts and payment is easily accessible.
- **Outreach:**  
The MWSBE Program should focus efforts to increase the business community's awareness of how to do business with the agency and promote contract opportunities and the Program benefits. It is important that M/WBE company representatives have the ease of access to the internal and external decision-makers for both the private and public sectors. "Matchmakers and mixers" networking events can help facilitate relationships. Additionally, there needs to be a variety of tools and techniques to announce business opportunities that will reach first-time or small-business owners to the most sophisticated corporations and long-time businessmen and women.
- **Technical Assistance:**  
Many of the businesses need in-depth assistance in marketing; project scheduling; estimating; accounting; bookkeeping; and, other related topics. The Program officials should consider all levels of businesses in providing assistance and services from the program. There are MWSBE firms that can maximize their opportunities simply by being on the MWSBE directory and marketing their firms. There are other MWSBEs that will need more assistance in penetrating the governmental sector. Ideally, a governmental entity should offer, or have a close affiliation with, a technical assistance program that provides on-going business development assistance to meet the needs of all of its clients.
- **Contract Compliance, Monitoring and Enforcement:**  
The Program should ensure that the organization is meeting its objectives of making the contract awards, paying the vendors for approved services rendered, workforce and labor compliance and enhanced enforcement mechanisms and providing a degree of assistance to those who face challenges. Many of these services can be completed through electronic compliance software, on-site visits, surveys and out-sourcing to other organizations. It should be noted that in 2014 the USDOT reiterated its mandate for compliance monitoring, enforcement and penalties for non-compliance as well as potential sanctions when an entity does not implement the MWSBE Program in good faith.
- **Reports:**  
It is important to access and collect data to link the performance to the ordinance goals. A critical component of collecting the data is verification of the information before the numbers are reported. An entity's reputation is closely tied to the accuracy of its reporting system. Therefore, it is important that the numbers are integrated and linked to current contract and payment information.

The Committee put forth two additional recommendations in conjunction with their recommendation to consolidate the County and City programs: (1) include in future discussions of expenditures of sales tax dollars for economic development the funding of a joint County/City MWSBE Program as needed for the additional responsibilities put forth by the

Committee and (2) develop a uniform County/City evaluation policy for awarding projects to MWSBEs.

## **E. Certification Process**

The Committee agreed that improvements to the MWSBE certification processes are necessary to address several identified program challenges. This section reviews the Committee's recommended modifications to the current vendor certification process and eligibility criteria.

### ***E1. Tiered Certification Program***

The Committee recommends including in the disparity study scope of work a recommendation for modification of the Leon County MWSBE Program to develop a Tiered Certification Program taking into consideration other programs including but not limited to the City of Tallahassee's Unified Certification Program (UCP) and the Florida Department of Transportation's Disadvantaged Business Enterprise (DBE) certification process to help ensure the quality of participating vendors and provide additional opportunities for business development. This Tiered Certification Program should include:

- An initial needs assessment
- Different certification tiers based upon experience, capability, insurability, and other pertinent factors
- Minimum insurance requirements
- Certain minimum business experience/past performance
- Continuing business education requirements

### ***E2. Certification Threshold/Size Standard***

The Committee recommends developing a formula-based, reasonable, fair, and legally compliant process to determine certification thresholds/size standards for eligibility with the thresholds/size standards being updated on an appropriate basis (e.g. annually) using the formula. Current County policy limits participation based on annual gross receipts on average over the last three years. The threshold The Committee agrees that a new process is needed to ensure that the certification threshold/size standard is appropriate.

## **F. MWBE Program Recommendations**

This section reviews the Committee's recommendations regarding the race/gender specific program, known as the Minority/Women Business Enterprise (MWBE) program.

### ***F1. Continuation of the Race/Gender Specific Program***

In order to address programmatic improvements, it was necessary for the Committee to first determine whether Leon County should continue to operate a race/gender specific program. The Committee unanimously recommends that the Leon County Board of County Commissioners continue to support a race/gender specific program.

### ***F2. Joint County/City Disparity Study***

The Committee recommends that the County and City enter into a joint disparity study. The Committee also recommends inviting the Leon County School District to participate

in the joint County/City disparity study. The Committee agreed that including stakeholder input in the future development of the MWSBE Program is vital to ensure that the program promotes business growth and is meeting the needs of participating vendors. Therefore, the Committee recommended an anecdotal analysis (focus groups, surveys, interviews, etc.) be included in the disparity study scope of work.

### ***F3. Expenditure Analysis***

The Committee recommends including an expenditure analysis in the disparity study scope of work for all County, City, and all other related agencies (i.e. CRA, CDA, and Blueprint).

### ***F4. Modification to Aspirational Target Policy***

The Committee recommends modifying the County's current aspirational target policy to read as follows: For projects for which aspirational targets are applicable and which are typically met through the subcontracting process, a MBE or WBE Bidder (i.e., bidding as the prime contractor) may count self-performed work to meet the targets for the applicable category, as long as the MBE/WBE self performs a commercially useful function using its own resources to meet the applicable target.

## **G. SBE Program Recommendations**

This section reviews the Committee's recommendations regarding the race/gender neutral program, known as the Small Business Enterprise (SBE) Program.

### ***G1. SBE Graduation Requirements***

The Committee recommends modifying SBE graduation requirements as part of the disparity study scope of work. Leon County Policy currently requires graduation from the SBE program six years after the date of the first SBE project award by the County. It is the Committee's recommendation that modifications are needed to the graduation requirements as the time-based requirements are not necessarily tied to the growth or success of an SBE.

### ***G2. SBE Project Set Aside Ceiling***

The Committee recommends that the set aside ceiling for SBE projects be increased from \$100,000 to \$250,000. This recommendation could result in more procurement opportunities for participating vendors and has been identified by the MWSBE Advisory Committee as a necessary improvement.

### ***G3. Automatic SBE Certification***

The Committee unanimously agreed to recommend that MWBEs be automatically certified as SBEs, when eligible, in order to increase the SBE vendor pool. This recommendation also had been identified by the MWSBE Advisory Committee as a necessary improvement.



## **H. Growth and Expansion of Opportunities for Local Minority and Women-Owned and Small Businesses**

This section reviews the Committee's recommendations to grow and expand opportunities for local minority and women-owned and small businesses.

### ***H1. Required Inclusion in Quote Process***

The Committee recommends requiring the Purchasing Division to notify project managers that a certified MWSBE, if available, must be included in the quote process. Currently, staff is required to obtain three quotes for purchases up to \$50,000. This recommendation would provide additional procurement opportunities for participating vendors as it would require one quote from an MWSBE, if available.

### ***H2. Mentor-Protégé Program***

The Committee recommends developing a Mentor-Protégé Program for certified MWSBE vendors. The Committee discussed the following elements of a Mentor Protégé Program:

- MWSBE mentored by a bigger business to gain practical business knowledge.
- Assist with securing projects within the MWSBE program – especially in the construction and professional services procurement categories.
- Goal: 'Mentee' could one day become the 'Mentor'

### ***H3. MWBE Loan Program***

The Committee identified the need for a MWBE Loan Program, a project already slated for consideration as part of the economic development portion of the sales tax proceeds. The MWBE Loan Program would provide microloans to help minority and women owned small businesses and entrepreneurs. The purpose of microlending is to offer favorable lending terms that are designed to help low-income and credit-challenged borrowers become self-sufficient. This project has not yet been approved for sales tax funding and requires evaluation by the Economic Development Coordinating Council (EDCC) and approval by the Intergovernmental Agency (IA).

## **Conclusion**

After a thorough evaluation, the MWSBE Programs Evaluation Committee is in agreement that the Leon County Board of County Commissioners should continue to support both an SBE program and race/gender specific MWBE Program. The Committee has also put forth several recommended improvements based upon the findings of the program evaluation as well as several additions to the program's current objective in order to promote growth and expansion of opportunities for local minority and women-owned businesses.

*The Committee recommends the following:*

### Consolidation of County and City MWSBE Programs:

- Consolidate the Leon County and the City of Tallahassee MWSBE programs.
- Include in future discussions of expenditures of sales tax dollars for economic development the funding of a joint County/City MWSBE Program as needed for the additional responsibilities put forth by the Committee.

- Develop a uniform County/City evaluation policy for awarding projects to MWSBEs.

#### Certification Process:

- Implement a tiered certification program based upon recommendations from a future disparity study.
- Develop a formula-based, reasonable, fair, and legally compliant process to determine certification thresholds/size standards for eligibility on an annual basis with the thresholds/size standards being updated on an appropriate basis.

#### MWBE Program Recommendations:

- Continue to support the race/gender specific program.
- Conduct a joint disparity study between the City and County that includes an anecdotal analysis in the scope of work.
- Include an expenditure analysis in the disparity study scope of work for all County, City, and all other related agencies (i.e. CRA, CDA, and Blueprint).
- Modify the County's current aspirational target policy to read as follows: For projects for which aspirational targets are applicable and which are typically met through the subcontracting process, a MBE or WBE Bidder (i.e., bidding as the prime contractor) may count self-performed work to meet the targets for the applicable category, as long as the MBE/WBE self performs a commercially useful function using its own forces to meet the applicable target.

#### SBE Program Recommendations:

- Modify the SBE graduation requirements based upon the recommendations from a future disparity study.
- Increase the set aside ceiling for SBE projects to \$250,000.
- Provide automatic certification to MWBEs as SBEs when eligible.

#### Growth and Expansion of Opportunities for Local Minority and Women-Owned and Small Businesses:

- Require the Purchasing Division to notify project managers that a certified MWSBE, if available, must be included in the quote process.
- Develop a Mentor-Protégé Program for certified MWSBE vendors.
- Endorse the consideration of an MWBE Loan Program.

#### Attachments:

1. Resolution No. 15-60
2. January 14, 2016, January 28, 2016, and February 11, 2016 Staff Presentations
3. February 11, 2016 MGT America Presentation
4. County MWSBE Program Survey Results
5. Leon County MWSBE Programs Evaluation Committee's Meeting Summary Minutes

**RESOLUTION NO. 15-60**

**A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, TO ESTABLISH AN ADVISORY COMMITTEE WHICH SHALL BE NAMED THE MINORITY, WOMEN, AND SMALL BUSINESS ENTERPRISE PROGRAMS EVALUATION COMMITTEE AND WHICH SHALL OPERATE AND FUNCTION AS A DECISION MAKING COMMITTEE.**

**WHEREAS**, the Board of County Commissioners of Leon County, Florida (the Board) recognizes and acknowledges the importance of stakeholder input in County government; and

**WHEREAS**, in order for the Board to consider stakeholder input in the matter of the Leon County Minority, Women, and Small Business Enterprise Division it wishes to establish and appoint an advisory committee to function and operate in accordance with Board Policy No. 03-15, "Board-Appointed Advisory Committees."

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY**, that:

1. The Board hereby establishes an advisory committee, to be named the Minority, Women, and Small Business Enterprise (MWSBE) Programs Evaluation Committee, for the purpose of providing feedback to the Board on the existing programs, identifying its strengths and weaknesses, and suggestions to grow and expand opportunities for local minority and women-owned businesses.
2. The MWSBE Programs Evaluation Committee shall function and operate as a Decision Making Committee in accordance with Board Policy No. 03-15, "Board-Appointed Advisory Committees."
3. The MWSBE Programs Evaluation Committee shall be charged with the

responsibility of giving feedback to the Board as follows:

- a. evaluation of the existing MWSBE programs including strengths and weaknesses.
- b. recommendations to grow and expand opportunities for local minority and women-owned businesses.

4. The MWSBE Programs Evaluation Committee shall have eleven members are appointed as follows:

- a. one (1) member from the Big Bend Contractors' Association.
- b. one (1) member from the Greater Tallahassee Chamber of Commerce.
- c. one (1) member from the Capital City Chamber of Commerce.
- d. one (1) member from the Big Bend Minority Chamber of Commerce.
- e. one (1) member from the FAMU Small Business Development Center.
- f. one (1) member from the Leon County/Tallahassee Commission on the Status of Women and Girls.
- g. one (1) member from the Leon County MWSBE Advisory Committee.
- h. two (2) members appointed at-large by the Board.
- i. two (2) members appointed at-large by the City of Tallahassee Commission.

5. The members of the MWSBE Programs Evaluation Committee shall not be subject to full and public disclosure of financial interests.

6. The MWSBE Programs Evaluation Committee shall be assisted by staff from the Office of Economic Vitality, including the Minority Women and Small Business Enterprise Division.



7. The MWSBE Programs Evaluation Committee shall be dissolved upon completion of its report and its acceptance by the Board, or six (6) months from the date of its establishment by the Board (May 30, 2016), whichever comes first.

8. This Resolution shall become effective immediately upon its adoption.

**DONE, ADOPTED, AND PASSED** by the Board of County Commissioners of Leon County, Florida, this 17<sup>th</sup> day of November, 2015.

LEON COUNTY, FLORIDA

BY: Bill Proctor  
Bill Proctor, Chairman  
Board of County Commissioners



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

BY: [Signature]

APPROVED AS TO FORM:  
Leon County Attorney's Office

BY: [Signature]  
Herbert W. A. Thiele, Esq.  
County Attorney



# OFFICE OF ECONOMIC DEVELOPMENT & BUSINESS PARTNERSHIPS: MINORITY/WOMEN & SMALL BUSINESS ENTERPRISE (M/WSBE)

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

## Goal Statement

To provide minority, women, and small businesses with a means of participation in Leon County's procurement process for the purpose of achieving economic parity among all Leon County vendors.

## Strategic Initiatives/Support Highlights

### Economy

- Reviewed Leon County's competitive procurement opportunities to determine the feasibility of aspirational goals for local, certified minority-owned and women-owned business enterprises (M/WBEs), and for set-aside opportunities to boost participation among local, certified small business enterprises (SBEs).
- Provided staff support for the Leon County Minority, Women, and Small Business Enterprise Citizen Advisory Committee in reviewing programmatic functions for assisting certified vendors and identifying opportunities and strategies for continued program improvement.
- Supported and staffed local business education workshops and other networking events (Small Business Week and Minority Enterprise Development Week) provided to small business owners for the enhancement of their daily operations.

## Contact Us

(850) 606-1650  
www.LeonCountyFL.gov/MWSBE

## MANAGING MINORITY-OWNED, WOMEN-OWNED & SMALL BUSINESS NEEDS

- In a continuous effort to support local businesses and to promote parity with local, certified minority-owned and women-owned businesses:
  - During FY15, Leon County expended approximately \$2.4 million in contractual payments and the direct purchase of goods and services from local small businesses; including certified minority, women, and small business enterprises participating in Leon County's procurement process as a prime contractor and/or subcontractor.
- The MWSBE Division collaborated with its community partners to co-sponsor, plan, and staff the local observations of Small Business Week and Minority Enterprise Development Week events. This resulted in the effective engagement of citizens through the provision of networking opportunities, business development training and workshops that were offered at no cost to the participants. In addition, the Division participates as a member of the Alliance for Entrepreneur Resource Organizations (AERO).
- The Division demonstrated performance and results through its continuous monitoring of Leon County's procurement activities, which allows for quick notification of certified small, minority-owned and women-owned businesses regarding Leon County procurement opportunities. In addition, the Division provided information to internal and external customers regarding certified vendor availability.
- Leon County hosted the "Strategic Branding Workshop" in recognition of Entrepreneurship Month. The workshop provided small business owners and entrepreneurs with strategies for differentiating their businesses from their competitors in a saturated market.



M/WSBE Workshop

- Leon County and Tallahassee Community College co-hosted "Business Solutions That Impact Your Bottom Line," a free workshop focusing on strategies business owners could utilize to improve customer service and increase their bottom line.



### Did You Know

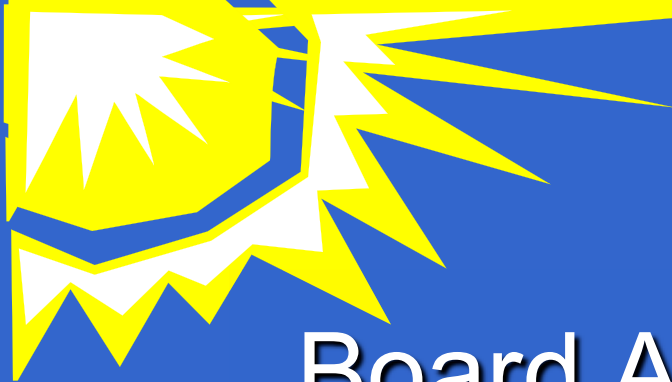
During FY15, Leon County expended approximately \$2.4 million in contractual payments and the direct purchase of goods and services from local certified M/WSBEs.



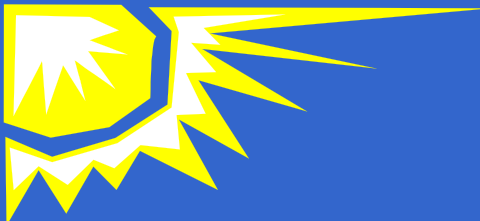
# Agenda

- 1) Introductions**
- 2) Review of the Enabling Resolutions**
- 3) Sunshine Law Review**
- 4) Review of the Proposed Calendar and Committee Bylaws**
- 5) Elections of the Chair and Vice Chair**
- 6) Overview of the Leon County MWSBE Division Mission Statement**





# Board Appointed Committees and the Florida Sunshine, Public Records, and Code of Ethics Laws

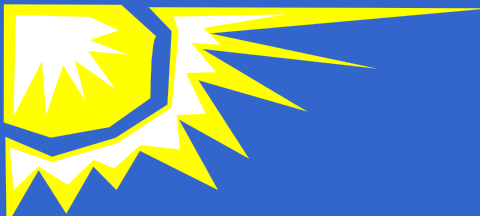


# The Laws

## ❖ SUNSHINE LAW

**Protects the public from “closed door” decision making and provides a right of access to governmental meetings.**

***(F. S. Sec. 286.011 (“Sunshine Law”)  
and Fl. Constitution Art. I, Sec. 24)***

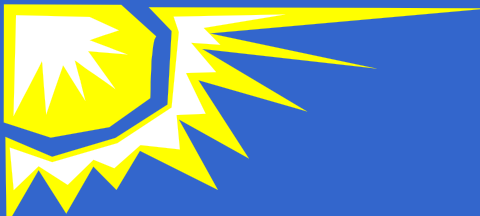


# The Laws

## ❖ PUBLIC RECORDS LAW

**Creates a right of access to records made or received in connection with official business of a public body.**

***(F. S. Chap. 119)***



# The Laws

## ❖ CODE OF ETHICS

**Protects against conflict of interest and establishes standards for the conduct of elected officials and government employees in situations where conflicts may exist.**

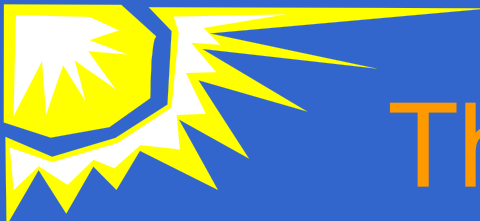
***(F. S. 112, Part III, Code of Ethics for Public Officers and Employees and the Fl. Constitution Art. II, Sec. 8)***



# The Sunshine Law

- ❖ **Applies when:**
  - ❖ **two or more members of a governing board (such as the BCC) discuss a matter that may foreseeably come before the governing board.**
  - ❖ **When a governing board moves any part of its decision making process to a committee or group, thereby appointing an “alter ego.”**





# The Sunshine Law

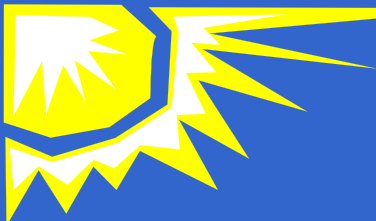
## Applying Sunshine Law to Board appointed committees:

- **Allows the public to observe each preliminary step leading to the final decision.**
- **Prevents the Board from creating closed committees that narrow the Board's decisions.**



# Meetings subject to the Sunshine Law --

- ❖ formal or casual discussions about a matter on which the Committee may foreseeably take action, between two or more members of a Decision Making Committee.
- ❖ **Discussions may occur through telephone or e-mail communications, or exchanges during workshops, social events, football games and neighborhood barbeques.**

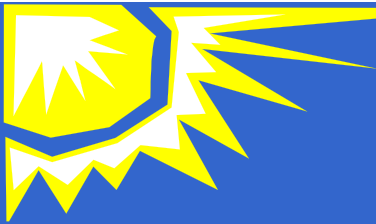


# The Sunshine Law imposes three Obligations of Openness

1. Reasonable notice of meetings subject to the Sunshine Law must be given.

Requires giving the public reasonable and timely notice so they can decide whether to attend.

What is “reasonable” or “timely” depends on the circumstance.  
Does not necessarily require a newspaper advertisement.

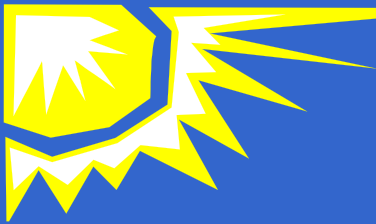


# The Sunshine Law imposes three Obligations of Openness

## 2. Public must be allowed to attend meetings;

Meetings cannot be held at exclusive or inaccessible facilities.

The public must be given a reasonable opportunity to be heard on a proposition before the Committee.



# The Sunshine Law imposes three Obligations of Openness

3. Written minutes must be taken and made available promptly.
  - Sound recordings may also be used, in addition to written minutes.
  - Minutes may be a brief summary of meeting's events.
  - Minutes must record the votes.



# Sunshine Law: Penalties for Noncompliance

*A violation of the Sunshine Law by a  
Decision Making Committee, can  
nullify subsequent Board decisions.*

## Criminal Penalties:

- It is a second degree misdemeanor to knowingly violate the Sunshine Law.
- Punishable with a fine of up to \$500 and/or up to 60 days imprisonment.

## Other Penalties Include:

- Removal from position.
- Payment of attorney's fees incurred by the challenging party, as well as declaratory and injunctive relief.





# Public Records Law

## Public Records include:

- ❖ All documents, papers, letters, maps, books, tapes, photographs, films, sound recordings, data processing software, or other material, regardless of physical form or means of transmission made or received pursuant to law in connection with transaction of official business by the agency

## The Public Records Law Applies to:

- ❖ Records developed by a Board Appointed Committee and its members
- ❖ All types of records including written communications, letters, notes and e-mails.

*Numerous exemptions are identified  
in F. S. 119.07 and other statutes.*



# Florida Code of Ethics

**F.S. Chap 112, Pt. 3 addresses:**

- ☀ **Standards of Conduct (§ 112.313)**
- ☀ **Voting Conflict (§ 112.3143)**

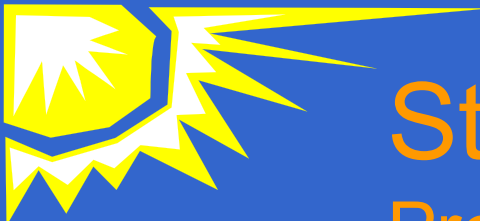
**Applies to:**

- ☀ **County Commissioners and Board Employees**
- ☀ ***Board Appointed Committee Members***

Prohibits certain actions or conduct.

Requires certain disclosures be made to the public.

Leon County Policy 03-15 mirrors the state law.



# Standards of Conduct

## Prohibit Public Officials, including Board Appointed Committee Members, from . . .

- ❖ Soliciting and Accepting Gifts. May not solicit or accept anything of value that is based on an understanding that their vote, official action, or judgment would be influenced by such a gift.
  - ❖ Accepting Unauthorized Compensation. May not accept any compensation, payment, or thing of value that is given to influence a vote or other official action.
- ❖ Misusing Their Public Position. May not corruptly use their official position to obtain a special privilege for themselves or others.
  - ❖ Disclosing or Using Certain Information. May not disclose or use information not available to the public and obtained by reason of their public positions for the personal benefit of themselves or others.



# Standards of Conduct

Prohibit Public Officials, including Board  
Appointed Committee Members, from . . .

***The full Board  
may waive  
these two  
prohibitions,  
as they relate  
to Board  
appointed  
committees.***

- ❖ Doing business with their agency. A public official's agency may not do business with a business entity in which the public official, or their spouse or child own more than a 5% interest.
- ❖ Engaging in Conflicting Employment or Contractual Relationships. A public official may not be employed or contract with any business entity regulated by or doing business with his or her public agency.



# Voting Conflicts of Interest

- ❖ Requires no member of a Board appointed committee shall vote in an official capacity upon any measure which would inure to the special private gain or loss of themselves, any principal or entity by whom they are retained, other than an agency , or to any relative or business associate.
  - The term “agency” means any state, regional, county, local, or municipal government entity of this state, whether executive, judicial, or legislative; any department, division, bureau, commission, authority, or political subdivision of this state therein; or any public school, community college, or state university
  - The term “relative” means any father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, or daughter-in-law

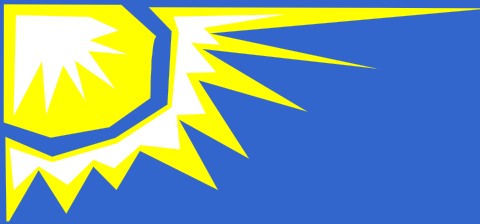


# Voting Conflicts of Interest

- ❖ **Requires that a member of a Board appointed committee:**
  - ❖ Must announce the nature of the conflict before the vote; abstain from voting; and file a memorandum of voting conflict
  - ❖ May not participate in the discussion without first disclosing the nature of their interest in the matter (either in writing prior to the meeting, or orally as soon as they become aware that a conflict exists)

***Becomes an issue when stakeholders  
are appointed to Board appointed Committee***





# Questions?

# Agenda

- 1) Introductions**
- 2) Review of the Enabling Resolutions**
- 3) Sunshine Law Review**
- 4) Review of the Proposed Calendar and Committee Bylaws**
- 5) Elections of the Chair and Vice Chair**
- 6) Overview of the Leon County MWSBE Division Mission Statement**



# Election of Chair and Vice Chair

- Chair and Vice Chair will be conducted by separate election processes.
- Nominations will be made by members.
- A “second” will be needed to have a name considered for both positions.
- A motion and approval to close nominations will be needed to end the nomination process.
- Voice vote will be held.
- If more than two members are nominated or no nominee receives a clear majority voice vote, then a written vote will be required.
  - Each committee member will record their vote and their name on a ballot.
  - Staff will count the ballots.
  - A simple majority is required to be elected.
  - In the event of a tie, either member may elect to “withdraw” their name or a coin toss will decide the position.





# OFFICE OF ECONOMIC DEVELOPMENT & BUSINESS PARTNERSHIPS: MINORITY/WOMEN & SMALL BUSINESS ENTERPRISE (M/WSBE)

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

## Goal Statement

To provide minority, women, and small businesses with a means of participation in Leon County's procurement process for the purposes of achieving economic parity among all Leon County vendors.

## Strategic Initiatives/Support Economy

- Reviewed Leon County's competitive procurement opportunities to determine the feasibility of aspirational goals for certified minority-owned and women-owned business enterprises (M/WBE) and for set-aside opportunities to increase participation among local, certified business enterprises (SBEs).
- Provided staff support for the Leon County Minority, Women, and Small Business Enterprise Citizen Advisory Committee in reviewing programmatic functions, assisting certified vendors and identifying opportunities and strategies for continued program improvement.
- Supported and staffed local business education workshops and other networking events (Small Business Week and Minority Enterprise Development Week) provided to small business owners for the enhancement of their daily operations.

## Contact Us

(850) 606-1650  
www.LeonCountyFL.gov/MWSBE

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To provide minority, women and small businesses with a means of participation in Leon County's procurement process for the purposes of achieving economic parity among all Leon County Vendors.

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## SMALL BUSINESS NEEDS



M/WSBE Workshop

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## Did You Know

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# Questions?





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# Minority Women Enterprise Program

- **Race/Gender Specific Program**

- **Objective**

Promote parity of MWBE firms in Leon County Government procurement activities through the utilization of aspirational targets.



# Terms to Know...

## ❑ 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.

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# Timeline

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adopted an  
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**September/October 2004**  
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# Requirements (Page 55)

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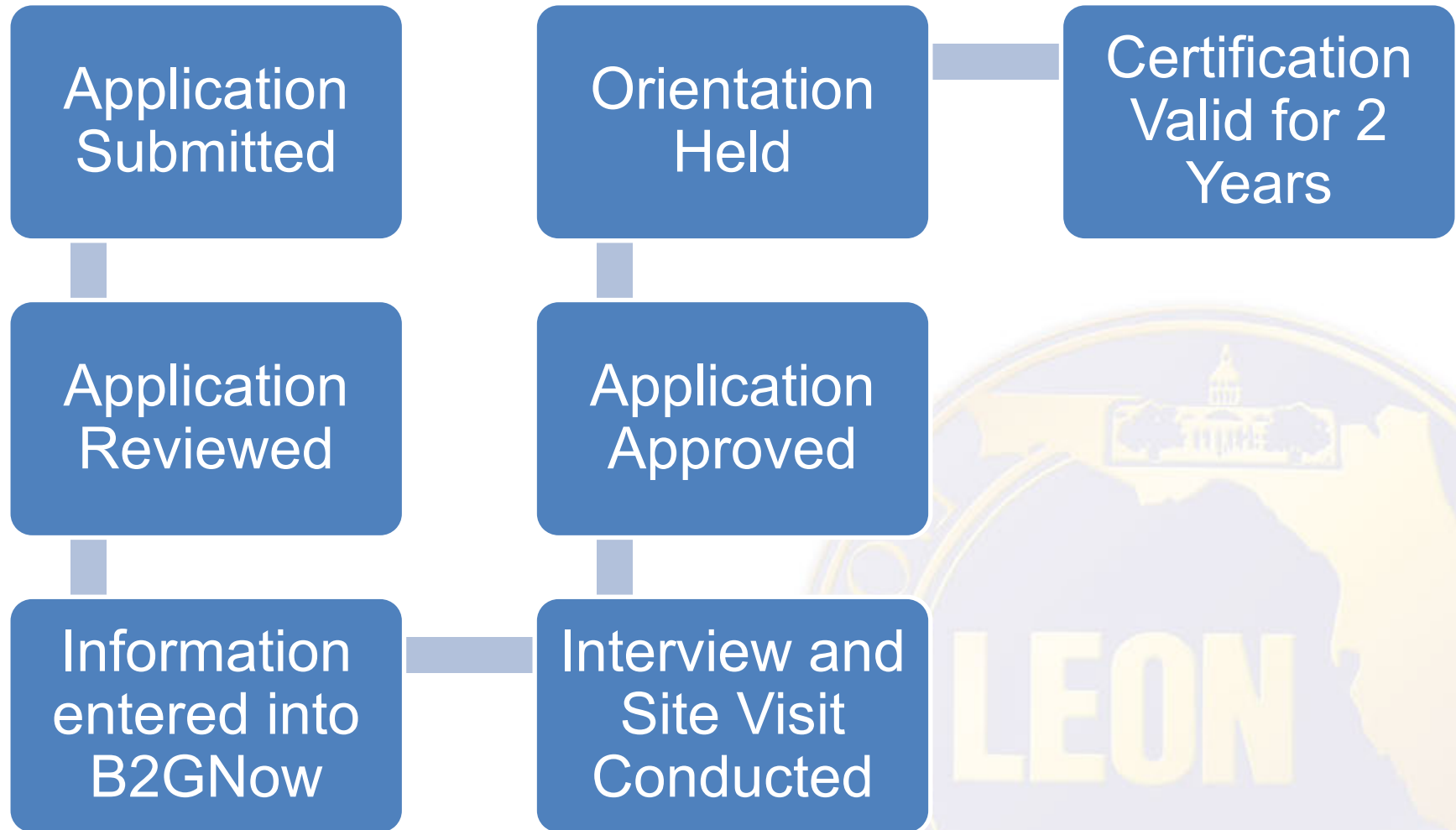
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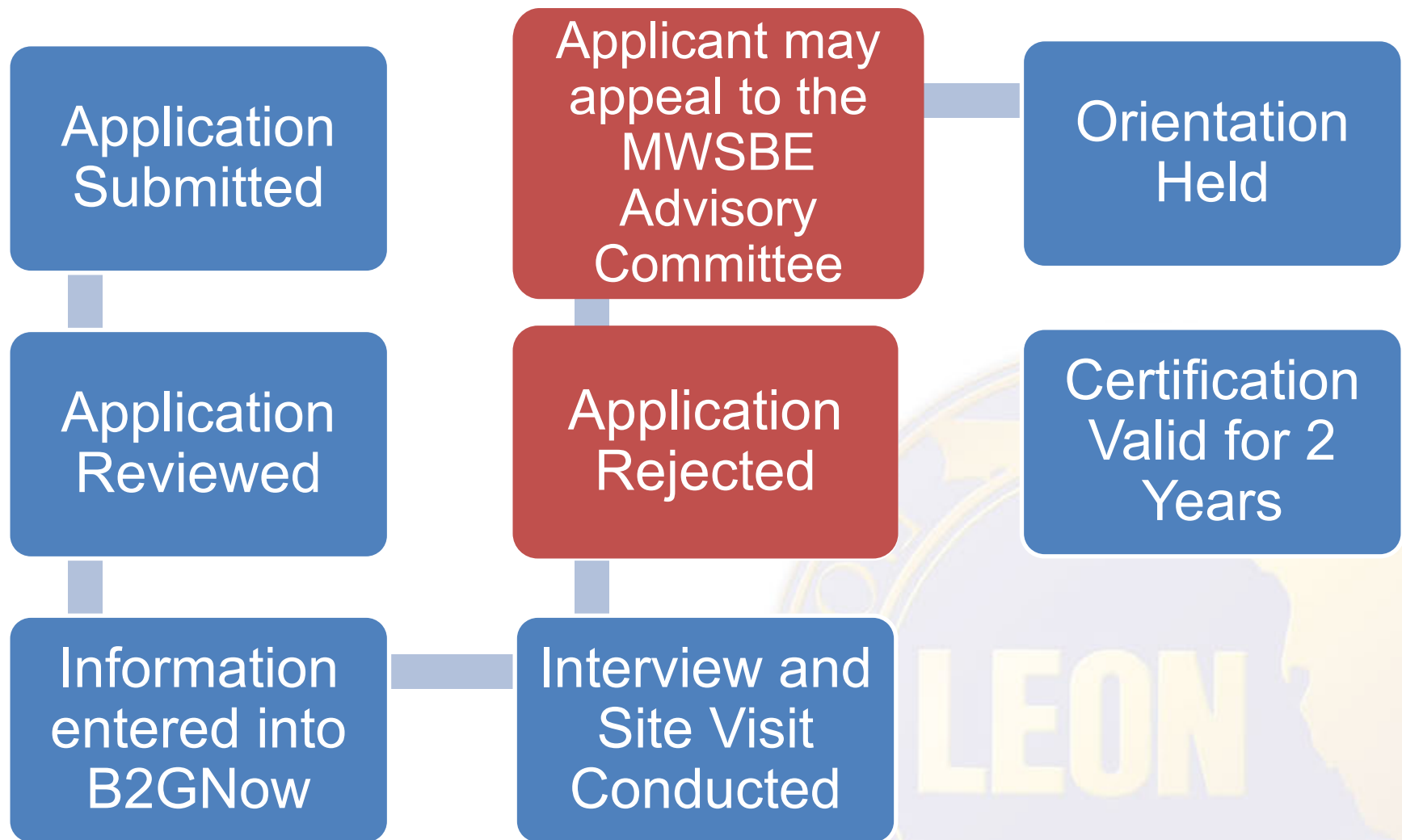




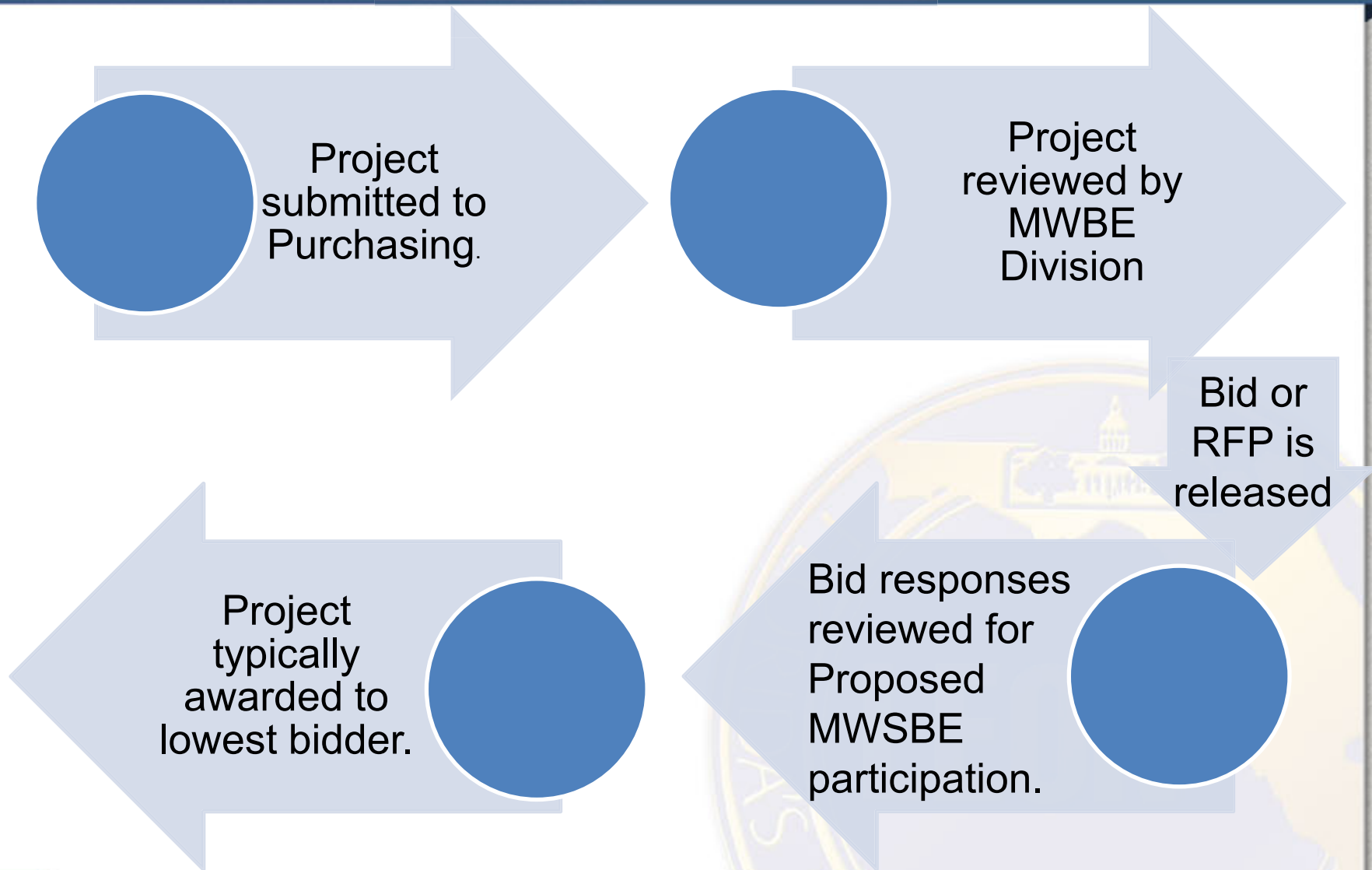
# MWBE Certification Process



# MWBE Certification Process



# The Process



# 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 & Supplies           | 1%                      | 6%                      |

Note: When projects receive state and federal funding, the County's aspirational targets are superseded by state and federal procurement policies. Therefore, the aspirational targets cannot apply.



# Profile of Certified MWBEs

## History of Certified MWBE Vendors

| Fiscal Year | +/- | Total # |
|-------------|-----|---------|
| 2012        | +15 | 77      |
| 2013        | +17 | 94      |
| 2014        | +96 | 190     |
| 2015        | -11 | 179     |
| Current     | +2  | 181     |

## Dual Certified Vendors

|       |    |
|-------|----|
| MBE   | 15 |
| WBE   | 12 |
| Total | 27 |

## Business Categories

|                          |     |
|--------------------------|-----|
| Construction             | 19  |
| Architecture/Engineering | 18  |
| Professional Services    | 10  |
| Materials & Supplies     | 3   |
| Other Services           | 131 |
| Total                    | 181 |

## Certified Vendors by County

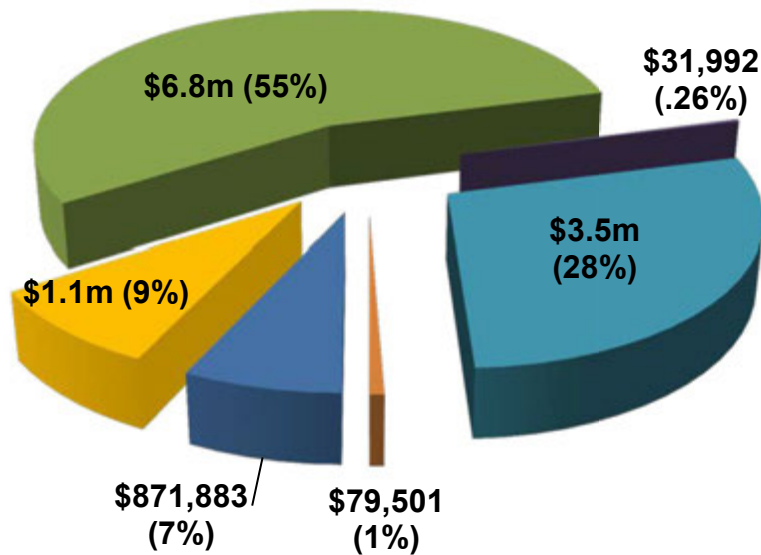
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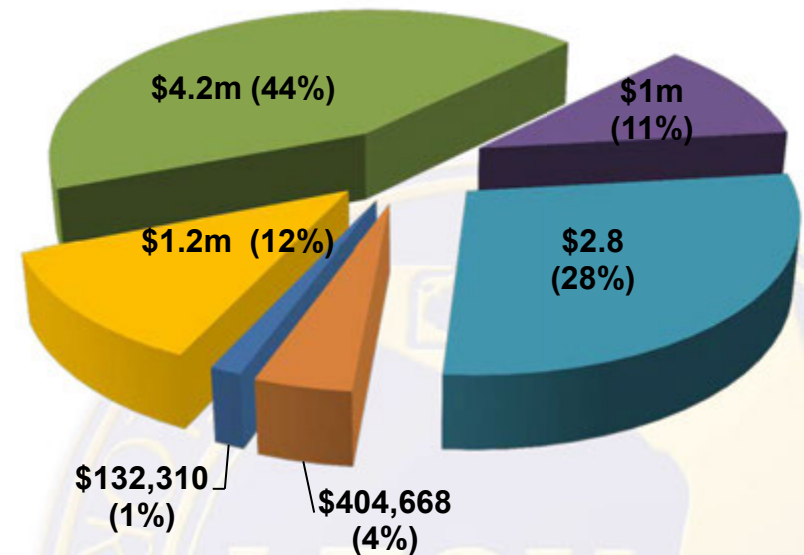
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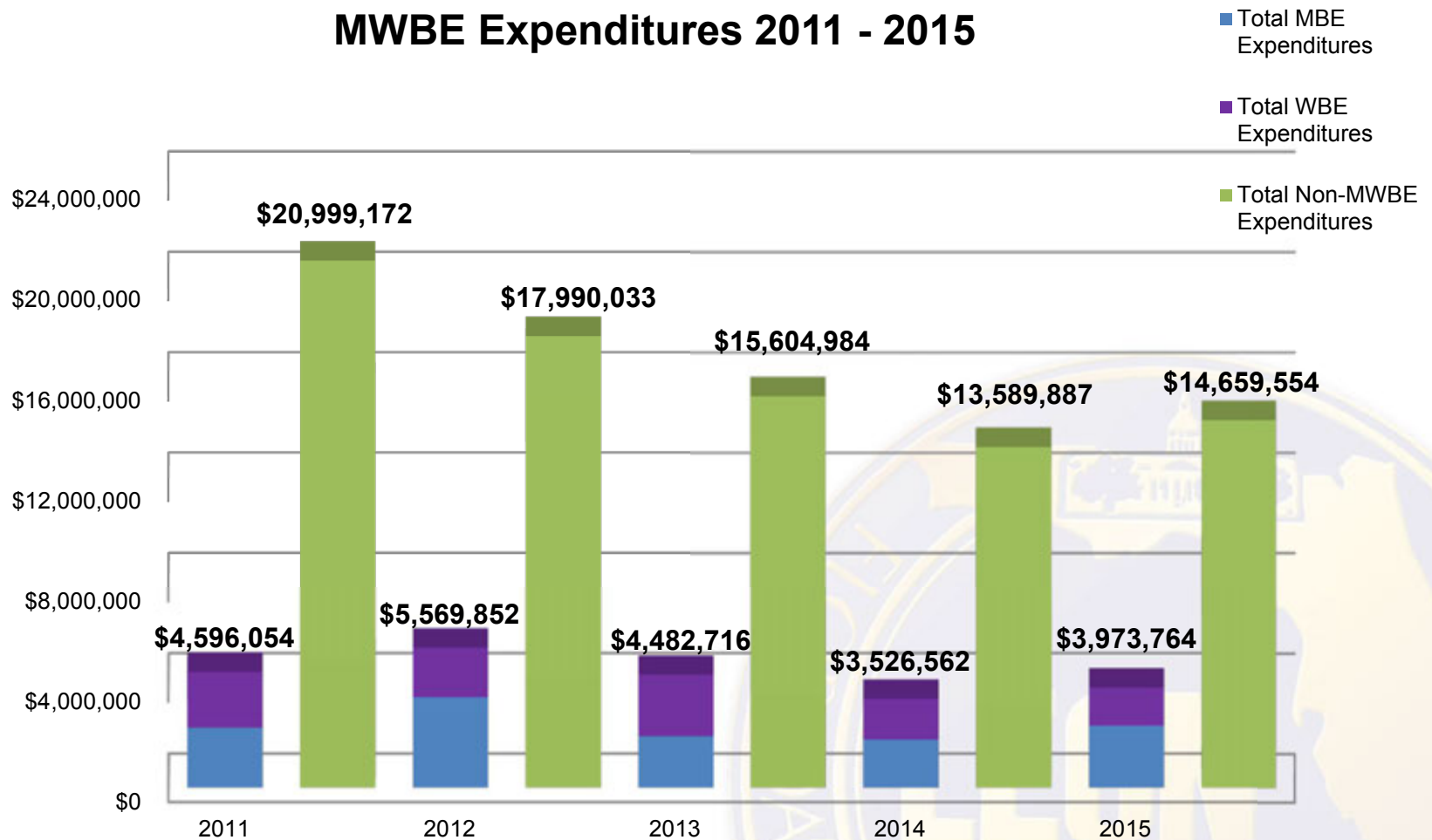
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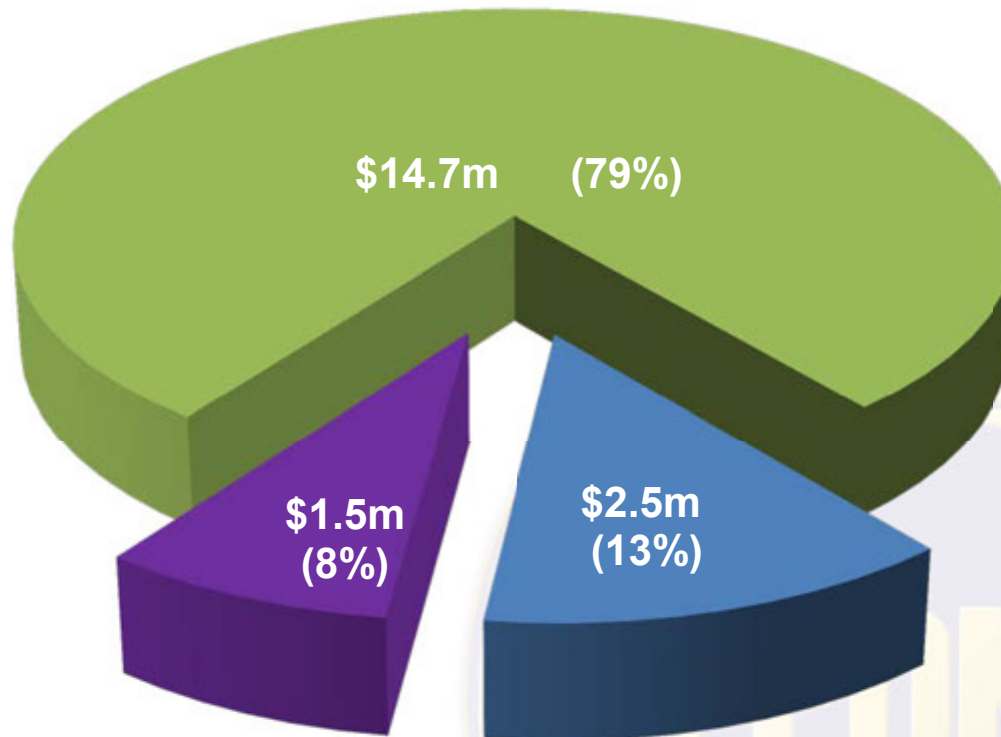
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Total MWBE Expenditures FY 2015: \$18,633,318  
Page 39 of 117  
Posted on April 19, 2016



# Other MWBE Programs

## Hillsborough Disadvantaged M/WBE Program

- \$1.5 million net worth requirement
  - Maximum of 50 full time employees
- **Goals:**
  - Construction: 20%
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- **Bid Bonus Points:**
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- \$2.3 million net worth requirement
  - No maximum number of full time employees
- **Goals:**
  - Construction: 25%
  - Professional Services: 27%
  - Goods: 10%
  - Services: 24%
- **Bid Preference:**
  - Ranges from 8% to 3% depending on contract amount.

### Leon County Requirements

Net worth: No more than \$2m

Number of Employees: 50 or fewer part/full time

Goal: Project specific



# Leon County Lessons Learned...

## ☐ Strengths

- Contract monitoring system
- Excellent customer service and rapport with stakeholders

## ☐ Suggested Improvements

- Enhance awareness on MWSBE Program and Policies
  - ✓ Redesign program brochures
  - ✓ Added “Business Resources” link on County homepage
- Consider requiring a time of operation for certification (i.e. minimum of one year).
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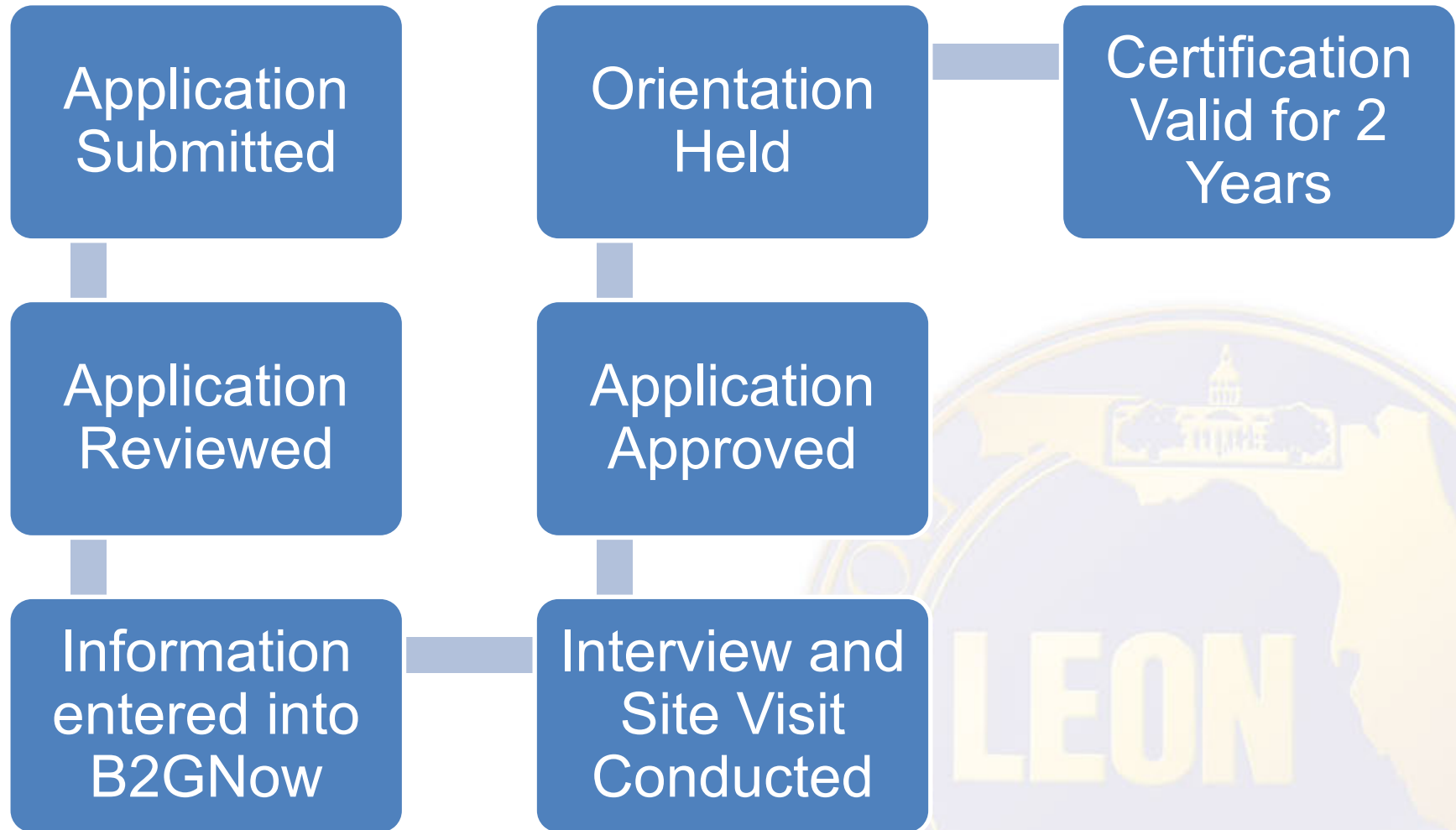
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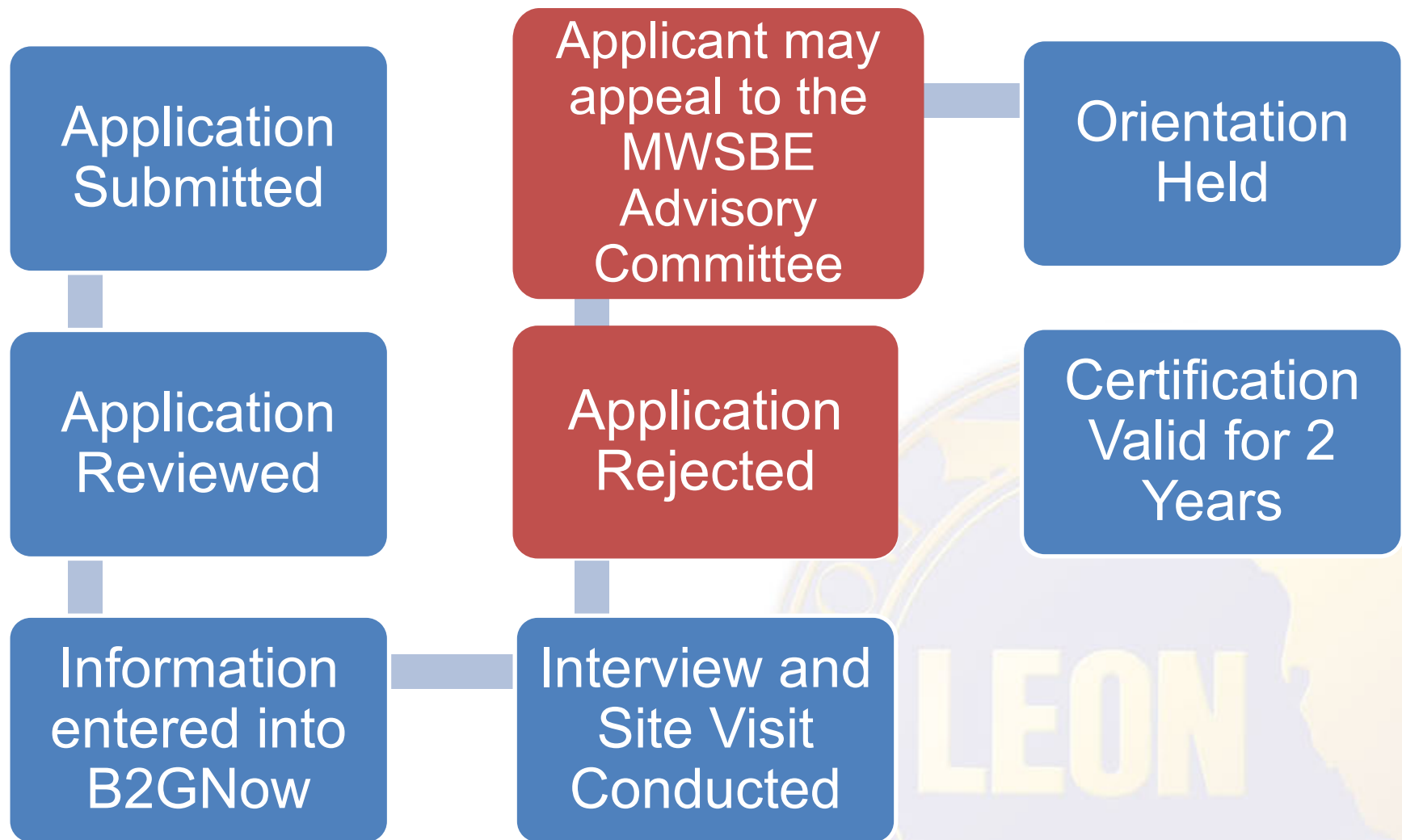




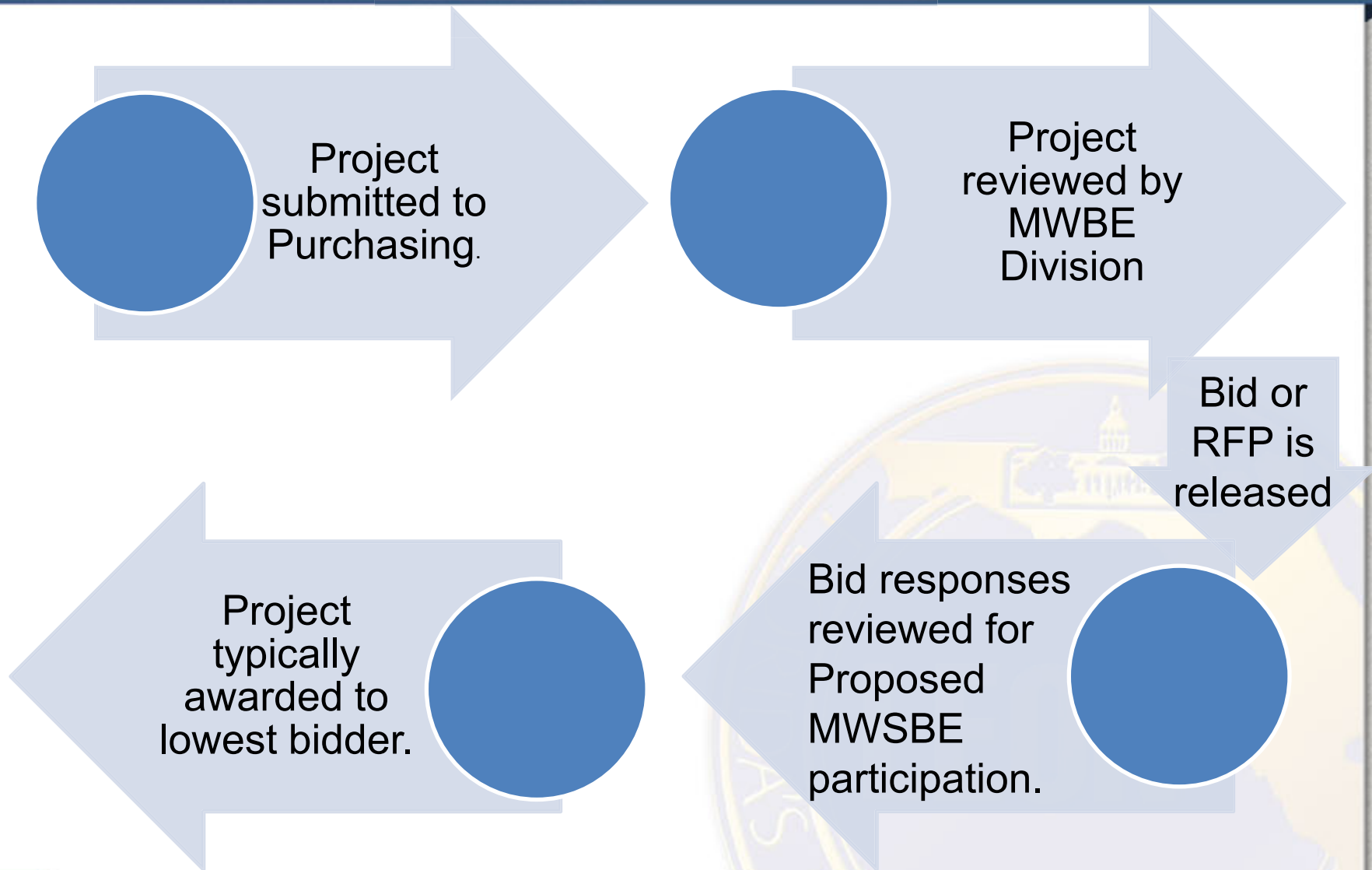
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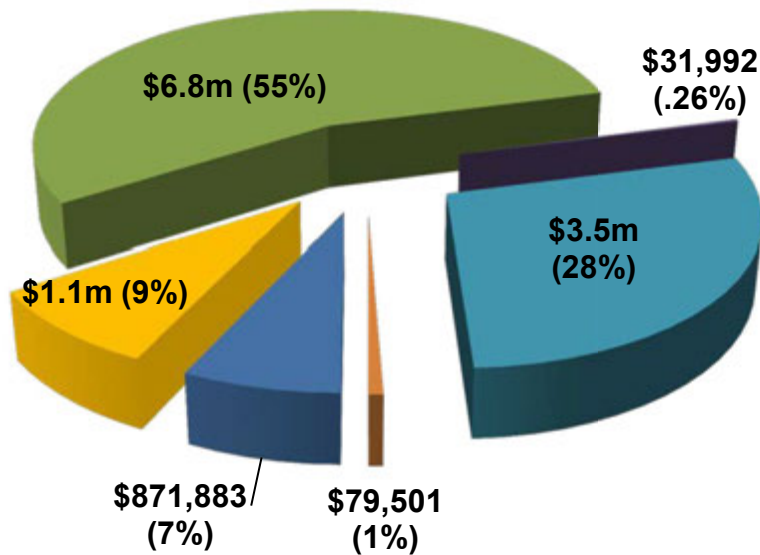
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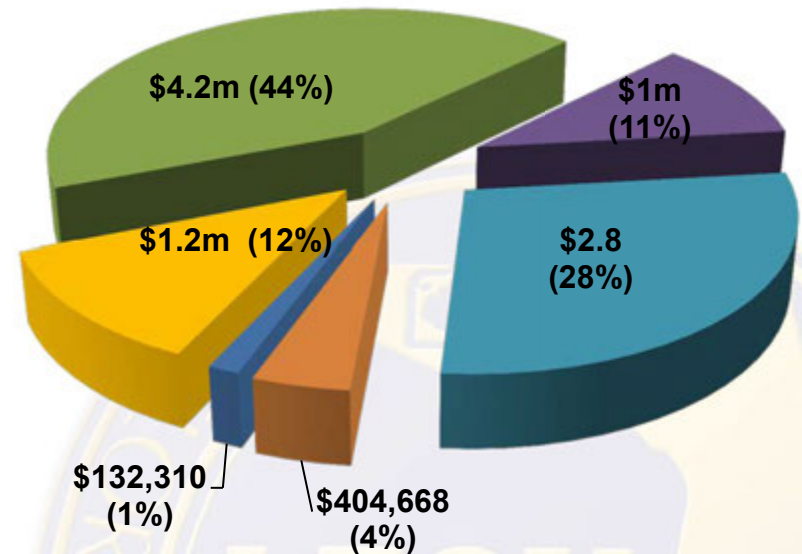
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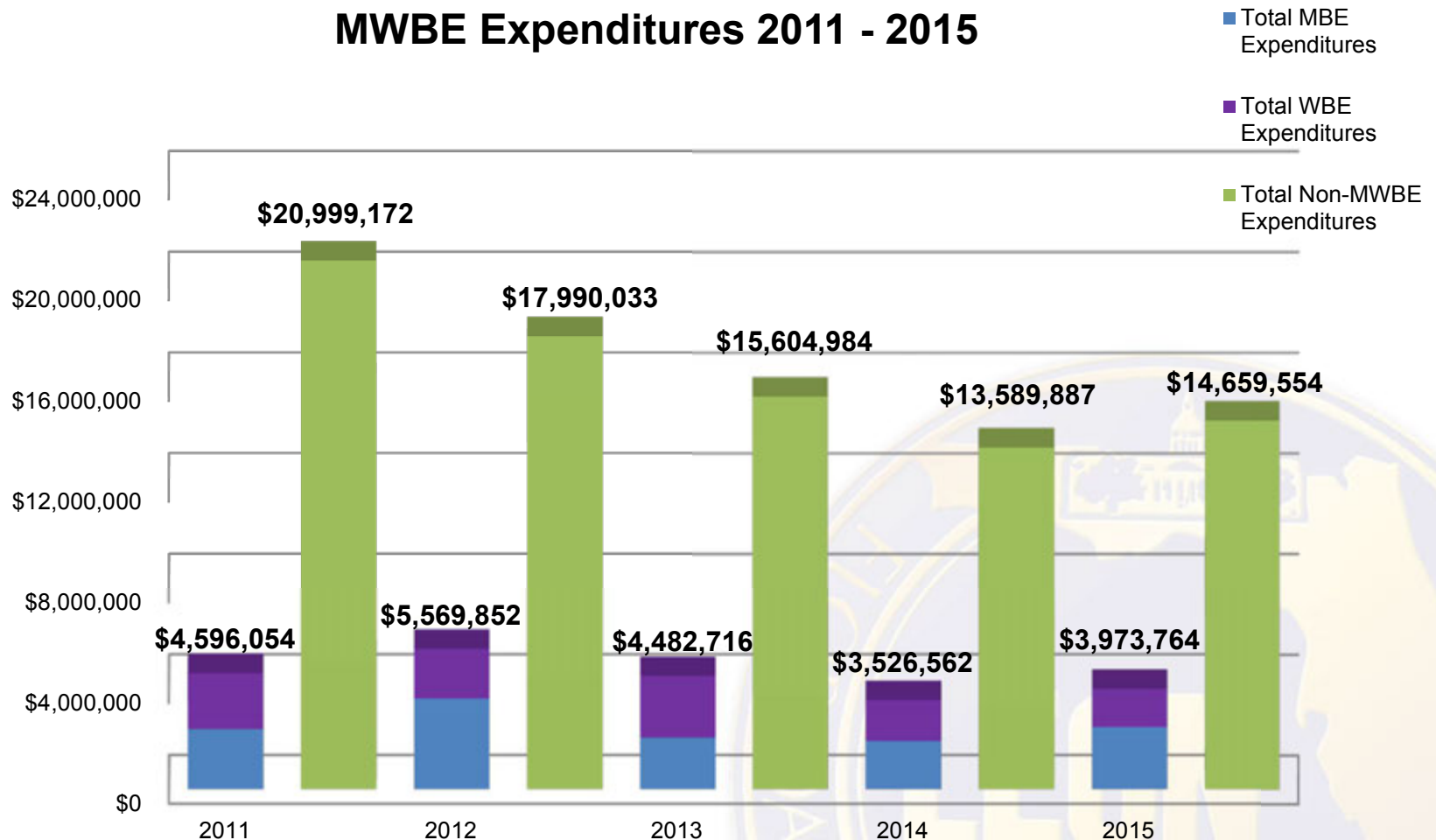
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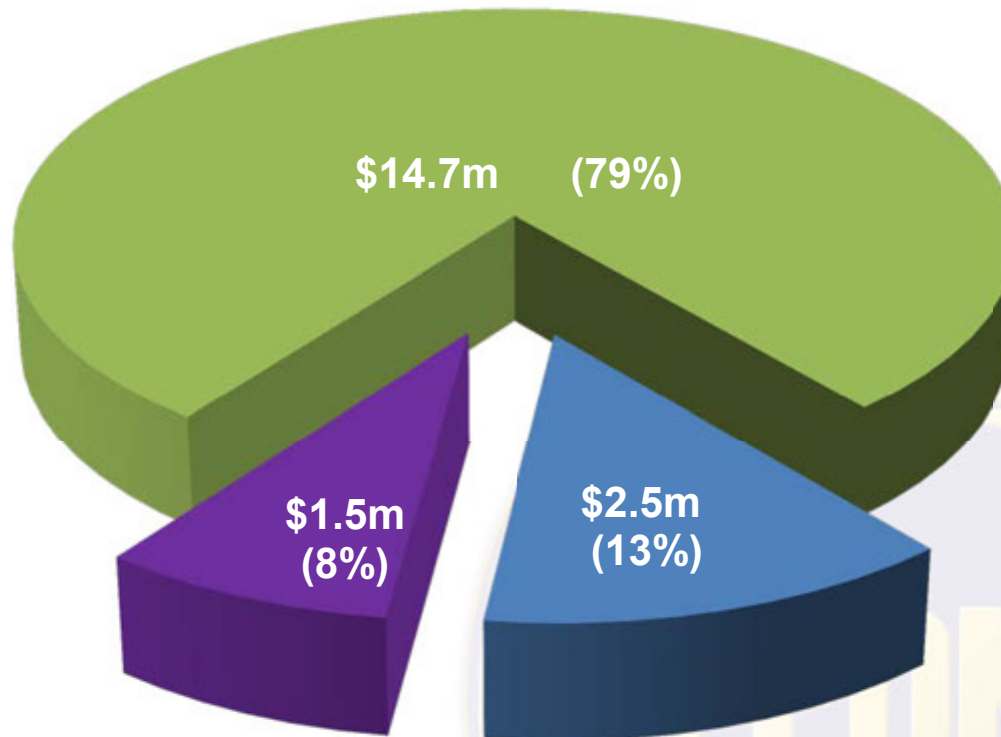
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Page 57 of 117, Posted on April 19, 2016



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# Leon County Lessons Learned...

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- Discourage “Pass Through” Activity



# Questions?





## Leon County Board of County Commissioners MWSBE Programs Evaluation Committee



# DISPARITY STUDIES PRESENTATION

September 30, 2015





## PURPOSE OF DISPARITY STUDIES

1. Disparity Studies are the primary means by which government entities determine whether there is legal justification for the establishment, continuation, or modification of programs designed to promote the full and fair participation of disadvantaged/minority-owned businesses in government contracting.
2. The goal of this Disparity Study is to determine if a significant statistical disparity exists between the percentages of available, qualified, disadvantaged/minority-owned contractors in the industry and the percentages of contract dollars awarded to such firms by the agency.

## DISPARITY STUDY TIMETABLE

3. Timeframe to conduct a study is driven by the scope of services and the condition of data.
  - The normal timeframe is about 12 months.
4. Frequency of studies:
  - Every 5 to 7 years.

# LEON COUNTY 2009 DISPARITY STUDY

## Major Tasks of 2009 Disparity Update Study

- Legal Review
- Review of Policies, Procedures, and Program
- Data Assessment and Collection: October 1, 2003 – September 30, 2008
- Statistical Analyses of County-Related Data:
  - Utilization Analysis, Availability Analysis, and Disparity Analysis
- Private Sector Analyses
- Findings, Commendations, and Recommendations

## Tasks Not Included in 2009 Disparity Update Study

- Anecdotal Analyses (Personal Interviews, Public Hearings, Focus Groups)
- Telephone Survey

# Findings

Substantial disparity exists for the following underutilized groups in these procurement categories:

- **Construction Prime Contractors:** African Americans and Asian Americans
- **Construction Subcontractors:** African Americans, Asian Americans, Native Americans, and nonminority women
- **Architecture and Engineering:** Asian Americans, Native Americans, Hispanic Americans, and nonminority women
- **Professional Services:** African Americans, Hispanic Americans, and nonminority women
- **Other Services:** Asian Americans and Native Americans
- **Materials and Supplies:** African Americans, Hispanic Americans, and Asian Americans

# LEON COUNTY 2009 DISPARITY STUDY

- Study provides strong basis in evidence to support continuation of a program to promote M/WBE utilization.
- Absent affirmative measures, the County would be a passive participant in a pattern of exclusion of M/WBE firms.

# Questions and Answers

## **MGT of America, Inc.**

3800 Esplanade Way, Suite 210

Tallahassee, Florida 32311

850.386.3191

[www.mgtamer.com](http://www.mgtamer.com)





# DISPARITY STUDY LEGAL FRAMEWORK

- *J.A. Croson Co.*
- *Adarand Constructors, Inc.*
- *Concrete Works*
- *H.B. Rowe*
- *Engineering Contractors*
- Other Eleventh Circuit Court of Appeals court decisions

# DISPARITY STUDY LEGAL FRAMEWORK

## *Croson V. Richmond*

### Strict Scrutiny

- Must show a compelling interest with factual predicate evidence.
- Remedy must be narrowly-tailored.

### Narrow-Tailoring

- Recommendations linked to findings.
- Goals linked to availability.
- Limit burden on 3<sup>rd</sup> parties.

### Passive Participant

- Private sector disparities linked to public sector can provide a compelling interest.

# Findings

## *Comparison of M/WBE Utilization Percentage of Dollars Based on Commercial Construction and Leon County Expenditures and Awards*

| Business Category/Data Source                                                          | African American        | Hispanic American        | Asian American        | Native American        | Nonminority Women        | M/WBE Firms        | Non-M/WBE Firms        |
|----------------------------------------------------------------------------------------|-------------------------|--------------------------|-----------------------|------------------------|--------------------------|--------------------|------------------------|
| <b>Prime Contractors</b>                                                               |                         |                          |                       |                        |                          |                    |                        |
| 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%                 |
|                                                                                        |                         |                          |                       |                        |                          |                    |                        |
| <b>Subcontractors</b>                                                                  | <b>African American</b> | <b>Hispanic American</b> | <b>Asian American</b> | <b>Native American</b> | <b>Nonminority Women</b> | <b>M/WBE Firms</b> | <b>Non-M/WBE Firms</b> |
| Leon County Construction Subcontractors (Overall Subcontractor Level) <sup>1</sup>     | 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%                 |

<sup>1</sup> Estimated subcontractor dollars

# Aspirational Targets

## *Recommended Race- And Gender-Neutral Aspirational Targets For Prime Contracting*

| <b>Business Category<br/>by M/WBE Classification</b>           | <b>% of Dollars</b> | <b>% of Available<br/>Firms</b> | <b>Aspirational<br/>Target</b> |
|----------------------------------------------------------------|---------------------|---------------------------------|--------------------------------|
| <b><i>Construction Prime Contractors</i></b>                   |                     |                                 |                                |
| <b>African Americans</b>                                       | <b>3.46%</b>        | <b>9.73%</b>                    | <b>8.0%</b>                    |
| <b>Hispanic Americans</b>                                      | <b>0.00%</b>        | <b>0.00%</b>                    | <b>0.0%</b>                    |
| <b>Asian Americans</b>                                         | <b>0.00%</b>        | <b>0.54%</b>                    | <b>0.0%</b>                    |
| <b>Native Americans</b>                                        | <b>0.00%</b>        | <b>0.00%</b>                    | <b>0.0%</b>                    |
| <b>Nonminority Women</b>                                       | <b>12.86%</b>       | <b>6.49%</b>                    | <b>5.0%</b>                    |
| <b><i>Architecture &amp; Engineering Prime Consultants</i></b> |                     |                                 |                                |
| <b>African Americans</b>                                       | <b>7.46%</b>        | <b>8.51%</b>                    | <b>7.00%</b>                   |
| <b>Hispanic Americans</b>                                      | <b>0.00%</b>        | <b>2.13%</b>                    | <b>2.00%</b>                   |
| <b>Asian Americans</b>                                         | <b>2.73%</b>        | <b>4.26%</b>                    | <b>3.00%</b>                   |
| <b>Native Americans</b>                                        | <b>0.00%</b>        | <b>0.00%</b>                    | <b>0.00%</b>                   |
| <b>Nonminority Women</b>                                       | <b>4.45%</b>        | <b>17.02%</b>                   | <b>14.00%</b>                  |
| <b><i>Professional Services Consultants</i></b>                |                     |                                 |                                |
| <b>African Americans</b>                                       | <b>4.05%</b>        | <b>8.08%</b>                    | <b>6.00%</b>                   |
| <b>Hispanic Americans</b>                                      | <b>0.00%</b>        | <b>1.01%</b>                    | <b>1.00%</b>                   |
| <b>Asian Americans</b>                                         | <b>0.00%</b>        | <b>0.00%</b>                    | <b>0.00%</b>                   |
| <b>Native Americans</b>                                        | <b>0.00%</b>        | <b>0.00%</b>                    | <b>0.00%</b>                   |
| <b>Nonminority Women</b>                                       | <b>12.00%</b>       | <b>18.18%</b>                   | <b>15.00%</b>                  |

# Aspirational Targets (continued)

*Recommended Race- And Gender-Specific Aspirational Targets For Prime Contracting (continued)*

| <b>Business Category<br/>by M/WBE Classification</b> | <b>% of Dollars</b> | <b>% of Available<br/>Firms</b> | <b>Aspirational<br/>Target</b> |
|------------------------------------------------------|---------------------|---------------------------------|--------------------------------|
| <b><i>Other Services Vendors</i></b>                 |                     |                                 |                                |
| <b>African Americans</b>                             | <b>12.85%</b>       | <b>11.63%</b>                   | <b>9.00%</b>                   |
| <b>Hispanic Americans</b>                            | <b>5.02%</b>        | <b>1.16%</b>                    | <b>1.00%</b>                   |
| <b>Asian Americans</b>                               | <b>0.06%</b>        | <b>0.39%</b>                    | <b>0.00%</b>                   |
| <b>Native Americans</b>                              | <b>0.06%</b>        | <b>0.39%</b>                    | <b>0.00%</b>                   |
| <b>Nonminority Women</b>                             | <b>35.59%</b>       | <b>10.47%</b>                   | <b>8.00%</b>                   |
| <b><i>Material and Supplies Vendors</i></b>          |                     |                                 |                                |
| <b>African Americans</b>                             | <b>0.82%</b>        | <b>1.45%</b>                    | <b>1.00%</b>                   |
| <b>Hispanic Americans</b>                            | <b>0.00%</b>        | <b>0.36%</b>                    | <b>0.00%</b>                   |
| <b>Asian Americans</b>                               | <b>0.00%</b>        | <b>0.36%</b>                    | <b>0.00%</b>                   |
| <b>Native Americans</b>                              | <b>0.00%</b>        | <b>0.00%</b>                    | <b>0.00%</b>                   |
| <b>Nonminority Women</b>                             | <b>12.98%</b>       | <b>8.00%</b>                    | <b>6.00%</b>                   |

# Aspirational Targets (continued)

## *Recommended Race- And Gender-Specific Aspirational Targets For Subcontracting*

| <b>Business Category<br/>by M/WBE Classification</b> | <b>% of Dollars</b> | <b>% of Available<br/>Firms</b> | <b>Aspirational<br/>Target</b> |
|------------------------------------------------------|---------------------|---------------------------------|--------------------------------|
| <b><i>Construction Subcontractors</i></b>            |                     |                                 |                                |
| <b>African Americans</b>                             | <b>10.12%</b>       | <b>18.75%</b>                   | <b>15.00%</b>                  |
| <b>Hispanic Americans</b>                            | <b>1.64%</b>        | <b>1.56%</b>                    | <b>1.00%</b>                   |
| <b>Asian Americans</b>                               | <b>0.00%</b>        | <b>0.52%</b>                    | <b>0.00%</b>                   |
| <b>Native Americans</b>                              | <b>0.05%</b>        | <b>0.69%</b>                    | <b>1.00%</b>                   |
| <b>Nonminority Women</b>                             | <b>1.16%</b>        | <b>10.76%</b>                   | <b>9.00%</b>                   |



M/WSBE Citizens Committee  
SBE Survey Results

|               |                                                                |                                                               | Net Worth Requirements                                                                                |                                                                                                                                                                                                |                                                                                                                                                                                                |                                                                                                                                                                                                                                                      |                                                    |                                                                                     |
|---------------|----------------------------------------------------------------|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|-------------------------------------------------------------------------------------|
| County        | Program Name                                                   | Separate from Purchasing? If so where?                        | Construction Services                                                                                 | Contractual Services                                                                                                                                                                           | Professional Consultants                                                                                                                                                                       | Maximum Dollar Value for Program                                                                                                                                                                                                                     | Target Specific Industries within the SBE Program? | Maximum Number of Years for SBE Qualification?                                      |
| Alachua       | Small Business Enterprise Program                              | Operated jointly with Equal Opportunity Office and Purchasing | \$1 million                                                                                           | \$1 million                                                                                                                                                                                    | \$1 million                                                                                                                                                                                    | 15% of Total Bid Monies                                                                                                                                                                                                                              | No                                                 | n/a                                                                                 |
| Broward       | Small Business Enterprise Program                              | Yes, Office of Economic and Small Business Development        | Not exceed \$3 million                                                                                | Not exceed \$1 million                                                                                                                                                                         | Not Exceed \$500,000                                                                                                                                                                           | \$250,000                                                                                                                                                                                                                                            | No                                                 | n/a                                                                                 |
| Duval         | Jacksonville Small Emerging Business Program                   | No                                                            | Not Exceed \$6 million                                                                                | Not Exceed \$6 million                                                                                                                                                                         | Not Exceed \$6 million                                                                                                                                                                         | 20% of CIP Annual Budget & 20% of all department contracts                                                                                                                                                                                           | No                                                 | 15 Years                                                                            |
| Escambia*     | Small Business Enterprise Program                              | No                                                            | Not exceed \$1 million                                                                                | Not exceed \$1 million                                                                                                                                                                         | Not exceed \$1 million                                                                                                                                                                         | No Maximum: Goal is 15% of total annual expenditures                                                                                                                                                                                                 | No                                                 | n/a                                                                                 |
| Hillsborough* | Small Business Encouragement Program                           | Yes, Economic Development                                     | Not Exceed \$2 million                                                                                | Not Exceed \$2 million                                                                                                                                                                         | Not Exceed \$2 million                                                                                                                                                                         | \$500,000 (Construction Only)                                                                                                                                                                                                                        | No                                                 | n/a                                                                                 |
| Leon          | Small Business Enterprise Program                              | Yes, M/WSBE Division                                          |                                                                                                       | Not Exceed \$2 million                                                                                                                                                                         | Not Exceed \$1 million                                                                                                                                                                         | \$100,000 or less for Construction // \$25,000 or less for Professional, Other, and Material & Supplies                                                                                                                                              | No                                                 | 6 Years form first awarded contract                                                 |
| Miami Dade    | Small Business Enterprise Goods and Services Program           | Yes, Small Business Division                                  | n/a                                                                                                   | Micro Enterprise: Not exceed \$2 million // SBE: Not exceed \$5 million                                                                                                                        | Micro Enterprise: Not exceed \$2 million // SBE: Not exceed \$5 million                                                                                                                        | All contracts below \$100,000 shall go to SBE or if contract is greater than \$100,000 various SBE measures may be applied                                                                                                                           | No                                                 | Any SBE/Micro Enterprise that exceed the size limits shall immediately be graduated |
| Miami Dade    | Small Business Enterprise Construction Services Program        | Yes, Small Business Division                                  | Level 1: \$0-\$2 million // Level 2: \$2 million - \$5 million // Level 3: \$5 million - \$10 million | n/a                                                                                                                                                                                            | n/a                                                                                                                                                                                            | \$10,000,000                                                                                                                                                                                                                                         | No                                                 | Any CSBE that exceed the size limits shall immediately be graduated                 |
| Miami Dade    | Small Business Enterprise Architecture and Engineering Program | Yes, Small Business Division                                  | n/a                                                                                                   | Tier 1: \$0 -\$500,000 // Tier 2: \$500,000 - \$2 million // Tier 3 (Architectural Only): \$2 million - \$4.5million . Tier 3 (Landscape, engineering, or surveying) \$2 million - \$6 million | Tier 1: \$0 -\$500,000 // Tier 2: \$500,000 - \$2 million // Tier 3 (Architectural Only): \$2 million - \$4.5million . Tier 3 (Landscape, engineering, or surveying) \$2 million - \$6 million | Tier 1: > \$500,000 // Tier 2: \$500,000 - \$1 million // Tier 3: < \$1 million. Tier can bid in higher Tier, however higher tier cannot bid in lower. Not less than 10% of all expenditures for this type of service must go to CBE-A/E businesses. | No                                                 | Any CBE/A-E that exceed the size limits shall immediately be graduated.             |
| Palm Beach    | Small Business Enterprise Program                              | Yes                                                           | Not exceed \$9 million                                                                                | Not exceed \$5 million                                                                                                                                                                         | Not exceed \$5 million                                                                                                                                                                         | \$250,000                                                                                                                                                                                                                                            | No                                                 | Any SBE that exceed the size limits shall immediately be graduated                  |
| Pinellas      | Small Business Enterprise Program                              | Yes, Economic Development Department                          | \$2 million                                                                                           | \$2 million                                                                                                                                                                                    | \$2 million                                                                                                                                                                                    | From \$5,000 to \$25,000                                                                                                                                                                                                                             | No                                                 | n/a                                                                                 |

\* Did not respond to Survey

M/WBE Results

|              |                              |                       | Goals (or Aspirational Targets) |                      |                      |       |                      |                |  |
|--------------|------------------------------|-----------------------|---------------------------------|----------------------|----------------------|-------|----------------------|----------------|--|
| County       | Program Name                 | Net Worth Requirement | Construction Services           | Contractual Services | Commodity            | Goods | Profesional Services | Bid Preference |  |
| Hillsborough | Hillsborough DM/DWBE Program | \$1.5 Million         | 20%                             | 10%                  | 10%                  | n/a   | n/a                  | Yes            |  |
| Orange       | Orange County M/WBE Program  | \$2.3 Million         | 25%                             | 24%                  | Not Exceed \$500,000 | 10%   | 24%                  | Yes            |  |

# **MWSBE Programs Evaluation Committee Meeting**

## **Summary Minutes**

### **January 14, 2016**

*Absent members:* Jessica Lowe-Minor

**Meeting began at 11:30 a.m.**

#### **Agenda Item #1: Introduction**

Ken Morris, Assistant County Administrator, welcomed the Committee members and expressed his appreciation for volunteering their time. Mr. Morris provided an overview of the purpose of the MWSBE Programs Evaluation Committee and disparity study requirements. Committee members and staff introduced themselves.

#### **Agenda Item #2: Review of the Enabling Resolution**

Cristina Paredes, Leon County Office of Economic Vitality Director, briefly reviewed Enabling Resolution and its scope.

#### **Agenda Item #3: Sunshine Law Review**

Herb Thiele, County Attorney, reviewed and discussed Sunshine State Laws.

#### **Agenda Item #4: Review the Proposed Calendar and Committee Bylaws**

Cristina Paredes reviewed the proposed calendar and Committee bylaws. Approximately six meetings will be held over the next three months. The meetings will occur on Thursday every two weeks and will include multiple panels of experts to answer questions from the Committee.

Mike Roberts made a motion to approve the proposed Committee bylaws and calendar. The motion was seconded by LaRoderick McQueen and passed unanimously.

#### **Agenda Item #5: Election of Chair and Vice Chair**

Cristina Paredes reviewed the role of the Committee Chair and Vice Chair and explained the election process.

Mike Roberts nominated Christi Hale for Chair of the Committee. The motion was seconded by Joanie Trotman and passed unanimously.

Frank Williams nominated Harold Knowles for Vice Chair of the Committee. The motion was seconded by Keith Bowers and passed by a 10-1 vote.

#### **Agenda Item #6: Overview of the Leon County MWSBE Division's Mission Statement**

Shanea Wilks, MWSBE Division Director, provided an overview of the Division's mission statement as well as the Minority & Women Business Enterprise (MWBE) and Small Business Enterprise (SBE) programs.

## MWSBE Programs Evaluation Committee Summary Minutes

January 14, 2016

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### **Other Committee Business:**

The Committee requested that staff provide information regarding the actions of Leon County Commission and the City of Tallahassee Commission regarding their respective MWSBE programs. Cristina Paredes confirmed that staff would include all requested information in a follow-up email.

The Committee reconsidered the bylaws. Adriene Wright made a motion to remove language in the Committee bylaws barring telephonic participation. The motion was seconded by Keith Bowers and passed unanimously.

**Meeting adjourned at 12:34 p.m.**

## **MWSBE Programs Evaluation Committee Meeting Summary Minutes February 11, 2016**

**Meeting began at 11:42 a.m.**

*Absent members:* Jessica Lowe-Minor, Joanie Trotman, and Alan Weekly.

### **Agenda Item #1: Welcome**

Cristina Paredes, Leon County Office of Economic Vitality Director welcomed the Committee members and asked that members participating via telephone announce themselves for the purpose of taking attendance.

Christi Hale, Committee Chair, presented the revised Committee bylaws and summary minutes for the January 28, 2016 meeting of the MWSBE Programs Evaluation Committee.

Harold Knowles made a motion to accept the bylaws. The motion was seconded by Mike Roberts and passed unanimously.

Frank Williams made a motion to approve the summary minutes. The motion was seconded by Adriene Wright and passed unanimously.

### **Agenda Item #2: Minority Women Business Enterprise Panel Presentation**

Cristina Paredes explained the format of the meeting which included presentations from a panel of experts on the Minority Women Business Enterprise (MWBE) program and then MGT America followed by questions and answers and Committee discussion.

The attached presentation on the MWBE program was given by Shanea Wilks, MWSBE Division Director.

Subsequently, the Committee had discussion regarding the presentation and asked several questions of the staff panel regarding the implementation of the MWBE program.

Members of the Committee inquired about how bid responses are selected and whether respondents were awarded points for meeting aspirational targets. Staff explained that, unlike the City of Tallahassee, Leon County does not use a point system to evaluate bid responses. All bid responses where the aspirational targets are met or a good faith effort is demonstrated are presented to the Board of County Commissioners for review.

The Committee further discussed the use of aspirational targets and how vendors demonstrate good faith effort. The Committee requested that staff provide examples of bid packets and good faith effort statements.

## MWSBE Programs Evaluation Committee Summary Minutes

February 11, 2016

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### **Agenda Item #3: Presentation by MGT America**

The attached presentation on disparity studies was given by MGT America representatives, Fred Seamon, Executive Vice President, MGT Consulting Division and Reggie Smith, Vice President, Disparity Research.

MGT America representatives discussed the purpose of disparity studies, the 12-month timeframe to conduct a disparity study, as well as findings from Leon County's 2009 disparity study. Also presented was the scope of work for the 2009 disparity study, which included a legal review, review of program policies and procedures, data collection, statistical analysis of County-related data, private sector analysis, and a findings report including commendations and recommendations. MGT representatives noted that the 2009 disparity study did not include an anecdotal analysis (personal interviews, public hearings, focus groups, etc.) or a telephone survey from stakeholders across the community.

Mike Roberts asked if prime contractors, subcontractors, and their respective professional associations are ever invited to participate in a disparity study. MGT America representatives explained that the process for conducting surveys or interviews begins with the creation of a master vendor database. Vendors are then randomly selected to participate to ensure the sample of vendors is representative of the community. MGT representatives reiterated that this process did not take place in 2009 as an anecdotal analysis was not included in the scope of work.

Discussion ensued regarding the possible inclusion of anecdotal analysis in a future disparity study and the need to hear from multiple stakeholder group.

### **Agenda Item #4: Questions and Answers**

Staff opened the floor up to questions from the Committee.

Frank Williams asked for clarification of how parity is defined. MGT representatives explained that parity is achieved when the utilization of vendors within an ethnic category is equal to the availability.

Mike Roberts asked what data would be used if a disparity study were conducted in fiscal year 2016. MGT representatives explained that a future disparity study would review data from the previous five years, which is typically the most accurate. This data has been collected by MWSBE Division staff using the B2G system.

Bert Fletcher asked if any MWBE programs have been terminated based on the findings of a disparity study. MGT representatives said that they were not aware of any communities that terminated MWBE programs based on disparity study findings.

Frank Williams asked MGT representatives how many times they have seen MBEs are doing so well that they no longer needed to participate in the program. MGT representatives replied that they have seen a few cases; however, most MWBE programs are focused on increasing the utilization of MWBEs and helping sub-contractors to become prime contractors.

MWSBE Programs Evaluation Committee Summary Minutes  
February 11, 2016  
Page 3

Rod McQueen asked if a disparity study would include researching and recommendations on what other issues MWBEs are experiencing such as bonding, banking, personnel, etc. MGT representatives confirmed that their research would include this information.

Adriene Wright asked MGT representatives to identify any communities that have used a disparity study to build economic improvement and empowerment. MGT representatives noted that the City of Charlotte and City of Atlanta have focused their MWBE programs on building the capacity of MWBEs and have used the program to drive economic impact.

**Agenda Item #5: Committee Discussion**

The Committee discussed the process for initiating a disparity study and whether a study could be conducted with the City simultaneously. Staff explained that the City of Tallahassee is currently releasing an RFP for a disparity study, which the Committee could recommend that the County participate in. Staff explained other options for recommendation including Leon County issuing a separate RFP or updating the 2009 contract with MGT for an independent disparity study.

The Committee discussed the differences between the City and County MWSBE programs and agreed to revisit the topic of creating more similarities between the two programs to allow for a more streamlined process for vendors.

The Committee discussed the structure of previous disparity studies and what they would like to see included in a future study. In responses to questions from the Committee, MGT representatives explained that a disparity could include anecdotal research, but this was not part of the 2009 scope of work. Based on the discussion, the Committee agreed to revisit the topic including an anecdotal analysis inclusive of all stakeholders as part of a future disparity study scope of work.

Rod McQueen asked if the program is working. Staff explained that Board must ultimately make a decision about whether the programs policies are meeting the needs of the community. Staff reiterated that the MWSBE Programs Evaluation Committee is charged with the responsibility of giving feedback to the Board as follows:

- a. Evaluation of the existing MWSBE programs including strengths and weaknesses.
- b. Recommendations to grow and expand opportunities for local minority and women-owned businesses.

Bert Fletcher commented that he felt the recommendations that the Committee is considering, in addition to collecting input from stakeholders through an anecdotal analysis, could significantly improve the current program. Several committee members voiced their agreeance.

The Committee discussed the services provided by minority business development centers available in other cities through the U.S. Department of Commerce and agreed to revisit the topic.



## MWSBE Programs Evaluation Committee Summary Minutes

February 11, 2016

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Mike Roberts distributed letters from local prime contractors provided to him through a professional association.

Mr. Roberts commented that the issues with the program need to be fixed rather than getting rid of the entire program. Rod McQueen agreed stating that it is an important program that has been successful for some and needs to be able help SBEs become successful.

Discussion ensued regarding surveying all certified vendors to collect additional feedback. No action was taken.

Mike Roberts made a motion to adjourn. The motion was seconded by Frank Williams and passed unanimously.

**Meeting adjourned at 1:48 p.m.**

## **MWSBE Programs Evaluation Committee Meeting Summary Minutes February 11, 2016**

**Meeting began at 11:42 a.m.**

*Absent members:* Jessica Lowe-Minor, Joanie Trotman, and Alan Weekly.

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## MWSBE Programs Evaluation Committee Summary Minutes

February 11, 2016

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## MWSBE Programs Evaluation Committee Summary Minutes

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Adriene Wright asked MGT representatives to identify any communities that have used a disparity study to build economic improvement and empowerment. MGT representatives noted that the City of Charlotte and City of Atlanta have focused their MWBE programs on building the capacity of MWBEs and have used the program to drive economic impact.

### **Agenda Item #5: Committee Discussion**

The Committee discussed the process for initiating a disparity study and whether a study could be conducted with the City simultaneously. Staff explained that the City of Tallahassee is currently releasing an RFP for a disparity study, which the Committee could recommend that the County participate in. Staff explained other options for recommendation including Leon County issuing a separate RFP or updating the 2009 contract with MGT for an independent disparity study.

The Committee discussed the differences between the City and County MWSBE programs and agreed to revisit the topic of creating more similarities between the two programs to allow for a more streamlined process for vendors.

The Committee discussed the structure of previous disparity studies and what they would like to see included in a future study. In responses to questions from the Committee, MGT representatives explained that a disparity could include anecdotal research, but this was not part of the 2009 scope of work. Based on the discussion, the Committee agreed to revisit the topic including an anecdotal analysis inclusive of all stakeholders as part of a future disparity study scope of work.

Rod McQueen asked if the program is working. Staff explained that Board must ultimately make a decision about whether the programs policies are meeting the needs of the community. Staff reiterated that the MWSBE Programs Evaluation Committee is charged with the responsibility of giving feedback to the Board as follows:

- a. Evaluation of the existing MWSBE programs including strengths and weaknesses.
- b. Recommendations to grow and expand opportunities for local minority and women-owned businesses.

Bert Fletcher commented that he felt the recommendations that the Committee is considering, in addition to collecting input from stakeholders through an anecdotal analysis, could significantly improve the current program. Several committee members voiced their agreeance.

The Committee discussed the services provided by minority business development centers available in other cities through the U.S. Department of Commerce and agreed to revisit the topic.

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Mike Roberts distributed letters from local prime contractors provided to him through a professional association.

Mr. Roberts commented that the issues with the program need to be fixed rather than getting rid of the entire program. Rod McQueen agreed stating that it is an important program that has been successful for some and needs to be able help SBEs become successful.

Discussion ensued regarding surveying all certified vendors to collect additional feedback. No action was taken.

Mike Roberts made a motion to adjourn. The motion was seconded by Frank Williams and passed unanimously.

**Meeting adjourned at 1:48 p.m.**

## **MWSBE Programs Evaluation Committee Meeting Summary Minutes February 25, 2016**

**Meeting began at 11:45 a.m.**

### **Agenda Item #1: Welcome**

Committee Chair Christi Hale welcomed the Committee members and asked that members participating via telephone announce themselves for the purpose of taking attendance.

The Chair reviewed the agenda and noted the allotment of time for public comment.

### **Agenda Item #2: Public Comments**

The Chair invited members of the public in attendance to address the Committee for three minutes each.

James Green, minority construction contractor, asked the Committee how their recommendations will affect the current state of MBE businesses and expressed concern with pass through activity.

There were no additional requests for public comment.

### **Agenda Item #5: Overview of Committee Deliberation Guidelines**

The Chair asked that Patrick Kinni, Deputy County Attorney, provided an overview of the Committee Deliberation Guidelines.

Mr. Kinni reviewed the handout provided by staff in the Committee packet regarding Committee Deliberation Guidelines, which follow standard parliamentary procedure.

### **Agenda Item #3: Approval of the February 11, 2016 Summary Minutes**

The Chair presented the summary minutes as amended for the February 11, 2016 meeting of the MWSBE Programs Evaluation Committee.

Harold Knowles made a motion to approve the amended summary minutes. The motion was seconded by Rod McQueen and passed unanimously.

### **Agenda Item #4: Review of the Calendar and Decision Tree**

The Chair reviewed the calendar and decision tree included in the Committee packet. The Chair noted that the Committee is currently at a decision point and has until March 10, 2016 to discuss recommendations to the Board.

Cristina Paredes, Leon County Office of Economic Vitality Director, added that staff has provided all information requested by the Committee to begin deliberation and can provide access to that information during the meeting if requested. She reiterated that Committee may wish to consider the first question on the decision tree: "Should Leon County have a race/gender specific program?" Following that decision, the next consideration for the Committee to provide recommendations on opportunities to grow and expand local minority and women-owned



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businesses. Based on the Committee's recommendations and discussion, staff will draft a report for Committee's approval since will be sent to the Board for consideration.

### **Agenda Item #6: Committee Discussion**

Harold Knowles begin the discussion by asking if the Committee had made to decision keep the MWSBE program a race specific program as all topics of discussion put forth by the Committee assume that the program will be preserved. The Committee acknowledged that no formal decisions had been made.

Harold Knowles made a motion to continuing the race/gender specific program. The motion was seconded by Rod McQueen. The Committee sought clarification on the motion to ensure that they could continue to move forward with recommendations for improvement to both the MWBE and SBE components of the program. Upon this positive clarification, the Committee voted unanimously to approve the motion to continue a race/gender specific program.

The Chair asked members of the Committee to review the handout "Topics for Committee Discussion" in the packet to assist with Committee discussion and deliberations on programmatic improvements.

Bert Fletcher reiterated his support for partnering with the City of Tallahassee to develop similar policies and processes for the MWSBE program. He added that he has spoken with several local contractors who find navigating the two programs confusing.

Bert Fletcher made a motion to recommend that the County partner with the City to make the programs similar in operation. The motion was seconded by Mike Roberts.

Harold Knowles asked if the intention was to keep the programs separate or merged into one.

Mr. Fletcher clarified that the intention of his motion was to only make the programs similar but was not opposed to merging the programs.

Mike Roberts said that his second to the motion was in favor of merging the programs.

Mr. Fletcher withdrew his motion.

Mike Roberts made a motion to recommend consolidating the County and City MWSBE programs into a single joint County/City department. The Committee then discussed the motion.

Jessica Lowe-Minor noted that having minimal barriers is key to a successful merger of the programs and asked staff to clarify what a merger would involve. Staff explained that a merged program would mean that one entity would oversee certification and maintain a list of certified vendors, be responsible to outreach, and maintain one list of MWSBE policies that would apply to County/City procurement processes.

Adriene Wright asked staff if a joint MWSBE program would include a joint procurement division. Staff explained that only the MWSBE programs would be consolidated.

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Ms. Wright asked the members of the Committee to be more specific and list the elements of a merger.

Bert Fletcher proposed that the certification process, outreach, training, and monitoring should be overseen by a joint program. He added that the joint program should have one set of policies.

Frank Williams stated that it is important that a monitoring program be put in place and recommended that additional staff be added to a joint entity to ensure that the program is executed properly.

Harold Knowles stated that economies of scale are important and that a joint program is stronger with additional staff. He asked that Frank Williams clarify whether a monitoring program would be internal or done by an outside organization.

Frank Williams explained that his recommendation is for an internal monitoring process with staff that is able to go out into the field to monitor work sites. He added that the most significant problem is not the program but the lack of monitoring vendors.

Jessica Lowe-Minor asked that the current iteration of the motion be reread.

The Chair reread the motion to consolidate the City and County MWSBE programs into a single joint County/City department and asked for a vote. The motion passed unanimously.

Harold Knowles asked staff how the City would handle DBEs under a joint County/City program. Staff explained that if the Board approved the Committee's recommendation to work with City to consolidate MWSBE programs and that the management of the DBE program would be included those discussions with the City.

Rod McQueen made a motion to recommend that the County and City enter into a joint disparity study. The motion was seconded by Jessica Lowe-Minor.

Mike Roberts stressed the need to add an anecdotal analysis in the disparity study so that stakeholder groups and individual contractors are heard.

Mike Roberts asked for a friendly amendment to the motion to include an anecdotal analysis. The amendment was accepted. The amended motion was to recommend that the County and City enter into a joint disparity that included an anecdotal analysis.

Keith Bowers asked for clarification regarding the phases of a disparity study. Shanea Wilks, Director of MWSBE Program, discussed the phases of the disparity study and the difference between the qualitative and quantitative studies.

Adriene Wright requested that public comment from Joan Gardenhire, CLG Management, LLC be heard regarding disparity study processes. The Chair allowed Joan Gardenhire to speak.

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Ms. Gardenhire explained her experience with disparity studies and reviewed the process. She also noted that it is a common practice for cities and counties to conduct a joint study. There were several questions for Ms. Gardenhire by the Committee.

The Chair asked for a vote on the motion to recommend a joint disparity study between the City and County to include an anecdotal analysis. The motion passed unanimously.

Jessica Lowe-Minor stated that after reviewing the recommendations from the 2009 disparity study she was interested in whether the Committee should recommend that they be implemented. She asked that staff provide an update on which recommendations have been implemented.

Mike Roberts stated that he would like to discuss the policies of the City and County regarding insurance and workers compensation. He added that certified businesses should be required to meet these requirements as part of the certification process.

Rod McQueen recommended penalties beyond fines for those that do not comply such as revoking the ability to bid on projects.

The Chair asked that staff provide a side-by-side comparison of the City's and County's certification criteria.

Discussion ensued regarding issues with subcontractors having the necessary licensure and insurance.

Harold Knowles stated that penalizing businesses is treating the symptoms rather than the underlying problem and that the Committee should look at how to grow the pool of eligible minority businesses.

Rod McQueen expressed interest in a mentoring program for businesses.

Mike Roberts proposed that MWSBE certification include a tiered system to identify the amount of work a vendor is capable of doing. He also recommended that training requirements increase as the tiers become higher.

Frank Williams recommended including SBDC training as part of the certification process. Several Committee members voiced their agreement.

The Chair noted that FDOT currently uses a capacity rating for contractors based upon past financial statements and work experience.

Adriene Wright voiced her support for a tiered system, but stated that she would be uncomfortable as a business owner if additional mandates for training were placed on her. She recommended that businesses be able to demonstrate their capacity and knowledge.

Keith Bowers recommended that the certification process include a needs assessment to recommend what additional training is needed.

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The Chair asked that staff gather additional information about developing a tiered system and provide it to the Committee at the March 10, 2016 meeting.

Cristina Paredes recommended that the Committee add one additional meeting to their schedule on March 24, 2016. The Committee agreed.

Mike Roberts asked staff to address the bid protest reviewed at the February 9, 2016 meeting of the Board.

Patrick Kinni explained that the bidder went through the appeals process and was determined to be unresponsive due to an omission of required information. Upon review, the Board determined the omission was unintentional and immaterial and therefore waived the requirement to submit aspirational targets by the established deadline for the bidder as they had the lowest bid. The Board has the authority to waive the requirement under law. It was the opinion of staff that the decision does not have any impact beyond this bidder as the decision to waive the requirement was specific to the facts of that case.

With no further discussion, the Chair asked for a motion to adjourn.

Rod McQueen made a motion to adjourn the meeting. The motion was seconded by Bert Fletcher and passed unanimously.

**Meeting adjourned at 1:45 p.m.**

## **MWSBE Programs Evaluation Committee Meeting Summary Minutes March 10, 2016**

**Absent members:** Joanie Trotman

**Meeting began at 11:35 a.m.**

### **Agenda Item #1: Welcome**

Committee Chair Christi Hale welcomed the Committee members and asked that members participating via telephone announce themselves for the purpose of taking attendance.

### **Agenda Item #3: Approval of the February 25, 2016 Summary Minutes**

The Chair presented the summary minutes for the February 25, 2016 meeting of the MWSBE Programs Evaluation Committee.

Adriene Wright made a motion to approve the summary minutes. The motion was seconded by Harold Knowles and passed unanimously.

### **Agenda Item #4: Committee Discussion**

The Chair asked members of the Committee to review the handout "Topics for Committee Consideration" in the packet to assist with Committee discussion and deliberations on programmatic improvements.

Staff asked that the Committee review the handout City/County MWSBE Policy Comparison Table" and noted minor corrections.

Bert Fletcher noted that the table did not include differences between the City and County's award process. Staff clarified that the table is a comparison of program policies and not the purchasing policies.

The Chair asked staff if the Committee could address the purchasing policy in their recommendations to the Board. Staff confirmed that the Committee could include recommendations regarding the purchasing policy as it directly impacts the MWSBE program.

Katrina Alexander requested permission from the Chair to present handouts to the Committee regarding MWSBE program objectives.

Mike Roberts made a motion to recommend that the County work with the City to create parallel purchasing policies with regard to the MWSBE program. The motion was seconded by Bert Fletcher.

Adriene Wright noted that, based on the discussion from the previous meeting, the procurement policies of the City and County would not be included in the program consolidation.

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Bert Fletcher expressed interest in having a singular set of evaluation criteria for MWSBEs. Several Committee members voiced their agreement.

Cristina Paredes, Office of Economic Vitality Director, asked the Committee to clarify the method for creating paralleled procurement policies.

Mike Roberts stated that he felt staff should be relied on to recommend changes. Several Committee members voiced their agreement.

The Chair asked that staff restate the motion. Patrick Kinni, County Attorney's Office, restated the motion to develop a uniform County/City evaluation policy for awarding projects to MWSBEs.

The Chair called for a vote and the motion passed unanimously.

Mike Roberts reminded the Committee about previous discussions regarding certification criteria and the possible implementation of a tiered system. Mr. Roberts noted that a recommendation had not yet been made.

Adriene Wright stated that the previous discussion highlighted business growth issues and suggested that the Committee turn to successful businesses to learn how they were able to overcome barriers to success.

The Chair said that the SBDC was instrumental in her ability to overcome barriers and felt that vendors should be required to go through SBDC training as part of the MWSBE certification process.

Adriene Wright asked what currently prevents businesses from utilizing SBDC services.

Keith Bowers stated that many businesses are able to avoid meeting requirements such as those for insurance or workers compensation until they are awarded a government contract. Mr. Bowers explained that the SBDC has worked with County staff and have advertised the program extensively, but many businesses believe they can "get in under the radar." Mr. Bowers stressed that the issue is statewide and recommended that Committee include training and mentorship as part of the MWSBE program.

Harold Knowles said that he believes a paradigm shift toward a more proactive program is needed. Mr. Knowles stated that the Committee must look at ways to create a system that creates business sustainability such as training or business subsidies.

Katrina Alexander expressed her support for a mandatory training requirement and asked that staff review the current MWSBE certification process. Staff reviewed the current process and noted that the process includes a referral to SBDC and an orientation where information on additional resources is provided

Several Committee members voiced their support for a mandatory training requirement.



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Adriene Wright stated that she was not in favor of a mandatory requirement as some businesses will not need assistance and the training would not be a valuable use of their time. Ms. Wright stated her support for a tiered system that included a needs assessment to determine individual training needs.

The Chair noted that MWBEs, unlike SBEs, are not required to verify past performance and recommended that an exemption for training be provided if a business can provide verification.

Frank Williams stated his concern that mandatory training and insurance requirements will “close the door” on several businesses. Mr. Williams said he was in favor of a tiered system that is inclusive of those businesses that cannot meet insurance requirements.

Discussion ensued regarding the feasibility of a tiered system that is inclusive of uninsured vendors.

Bert Fletcher asked how long the SBDC training would be.

Keith Bowers explained that the current training provided to FDOT vendors takes between four to six weeks. Mr. Bowers added that the SBDC conducts needs assessments for all vendors to determine which training modules should be completed.

Jessica Lowe-Minor expressed concern that staff might not have the resources to implement many of the Committee’s recommendations. Several Committee members voiced their agreement.

Adriene Wright suggested that the Committee recommend funding to support the expansion of MWBE programs such as a loan program. Staff noted that a minority business loan program is currently being considered as a possible sales tax project.

Adriene Wright made a motion to recommend include in future discussions of expenditures of sales tax dollars for economic development the funding of a joint County/City MWSBE Program as needed for the additional responsibilities put forth by the Committee. The motion was seconded by Frank Williams.

The Chair called for a vote and the motion passed unanimously.

Adriene Wright made a motion for the Committee to identify the need for a MWBE Loan Program, a project already slated for consideration as part of the economic development portion of the sales tax proceeds. The motion was seconded by Jessica Lowe-Minor.

The Chair called for a vote and the motion passed unanimously.

Katrina Alexander asked that the Board discuss the implementation of a tiered system.

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Staff read the recommended criteria for a tiered system discussed by the Committee thus far which included a business needs assessment, past performance review conducted during certification and recertification, work capacity rating, and training/continuing education.

Bert Fletcher recommended including proof of insurance in upper tiers. Several Committee members voiced their agreement.

Bert Fletcher made a motion to include in the disparity study scope of work a recommendation for modification to the Leon County MWSBE Program, to make it a more effective tiered Certification Program, consisting of an initial needs assessment; minimum insurance requirements; certain minimum business experience/past performance; and continuing business education requirements. The motion was seconded by Keith Bowers.

The Chair called for a vote and the motion passed unanimously.

### **Agenda Item #2: Public Comments**

The Chair invited members of the public, now present, to address the Committee for three minutes each.

James Green, minority construction contractor, expressed concern about inconsistent scrutiny in the certification process and voiced his support for the Committee's recommendations.

Joan Gardenhire, CLG Management, LLC, voiced support for the Committee's recommendations and recommended that program funding and staffing be included in a disparity study.

There were no additional requests for public comment.

### **Agenda Item #4: Committee Discussion Continued**

Jessica Lowe-Minor reminded the Committee about the remaining recommendations that had not been voted upon.

Adriene Wright stated that she was willing to withdraw her recommendation to utilize minority business development centers if the Committee recommended increasing utilization of the SBDC.

Discussion ensued regarding the differences between the programs and the services provided.

Bert Fletcher asked for clarification regarding the County's quote process. Shelly Kelley, Purchasing Division Director, explained that staff is required to obtain three quotes for purchases up to \$50,000.

Jessica Lowe-Minor made a motion for the following four recommendations: (1) require the Purchasing Division to notify project managers that a certified MWSBE, if available, must be included in the quote process; (2) Increase the set aside ceiling for SBE projects from \$100,000

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to \$250,000; (3) Provide automatic certification to MWBEs as SBEs, in order to increase the SBE vendor pool; and (4) Develop a mentor-protégé program. The motion was seconded by Frank Williams.

The Chair called for a vote and the motion passed unanimously.

Jessica Lowe-Minor made a motion to include modifying SBE graduation requirements as part of the disparity study scope of work. The motion was seconded by Harold Knowles.

The Chair called for a vote and the motion passed unanimously.

The Chair asked that at the next meeting the Committee discuss the current certification requirements listed in the purchasing policy and focus specifically on the net worth, employment, and annual gross receipts requirements.

Cristina Paredes notified the Committee that a draft report of Committee recommendations would be provided at the next meeting and would include a blank section for recommendations regarding certification requirements.

The Chair made a motion to adjourn. The motion was seconded by Bert Fletcher and passed unanimously.

**Meeting adjourned at 1:50 p.m.**

## **MWSBE Programs Evaluation Committee Meeting Summary Minutes March 24, 2016**

**Meeting began at 11:40 a.m.**

### **Agenda Item #1: Welcome**

Committee Chair Christi Hale welcomed the Committee members and asked that members participating via telephone announce themselves for the purpose of taking attendance.

### **Agenda Item #2 Public Comment**

No members of the public were present for comment.

### **Agenda Item #3: Approval of the March 10, 2016 Summary Minutes**

The Chair presented the Summary Minutes for the March 10, 2016 meeting of the MWSBE Programs Evaluation Committee.

Bert Fletcher asked that his motion on page four of the Summary Minutes be revised as follows: Bert Fletcher made a motion to include in the disparity study scope of work a recommendation for modification to the Leon County MWSBE Program, to make it a more effective tiered Certification Program, consisting of an initial needs assessment; minimum insurance requirements; certain minimum business experience/past performance; and continuing business education requirements; ~~and a mentorship and training element.~~

Harold Knowles made a motion to approve the revised summary minutes. The motion was seconded by Rod McQueen and passed unanimously.

### **Agenda Item #4: Committee Discussion**

The Chair asked members of the Committee to review a handout comparing City and County MWSBE policies to aid in the discussion of MWSBE certification requirements.

The Chair noted that County policy currently limits participants' annual gross receipts to \$2 million annually and that the City recently modified their policy to increase the threshold to \$4 million.

Katrina Alexander suggested that policies be reviewed as part of the consolidation of the City and County programs. Ms. Alexander asked staff when the County's policy regarding the \$2 million threshold was last reviewed. Staff explained that the policy would have been reviewed as part of the 2009 disparity study update.

Katrina Alexander stated that the most recently reviewed policy should be implemented.

The Chair expressed her concern with a threshold based on annual gross receipts for the race/gender specific program.

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Bert Fletcher suggested a recommendation for a certification threshold/size standard be included in a future disparity study scope of work.

Discussion ensued regarding whether certification threshold/size standards are a policy issue the Committee should provide input on or an issue best addressed by the disparity study.

Mike Roberts suggested using net income rather than annual gross receipts or the higher of the two numbers.

The Chair asked staff if the MWSBE recertification policy required that personal tax returns be provided. Staff explained that only tax returns related to business activity are required; however, some newer vendors with no significant income can submit their personal tax returns.

Harold Knowles asked the Chair if removing the certification threshold/size standards from the policy was desirable. The Chair explained that increasing the certification threshold/size standards was more appropriate.

Frank Williams made a motion to increase the certification threshold/size standard to \$4 million in annual gross receipts. The motion was seconded by Keith Bowers.

The Chair opened the floor for discussion.

Rod McQueen asked if the motion applied to construction only. Several Committee members responded in agreement.

Keith Bowers recommended that the Florida Department of Transportation's (FDOT) formula be used.

The Chair asked that the Committee review a copy of the Florida Department of Transportation (FDOT) Disadvantaged Business Enterprise (DBE) certification requirements and application. Keith Bowers noted that FDOT only reviews the income of the individual.

Discussion ensued regarding FDOT's DBE certification requirements and process.

Harold Knowles asked Frank Williams to clarify his motion.

Frank Williams stated that after hearing Committee discussion he has decided to withdraw his motion to increase certification threshold/size standard to \$4 million in annual gross receipts.

Mike Roberts voiced his support for using FDOT guidelines to establish MWSBE certification requirements.

Harold Knowles expressed his discomfort with using personal financial information as the information would become public record. Mr. Knowles added that the City provides a waiver to

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vendors that delays publishing financial information until after a specified date; however, this option is not provided by FDOT.

Harold Knowles voiced support for creating uniformity with the FDOT requirements.

Frank Williams stated that the FDOT requirements could not be used unless modifications were made to the vendor categories to include race and gender.

Rod McQueen expressed his concern with establishing a certification threshold/size standard based upon gross income. Mr. McQueen added that a \$23 million FDOT contract is a small project at the state level, but would be a large project in Leon County.

Bert Fletcher stated that he did not feel comfortable setting a certification threshold/size standard and suggested including a recommendation in the disparity study.

The Chair stated that FDOT certification is required for road and construction projects with the City and County, so having a policy that mirrors FDOT's would be appropriate. The Chair suggested that a recommendation for a certification threshold/size standard in other procurement categories be included in the disparity study.

Adriene Wright stated that the proposed certification threshold/size standard would limit companies that perform services outside of construction and also work with FDOT. Ms. Wright added that she did not feel the Committee had enough information to make a determination and voiced support for including a recommendation for certification thresholds/size standards in the disparity study.

Frank Williams asked Joan Gardenhire, CLG Management, LLC, to provide input.

Joan Gardenhire stated that City of Tallahassee researched size standards by industry and incorporated findings from previous studies to determine thresholds for their MWSBE Program. The City found that the average size for a small business in Tallahassee was approximately \$400,000 to 500,000. Ms. Gardenhire added that other cities and counties use a percentage of the state or federal certification threshold/size standard. Ms. Gardenhire also stated that the certification threshold/size standard must legally be narrowly tailored to meet the needs of the community.

The Chair asked Ms. Gardenhire how much time would be required to complete a joint disparity study. Ms. Gardenhire explained that a typical study will require approximately 18 months and additional components, such as an anecdotal analysis, will require additional time. Staff added that the County has been in contact with the City in order to move forward with a joint RFP, should the County Commission approve the Committee's recommendations. In addition, staff noted that the implementation of B2GNow contract management software will aid in expediting the completion of a study.



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Bert Fletcher made a motion to develop a formula-based, reasonable, fair, and legally compliant process to determine certification thresholds/size standards for eligibility on an annual basis. The motion was seconded by Rod McQueen.

The Chair opened the floor for discussion.

Mike Roberts stated that the threshold/size standard should not be lower than \$2 million.

Discussion ensued about reviewing and updating the formula annually. Staff stated that the Committee could recommend having the threshold adjusted annually.

Bert Fletcher amended his motion to develop a formula-based, reasonable, fair, and legally compliant process to determine certification thresholds/size standards for eligibility on an annual basis with thresholds/size standards being updated on an appropriate basis (e.g. annually) using the formula. The amended motion was seconded by Rod McQueen.

The Chair asked for a vote and the motion passed unanimously.

Frank Williams asked that the Committee discuss including a recommendation regarding Community Redevelopment Agency (CRA) funds in the disparity study.

Bert Fletcher stated that CRA funds come from property taxes and that he was unsure if any construction projects were overseen by the CRA.

Harold Knowles asked for clarification regarding how CRA projects would be tracked and how the County/City would evaluate expenditure of funds.

Frank Williams suggested that the disparity study could provide a recommendation for tracking and evaluation.

Harold Knowles made a motion to include a recommendation regarding CRA funds in a future disparity study scope of work. The motion was seconded by Frank Williams.

Bert Fletcher asked the motion be amended to include all City, County, and related agencies as part of an expenditure analysis. Adriene Wright seconded the amendment.

The Chair called for a vote and the amended motion passed unanimously.

Adriene Wright asked that the Committee address the issue of duplication of certification processes at the state, county, and city levels and suggested considering ways to offer reciprocity.

The Chair expressed her support and suggested that FDOT's DBE certification as a potential candidate.

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Bert Fletcher stated that using FDOT's DBE certification standards to issue MWSBE certifications could cause legal compliance issues as FDOT's standards are not narrowly tailored to the City and County. Mr. Fletcher added that using FDOT's standards would also conflict with the Committee's previous recommendation for a Tiered Certification Program.

Rod McQueen stated that a tiered approach does not "weed out" unqualified businesses, as FDOT's DBE program requirements would, because it is not the intention of the program to exclude smaller businesses from participating.

Discussion ensued regarding the feasibility of using FDOT's DBE certification standards for a joint County/City MWSBE program.

Harold Knowles made a motion to schedule another meeting to review the Committee's final report so as allow discussion to continue. The motion was seconded by Mike Roberts.

The Chair opened the floor for discussion.

Bert Fletcher asked for an amendment to the motion to clarify that the Committee would only review and approve the final report during the next meeting. The amendment was seconded by Adriene Wright.

Staff recommended meeting on Thursday, March 31, 2016 from 11:30 am to 1:30 pm with the location to be determined.

Mike Roberts asked for an amendment to the motion to include the date and time. The amendment was seconded by Rod McQueen.

Staff restated the motion to schedule a Committee meeting on Thursday, March 31, 2016 from 11:30 am to 1:30 pm to review and approve the Committee's final report.

The Chair called for a vote and the motion passed unanimously.

The Chair asked that the Committee review the County's policy regarding aspirational targets and noted that the current policy does not allow MWBE certified prime contractors to be able to count self-performed work toward the MWBE aspirational targets.

Bert Fletcher stated that the City had made a policy change to allow the prime contractor to count self-performed work, but requires that a certain percentage of the work be done by the prime contractor.

Mike Roberts made a motion to modify the County's aspirational target policy to allow MWBE certified prime contractors to count self-performed work toward the MWBE aspirational targets.

Katrina Alexander asked how the motion would impact the aspirational targets for the City and County.

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The Chair stated that the motion would not impact the aspirational targets.

Discussion ensued regarding possible modifications to the County's aspirational target policy.

Mike Roberts withdrew his motion and asked that the Committee continue the discussion regarding this one issue at the next meeting. Several members of the Committee voiced their agreement.

Harold Knowles made a motion to adjourn. The motion was seconded by Rod McQueen and passed unanimously.

**Meeting adjourned at 1:53 p.m.**

## **MWSBE Programs Evaluation Committee Meeting Summary Minutes March 31, 2016**

**Absent members:** Joanie Trotman and Alan Weekly

**Meeting began at 11:50 a.m.**

### **Agenda Item #1: Welcome**

Committee Chair Christi Hale welcomed the Committee members and noted that there were no members participating in the meeting by telephone.

### **Agenda Item #2: Public Comments**

No members of the public were present for comment.

### **Agenda Item #3: Approval of the March 24, 2016 Summary Minutes**

The Chair presented the summary minutes for the March 24, 2016 meeting of the MWSBE Programs Evaluation Committee.

The Chair noted that a statement attributed to her on page three of the summary minutes was inaccurate and asked that it be removed.

Adriene Wright stated that a question attributed to her on page five was from Committee member Katrina Alexander and asked that it be corrected.

Mike Roberts made a motion to approve the minutes as amended. The motion was seconded by Adriene Wright.

The Chair called for a vote and the motion passed unanimously.

### **Agenda Item #4: Approval of the Committee's Final Report**

The Chair asked that the Committee continue the discussion from the March 24, 2014 meeting regarding modification of the aspirational target policy.

Bert Fletcher asked the Chair for permission to present copies of proposed language modifying the aspirational target policy.

Rod McQueen asked why an MWBE prime contractor should not be required to meet the same aspirational targets as a non-minority prime contractor. The Chair stated that she, as an MWBE prime contractor, must be able to pursue work that will allow her to continue employing her employees or they will seek employment with an MWBE subcontractor.

Katrina Alexander stated that she supported the proposed modifications to the aspirational target policy based upon the limited number of MWBEs currently bidding as prime contractors. Ms.

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Alexander added that the proposed modifications would aid in growing the program, which is the charge of the Committee.

Bert Fletcher made a motion to modify the County's current aspirational target policy to read as follows: For projects for which aspirational targets are applicable and which are typically met through the subcontracting process, a MBE or WBE Bidder (i.e., bidding as the prime contractor) may count self-performed work to meet the Targets for the applicable category, as long as the MBE/WBE self performs a commercially useful function using its own forces to meet the applicable Target. The motion was seconded by Adriene Wright.

Rod McQueen expressed his concern that allowing MWBE prime contractors to count self-performed work to meet aspirational targets would reduce the number of opportunities for MWBE subcontractors. Mr. McQueen asked why MWBE prime contractors should not be required to meet the same aspirational targets as a non-minority prime contractor if the goal of the program is to help MWBEs subcontractors grow and be able to bid as prime contractors. Keith Bowers stated that the program goal is to create more opportunities for both MWBE prime contractors and MWBE subcontractors.

The Chair restated the motion to modify the County's current aspirational target policy and called for a vote. The motion passed with a vote of nine to one.

Mike Roberts reminded the Committee of their discussion at the previous meeting regarding the use of FDOT's DBE certification standards and noted that a formal motion had not yet been made. The Chair reviewed the summary minutes from the last meeting and confirmed that the Committee had not put forth a recommendation on the matter.

Adriene Wright stated that she was "not quite in agreement" with entirely adopting the FDOT DBE certification standards. Ms. Wright added that the DBE certification process is much more stringent than the City's or County and suggested adopting components of FDOT's DBE certification standards to incorporate into a joint County/City program.

Mike Roberts voiced his agreement with Ms. Wright's recommendation and stated that legal staff would be needed to homogenize the joint County/City program certification standards and FDOT's DBE certification standards. The Chair stated that FDOT's DBE certification standards could be applied to higher tiers within the recommended Tiered Certification Program.

Discussion ensued regarding the possible application of FDOT's DBE certification standards in a Tiered Certification Program.

Frank Williams expressed his concern regarding decreased programmatic access if DBE certification standards are applied to the joint City/County program.

Adriene Wright asked staff to speak to the Unified Certification Process (UCP) Program. Staff explained that the UCP Program is utilized by the City, but not by the County. Ms. Wright stated that she felt the City's UCP Program may address the streamlined certification process the Committee was discussing.

## MWSBE Programs Evaluation Committee Summary Minutes

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Discussion ensued regarding whether the recommended Tiered Certification Program satisfied the need to for more stringent certification standards.

Patrick Kinni, County Attorney's Office, brought to the Committee's attention item E1. Tiered Certification Program within the draft final report and suggested adding supplemental language to address the concerns of the Committee regarding certification standards.

Mr. Knowles made a motion to modify item E1. Tiered Certification Program to read as follows: The Committee recommends including in the disparity study scope of work a recommendation for modification of the Leon County MWSBE Program to develop a Tiered Certification Program taking into consideration other programs including but not limited to the City of Tallahassee's UCP Program and the FDOT DBE certification process to help ensure the quality of participating vendors and provide additional opportunities for business development. The motion was seconded by Keith Bowers and passed unanimously.

The Chair directed the Committee to review the draft final report from beginning to end starting on page three.

Bert Fletcher asked that the following amendments to the draft final report be made:

- Add the language "and demonstration of past performance" to item C. Program Evaluation Strengths & Weaknesses
- Add the language "Different certification tiers based upon experience, capability, insurability, and other pertinent factors" to item E1. Tiered Certification Program
- Remove the language "on an annual basis" from item E2. Certification Threshold/Size Standard

Rod McQueen made a motion to approve the amendments proposed by Bert Fletcher . The motion was seconded by Adriene Wright and passed unanimously.

Harold Knowles asked for clarification regarding the recommendation to include in future discussions of expenditures of sales tax dollars for economic development the funding of a joint County/City MWSBE Program as needed for the additional responsibilities put forth by the Committee. Jessica Lowe Minor explained that the recommendation was for City and County Commissioners to consider providing sales tax dollars for economic development to fund other recommendations put for by the Committee.

Discussion ensued regarding continued funding of joint programs and the other recommendations identified within the report.

Harold Knowles asked to amend item D. Consolidation of County and City MWSBE Programs as follows: "Therefore, the Committee unanimously recommended consolidating the County and City MWSBE programs into a sufficiently funded single joint County/City department." Several Committee members voiced their agreement.



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Keith Bowers stated that the Committee might wish to consider identifying immediate recommendations and those that would be implemented dependent upon the results of a disparity study. Staff explained that the Committee's final report will be presented during the April FY 2017 budget workshop in order to begin discussions of implementing the Committee's recommendations within during the budget process should the County Commission approve the Committee's recommendations.

Katrina Alexander asked that the Committee review the handout she distributed at a previous meeting titled "Six Key Components That Should Be Well Defined and Integrated in MWSDBE Programs." Ms. Alexander asked that the listed components be included under item E2. Consolidation of County and City MWSBE Programs.

Discussion ensued relative to the inclusion of Ms. Alexander's recommendations.

Harold Knowles recommended making item D. Consolidation of County and City MWSBE Programs an independent section of the report and including the six key components listed in the handout. Several members of the Committee voiced their agreement.

Mr. McQueen initiated discussion regarding to the importance of contract compliance. Discussion ensued relative to the current mechanisms and the ability to recommend enhanced penalties for non-compliance.

Patrick Kinni, County Attorney's Office, suggested that the Committee modify the list of six key components so that the section titled "Contract Compliance, Monitoring and Enforcement" includes the language "enhanced enforcement mechanisms." Several members of the Committee voiced their agreement.

Harold Knowles made a motion to approve the recommended edits to item E2. Consolidation of County and City MWSBE Programs (formerly item E2.). The motion was seconded by Rod McQueen and passed unanimously.

Harold Knowles recommended that the CRA, CDA, and Blueprint be identified in item F3. Expenditure Analysis. Several members of the Committee voiced their agreement.

Harold Knowles recommended that the Leon County School District be invited to participate in the joint County/City disparity study.

Rod McQueen excused himself from the discussion and stated his intent to abstain from the vote.

Discussion ensued regarding inviting the Leon County School District to participate in the joint County/City disparity study.

Harold Knowles made a motion to modify item F2. Joint County/City Disparity Study to include the following language: "The Committee also recommends inviting the Leon County School District to participate in the joint County/City disparity study." The motion was seconded by Adriene Wright.

## MWSBE Programs Evaluation Committee Summary Minutes

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The Chair restated the motion to modify item F2. Joint County/City Disparity Study and asked for a vote. The motion passed unanimously with Rod McQueen abstaining.

Harold Knowles made a motion to identify the CRA, CDA, and Blueprint in item F3. Expenditure Analysis. The motion was seconded by Bert Fletcher and passed unanimously.

Adriene Wright asked for clarification regarding SBE graduation requirements. Staff explained that Leon County Policy currently requires graduation from the SBE program six years after the date of the first SBE project award by the County and that SBEs must be recertified to ensure that eligibility requirements are still met.

Adriene Wright asked that item H2. Mentor-Protégé Program be amended to read as follows: MWSBE mentored by a bigger business to gain practical business knowledge.

The Chair recommended that the title to section H. Growth and Expansion of Opportunities for Local Minority and Women-Owned Businesses be amended to include Small Businesses. Several members of the Committee voiced their agreement

Mike Roberts asked if item H3. MWBE Loan Program should be amended to include SBEs. Several members of the Committee voiced their disagreement.

Rod McQueen made a motion to approve the Committee's modified final report as discussed. The motion was seconded by Adriene Wright and passed unanimously.

**Meeting adjourned at 2:05 p.m.**

## **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, APurchasing 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 |

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It shall be the policy of the Board of County Commissioners of Leon County, Florida, that Policy No. 96-1, APurchasing 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**



**Purchasing and Minority, Women and Small Business Enterprise Policy  
Policy 96-1**

**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

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- 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)

**Purchasing and Minority, Women and Small Business Enterprise Policy  
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**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.



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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.

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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. A~~n~~ 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.

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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. ARequest 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.

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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. ~~A~~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.<sup>60</sup> "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.

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- 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**

| <b>Table 1 – Purchasing Process Thresholds</b>                                                                             |                                                                                                                                                                   |
|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Procurement Method</b>                                                                                                  | <b>Threshold</b>                                                                                                                                                  |
| 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)<br>Non-contractual Basis<br>Contractual Basis                                       | not to exceed \$5,000<br>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;<br><br>County Administrator Authorized to release all RFPs |

| <b>Table 2 - Contract Award and Signature Authority Thresholds</b>                                                                                                                                     |                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| <b>Individual</b>                                                                                                                                                                                      | <b>Threshold<sup>1</sup></b>                                                 |
| 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                               |
| <sup>1</sup> Term contracts will be awarded based upon the value of the initial term of the contract.<br>*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.



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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.



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**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.

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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.

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- 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.

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- 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:

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- 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.



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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:



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- 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.

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- 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.

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- 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.

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**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.

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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.



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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.



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- 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.

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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.

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- 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.

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- 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.

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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;

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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."



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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.

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**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.

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**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.

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**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.

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- 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.

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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.



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- 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.

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**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.

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**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.

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**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.

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- 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.



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- 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



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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.

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- 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.

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**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.

| <b>Section 16, Table 1- Aspirational Targets</b> |                                |                                |
|--------------------------------------------------|--------------------------------|--------------------------------|
| <b>Procurement Category</b>                      | <b>Aspirational MBE Target</b> | <b>Aspirational WBE Target</b> |
| 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.

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**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.

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- 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.



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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.



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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:

| <b>MBE, WBE and SBE Certification Eligibility Criteria</b>                                                                                                                                                                                                                                                                                   |                                                             |     |     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|-----|-----|
|                                                                                                                                                                                                                                                                                                                                              | Type of Certification<br>(must meet ALL<br>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:<br>- For businesses performing Construction – \$2,000,000/year.<br>- For businesses providing Other Services or Materials & Supplies - \$2,000,000/year.<br>- 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   |

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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.

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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.

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**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:

| <b>Criteria for Reserving Procurement Opportunities for Exclusive Competition Among SBEs</b>                                                                                                                                                                                                                                                                                                      |                                                              |                                                                                    |                                                                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Business Category</b>                                                                                                                                                                                                                                                                                                                                                                          | <b>Estimated Procurement Value (Estimated Contract Cost)</b> | <b>Minimum Number of Available SBEs, Certified in Procurement Opportunity Area</b> | <b>Authority that Recommends Reserving Procurement Opportunity for Exclusive Competition Among SBEs</b>                                                         |
| Construction - Prime Contractor                                                                                                                                                                                                                                                                                                                                                                   | \$100,000 or less                                            | Three (3)                                                                          | <sup>1</sup> 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)                                                                          | <sup>1</sup> 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)                                                                          | <sup>1</sup> 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)                                                                          | <sup>1</sup> Committee Concurrence (MWSBE Director, Purchasing Director, Project Director or Division Director responsible for the project/budgeted expense)    |
| <sup>1</sup> 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. |                                                              |                                                                                    |                                                                                                                                                                 |



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**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.



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- 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*

# Final Report

Leon County  
Board of County  
Commissioners

Disparity Update Study



October 15, 2009



Posted on April 19, 2016

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*Leon County Board of County  
Commissioners*

*Disparity Update Study*

**FINAL REPORT**

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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  
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October 15, 2009

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## ***1.0 INTRODUCTION***

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## 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.*<sup>1</sup> (*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.

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<sup>1</sup> *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.<sup>2</sup>

MGT recommends reading the report in its entirety to understand the basis for the recommendations presented in **Chapter 8.0**.

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<sup>2</sup> **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***

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## 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)*<sup>1</sup> 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.

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<sup>1</sup> 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.”<sup>2</sup>

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.”<sup>3</sup> 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.<sup>4</sup>

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.<sup>5</sup> 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

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<sup>2</sup> Id. at 479-80.

<sup>3</sup> Id. at 480.

<sup>4</sup> Id.

<sup>5</sup> 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.<sup>6</sup>

### **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.”<sup>7</sup> 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.’”<sup>8</sup>

Several federal courts have applied intermediate scrutiny to WBE programs and yet have found the programs to be unconstitutional.<sup>9</sup> Nevertheless, in *Coral Construction v. King County*, the Ninth Circuit upheld a WBE program under the intermediate scrutiny standard.<sup>10</sup> 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.”<sup>11</sup> 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.<sup>12</sup>

More recently, the Tenth Circuit, on the second appeal in *Concrete Works of Colorado v. City of Denver (Concrete Works IV)*,<sup>13</sup> 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.

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<sup>6</sup> Id. at 493.

<sup>7</sup> *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).

<sup>8</sup> *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.

<sup>9</sup> 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 (11<sup>th</sup> Cir. 1997); *Builders Ass’n of Greater Chicago v. County of Cook*, 256 F.3d 642 (7<sup>th</sup> 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 (8<sup>th</sup> Cir. 2003); cert. denied, 158 L.Ed. 2d 729 (2004) – 541 U.S. 1041 *Sherbrooke Turf, Inc. v.*

<sup>10</sup> *Coral Constr. Co. v. King County*, 941 F.2d 910 (9<sup>th</sup> Cir. 1991), cert. denied, 502 U.S. 1033 (1992).

<sup>11</sup> Id. at 932.

<sup>12</sup> *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 (9<sup>th</sup> Cir. 2005) (rejecting need for separate analysis of WBE program under intermediate scrutiny).

<sup>13</sup> 321 F.3d 950 (10<sup>th</sup> 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.*<sup>14</sup>

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*,<sup>15</sup> 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.<sup>16</sup> The national DBE cases have somewhat more application in determining whether a local program is narrowly tailored (to be discussed in Section 2.6).<sup>17</sup>

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<sup>14</sup> *Grutter v. Bollinger*, 539 U.S. 306, 327 (2003).

<sup>15</sup> *Adarand Constructors, Inc. v. Peña*, 515 U.S. 200-227 (1995).

<sup>16</sup> See *Adarand Constructors, Inc. v. Slater*, 228 F.3d 1147-1165 (10<sup>th</sup> 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.

<sup>17</sup> 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.<sup>18</sup>

Ultimately, only two circuit court decisions since *Croson* have passed definitively on thorough, strictly local disparity studies: *Engineering Contractors Association of South Florida, Inc.*,<sup>19</sup> and *Concrete Works IV*.<sup>20</sup> 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.<sup>21</sup> 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*,<sup>22</sup> 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.<sup>23</sup> 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."<sup>24</sup> The recent holding that other compelling interests may support affirmative action does not yet appear to have any application to public contracting.<sup>25</sup>

<sup>18</sup> *Contractors Ass'n of E. Penn. Inc. v. City of Philadelphia*, 91 F.3d 586, 605 (3<sup>rd</sup> Cir. 1996).

<sup>19</sup> 122 F.3d 895.

<sup>20</sup> 321 F.3d 950.

<sup>21</sup> Compare *Cone Corp. v. Hillsborough County*, 908 F.2d 908 (11<sup>th</sup> 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.

<sup>22</sup> *Concrete Works of Colo. v. City of Denver*, Scalia, J. dissenting, 540 U.S. 1027, 1027-35 (2003).

<sup>23</sup> *Hunter v. Regents of the Univ. of Cal.*, 190 F.3d 1061 (9<sup>th</sup> Cir. 1999).

<sup>24</sup> *Petit v. City of Chicago*, 352 F.3d 1111, 1114 (7<sup>th</sup> Cir. 2003).

<sup>25</sup> *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.<sup>26</sup> Second, “the governmental actor enacting the set-aside program must have somehow perpetuated the discrimination to be remedied by the program,”<sup>27</sup> either actively or at least passively with the “infusion of tax dollars into a discriminatory industry.”<sup>28</sup>

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.<sup>29</sup> Some cases required both pre-enactment and post-enactment evidence.<sup>30</sup>

The Supreme Court case in *Shaw v. Hunt*<sup>31</sup> 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.<sup>32</sup> 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.<sup>33</sup>

### **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.<sup>34</sup> A district court in New Jersey struck down a set-aside involving New Jersey casino licenses that was

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<sup>26</sup> *Croson*, 488 U.S. at 492.

<sup>27</sup> *Coral Construction*, 941 F.2d at 916.

<sup>28</sup> *Id.*

<sup>29</sup> See *Eng’g Contrs. Ass’n of S. Florida, Inc. v. Dade County*, 122 F.3d 895, 911 (11<sup>th</sup> Cir. 1997); *Contrs. Ass’n of E. Philadelphia v. Philadelphia*, 6 F.3d 990, 1009 n.18 (2<sup>nd</sup> Cir. 1993); *Concrete Works of Colorado, Inc. v. City and County of Denver*, 36 F.3d 1513, 1521 (10<sup>th</sup> Cir. 1994).

<sup>30</sup> See *Coral Construction Co. v. King County*, 941 F.2d 910-920 (9<sup>th</sup> Cir. 1991).

<sup>31</sup> *Shaw v. Hunt*, 517 U.S. 899 (1996).

<sup>32</sup> *Id.* at 910.

<sup>33</sup> *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).

<sup>34</sup> *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.<sup>35</sup>

### **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.<sup>36</sup> 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.<sup>37</sup> 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.*<sup>38</sup>

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.*<sup>39</sup>

### **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.<sup>40</sup> Section 36 of that Act grants the authority to set-aside for service-disabled veteran-owned businesses.<sup>41</sup> 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.<sup>42</sup>

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<sup>35</sup> *Ass’n. for Fairness in Business, Inc. v. New Jersey*, 82 F. Supp. 2d 353, 361 (D.N.J. 2000).

<sup>36</sup> 26 F.3d 154, 1557-58 (11th Cir. 1994).

<sup>37</sup> *Shuford v. Alabama State Bd. of Educ.*, 897 F. Supp. 1535, 1551-52 (M.D. Ala. 1995).

<sup>38</sup> . 164 F.3d 1347, 1352 (11th Cir.1999).

<sup>39</sup> 135 Fed. Appx. 262, 267, 2005 U.S. App. LEXIS 11203 (11<sup>th</sup> Cir. 2005).

<sup>40</sup> 15 U.S.C. 644(g).

<sup>41</sup> 15 U.S.C. 657f.

<sup>42</sup> U.S. Army Office of Small Business Programs, [www.vetbiz.gov/library/Army.pdf](http://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.<sup>43</sup> 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.<sup>44</sup> 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.<sup>45</sup> There are also state laws granting preferences of some sort to the disabled, and particularly the service disabled veterans.<sup>46</sup>

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.<sup>47</sup> 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."<sup>48</sup> 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.<sup>49</sup>

<sup>43</sup> 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.

<sup>44</sup> 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).

<sup>45</sup> Executive Order D-37-1

<sup>46</sup> 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).

<sup>47</sup> *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).

<sup>48</sup> *Croson*, 488 U.S. at 501, quoting *Hazelwood School Division v. United States*, 433 U.S. 299, 307-308 (1977).

<sup>49</sup> Id. at 502.

To meet this more precise requirement, courts have accepted the use of a disparity index.<sup>50</sup> 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.<sup>51</sup> 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.”<sup>52</sup>

#### **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.*<sup>53</sup>

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.<sup>54</sup> 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.<sup>55</sup> 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.<sup>56</sup> 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.

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<sup>50</sup> See *Engineering Contractors Ass’n of South Florida, Inc.*, 122 F.3d at 914; *Concrete Works IV*, 321 F.3d at 964-69.

<sup>51</sup> *Croson*, 488 U.S. at 503-504.

<sup>52</sup> *Ass’d. General Contrs. of California, Inc. v. Coalition for Economic Equity*, 950 F.2d 1401, 1414 (9<sup>th</sup> Cir. 1991) (*AGCC II*) citing *Coral Construction*, 941 F.2d at 918; see also *Croson*, 488 U.S. at 509.

<sup>53</sup> *Croson*, 488 U.S. at 509 (emphasis added).

<sup>54</sup> *Id.* at 498.

<sup>55</sup> *Contractors Assn v. Philadelphia*, 91 F.3d 586, 604 (3<sup>rd</sup> Cir 1996).

<sup>56</sup> *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,<sup>57</sup> 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.<sup>58</sup> 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.<sup>59</sup> 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.<sup>60</sup> 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."<sup>61</sup> 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.<sup>62</sup>

#### **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.<sup>63</sup> *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."<sup>64</sup> 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."<sup>65</sup>

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<sup>57</sup> 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).

<sup>58</sup> *Concrete Works IV*, 321 F.3d at 983-84.

<sup>59</sup> Racial groups, as the term is used herein, include both racial and ethnic categories.

<sup>60</sup> 488 U.S. at 506.

<sup>61</sup> *Id.*

<sup>62</sup> *Rothe Development Co. v. U.S. Dept. of Defense*, 262 F.3d 1306, 1323 (Fed. Cir. 2003).

<sup>63</sup> *Concrete Works II*, 36 F.3d at 1520.

<sup>64</sup> *Id.*

<sup>65</sup> *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.<sup>66</sup> Accordingly, data from the Denver MSA were “adequately particularized for strict scrutiny purposes.”<sup>67</sup>

#### **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.”<sup>68</sup> 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.<sup>69</sup> 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.<sup>70</sup>

#### **2.4.5 Willingness**

*Croson* requires that an “available” firm must be not only qualified but also willing to provide the required services.<sup>71</sup> 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].”<sup>72</sup> 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.”<sup>73</sup> 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*

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<sup>66</sup> Id.

<sup>67</sup> Id.

<sup>68</sup> *Croson*, 488 U.S. at 501 (quoting *Hazelwood School Dist. v. United States*, 433 U.S. 299, 308, n.13 (1977)).

<sup>69</sup> See *Hazelwood School Dist.*, 433 U.S. at 308; *Contractors Ass’n*, 91 F.3d at 603.

<sup>70</sup> *W. H. Scott Constr. Co. v. City of Jackson*, 199 F.3d 206, 218 (5<sup>th</sup> Cir.1999).

<sup>71</sup> *Croson*, 488 U.S. at 509.

<sup>72</sup> *Concrete Works II*, 36 F.3d at 1529, quoting, *Appellant’s Appendix*.

<sup>73</sup> *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.<sup>74</sup>*

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.<sup>75</sup> By contrast, the Tenth Circuit in *Concrete Works II* and *IV* recognized the shortcomings of this treatment of firm size.<sup>76</sup> *Concrete Works IV* noted that the small size of such firms can itself be a result of discrimination.<sup>77</sup> The Tenth Circuit acknowledged the city of Denver’s argument that a small construction firm’s precise capacity can be highly elastic.<sup>78</sup> 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.<sup>79</sup>

#### **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.<sup>80</sup>

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.<sup>81</sup> 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.<sup>82</sup> 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.”<sup>83</sup>

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<sup>74</sup> Id. at 603-04.

<sup>75</sup> *Eng’g. Contr. of S. Florida, Inc.* 122 F.3d at 917-18, 924.

<sup>76</sup> *Concrete Works II*, 36 F.3d at 1528-29; *Concrete Works IV*, 321 F.3d at 980-92.

<sup>77</sup> *Concrete Works IV*, 321 F.3d at 982.

<sup>78</sup> Id. at 981

<sup>79</sup> *Eng’g Contrs. Ass’n of S. Florida, Inc.*, 122 F.3d at 900.

<sup>80</sup> See *Contrs. Ass’n of E. Pennsylvania, Inc.*, 91 F.3d at 599-601.

<sup>81</sup> *Eng’g Contrs. Ass’n of S. Florida, Inc.*, 122 F.3d at 914.

<sup>82</sup> Id. at 914, citing 29 C.F.R. § 1607.4D (concerning the disparate impact guidelines and threshold used in employment cases).

<sup>83</sup> *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.”<sup>84</sup> 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.<sup>85</sup> 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.<sup>86</sup>

#### **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.”<sup>87</sup> 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*.”<sup>88</sup> The court concluded, by contrast, that “the combination of convincing anecdotal and statistical evidence is potent.”<sup>89</sup>

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*.”<sup>90</sup> 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.”<sup>91</sup> The *Coral Construction* court stated that the M/WBE affidavits “reflect[ed] a broad spectrum of the contracting community” and the affidavits “certainly

<sup>84</sup> *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 (11<sup>th</sup> Cir. 1994) (quoting *Waisome v. Port Authority*, 948 F.2d 1370, 1376 (2<sup>nd</sup> Cir. 1991)).

<sup>85</sup> *Eng’g Contrs. Ass’n of S. Florida, Inc.*, 122 F.3d at 922.

<sup>86</sup> *Contrs. Ass’n of E. Pennsylvania, Inc.*, 91 F.3d at 599 (3<sup>rd</sup> Cir.); *W.H. Schott Constr. Co.*, 199 F.3d at 218 (5<sup>th</sup> Cir.)

<sup>87</sup> *Croson*, 488 U.S. at 509.

<sup>88</sup> *Coral Construction*, 941 F.2d at 919 (emphasis added).

<sup>89</sup> *Id.* See also *AGCC II*, 950 F.2d at 1414-1415.

<sup>90</sup> *Coral Construction*, 941 F.2d at 917.

<sup>91</sup> *Id.* at 917-18.



suggest[ed] that ongoing discrimination may be occurring in much of the King County business community.”<sup>92</sup>

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*.<sup>93</sup> 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*.<sup>94</sup> 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.”<sup>95</sup>

The court also ruled that the City was under no burden to identify specific practices or policies that were discriminatory.<sup>96</sup> 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.”<sup>97</sup>

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.*<sup>98</sup>

## **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.”<sup>99</sup> *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

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<sup>92</sup> Id.

<sup>93</sup> AGCC II, 950 F.2d at 1414-1415.

<sup>94</sup> See AGCC II, 950 F.2d at 1403-1405.

<sup>95</sup> AGCC II, 950 F.2d. at 1416. This evidence came from 10 public hearings and “numerous written submissions from the public.” Id. at 1414.

<sup>96</sup> Id. at 1416, n.11.

<sup>97</sup> Id. at 1416.

<sup>98</sup> *Concrete Works IV*, 321 F.3d at 989.

<sup>99</sup> *Croson*, 488 U.S. at 492 (emphasis added).

Fourteenth Amendment.”<sup>100</sup> 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.*<sup>101</sup>

The Tenth Circuit decision in *Adarand* concluded that evidence of private sector discrimination provided a compelling interest for a DBE program.<sup>102</sup> Later cases have reaffirmed that the government has a compelling interest in avoiding the financing of private discrimination with public dollars.<sup>103</sup>

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.<sup>104</sup> Cook County lost the trial and the resulting appeal.<sup>105</sup> Similarly, evidence of private sector discrimination presented in litigation was found inadequate in the Philadelphia and Dade County cases.<sup>106</sup> 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.”<sup>107</sup> 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.<sup>108</sup> 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.<sup>109</sup> 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

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<sup>100</sup> *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).

<sup>101</sup> *Croson*, 488 U.S. at 492.

<sup>102</sup> *Adarand Contrs., Inc.*, 228 F.3d at 1155, 1164-65.

<sup>103</sup> *Associated Gen. Contrs. of Ohio, Inc. v. Drabik*, 214 F.3d 730, 734-35 (6<sup>th</sup> Cir. 2000). See also *Concrete Works II*, 36 F.3d at 1529; *Coral Constr. Co.*, 941 F.2d at 916.

<sup>104</sup> *Builders Ass’n of Greater Chicago v. County of Cook*, 123 F. Supp. 2d 1087, 1117 (N.D. I.L. 2000).

<sup>105</sup> *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 (7<sup>th</sup> Cir. 2001).

<sup>106</sup> *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.

<sup>107</sup> *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).

<sup>108</sup> *Concrete Works IV*, 321 F.3d at 976.

<sup>109</sup> *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.<sup>110</sup>

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.<sup>111</sup> The Seventh Circuit held that this evidence was largely irrelevant.<sup>112</sup> 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.<sup>113</sup> 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.<sup>114</sup>

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.<sup>115</sup> 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.”<sup>116</sup> Along related lines, the court also found a regression analysis of census data to be relevant evidence showing barriers to M/WBE formation.<sup>117</sup>

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.<sup>118</sup> *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.<sup>119</sup>

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

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<sup>110</sup> Id. at 922.

<sup>111</sup> *Builders Ass’n of Chicago*, 123 F.Supp. 2d at 1112-1116.

<sup>112</sup> *Builders Ass’n of Greater Chicago*, 256 F.3d at 645.

<sup>113</sup> Id.

<sup>114</sup> Id.

<sup>115</sup> *Adarand Contrs., Inc.*, 228 F.3d at 1169-70.

<sup>116</sup> *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*).

<sup>117</sup> Id. at 967.

<sup>118</sup> *Builders Ass’n of Greater Chicago*, 256 F.3d at 645.

<sup>119</sup> *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.<sup>120</sup> Other lower courts have arrived at similar conclusions.<sup>121</sup>

## **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.<sup>122</sup> Moreover, *Concrete Works IV*,<sup>123</sup> 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 court<sup>124</sup> 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.<sup>125</sup> 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.<sup>126</sup> 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.<sup>127</sup>

### **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’.”<sup>128</sup> 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

<sup>120</sup> *Concrete Works IV*, 321 F.3d at 985; *Sherbrooke Turf, Inc.*, 345 F.3d at 973.

<sup>121</sup> See *Northern Contracting, Inc. v. Illinois*, No. 00 4515 (ND IL 2004) – 2004 U.S. Dist. LEXIS 3226 150-1.

<sup>122</sup> *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 (11<sup>th</sup> Cir. 2005).

<sup>123</sup> *Concrete Works IV*, 321 F.3d at 992-93.

<sup>124</sup> *Concrete Works of Colo., Inc. v. City of Denver*, 823 F.Supp. 821, 844-845 (D.Co. 1993)(*Concrete Works I*).

<sup>125</sup> *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 (9<sup>th</sup> Cir. 2005).

<sup>126</sup> *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).

<sup>127</sup> *Engineering Contractors*, 122 F.3d at 973 (citing *Ensley Branch*, 31 F.3d at 1569).

<sup>128</sup> *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.”<sup>129</sup> Those measures included “helping overcome bonding and financing obstacles, providing technical assistance, [and] establishing programs to assist start-up firms.”<sup>130</sup>

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.”<sup>131</sup>

## **2.6.2 Flexibility and Duration of the Remedy**

The Eighth Circuit also found that “the revised DBE program has substantial flexibility.”<sup>132</sup>

*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.*<sup>133</sup>

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.<sup>134</sup> 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.<sup>135</sup>

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.”<sup>136</sup> 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.”<sup>137</sup> 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.”<sup>138</sup>

<sup>129</sup> *Adarand Constrs., Inc.*, 228 F.3d. at 1179 (parentheses removed).

<sup>130</sup> *Id.*

<sup>131</sup> *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.

<sup>132</sup> *Sherbrooke Turf, Inc.*, 345 F. 3d at 972.

<sup>133</sup> *Id.* at 972, citing, 49 C.F.R. § 26.67(b).

<sup>134</sup> *Croson*, 488 U.S. at 488-489. *Coral Constr. Co.*, 941 F.2d at 924-925.

<sup>135</sup> See *Coral Constr. Co.*, 941 F. 2d at 924-925.

<sup>136</sup> 515 U.S. at 238 (internal quotations and citations omitted).

<sup>137</sup> *Sherbrooke Turf, Inc.*, 345 F. 3d at 972, citing 49 C.F.R. § 26.51(f)(3).

<sup>138</sup> *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,<sup>139</sup> decertification of MBEs who achieve certain levels of success, or mandatory review of MBE certification at regular, relatively brief periods.<sup>140</sup> 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.<sup>141</sup> 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.<sup>142</sup>

By contrast, the Eighth, Ninth, and Tenth Circuits have approved the goal-setting process for the DOT DBE program, as revised in 1999.<sup>143</sup> The approved DOT DBE regulations require that goals be based on one of several methods for measuring DBE availability.<sup>144</sup> 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.”<sup>145</sup> 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.*<sup>146</sup>

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.<sup>147</sup>

### **2.6.4 Burden on Third Parties**

<sup>139</sup> *Sherbrooke Turf, Inc.*, 345 F.3d at 972.

<sup>140</sup> *Adarand Constrs. Inc.*, 228 F.3d at 1179-1180.

<sup>141</sup> *Rothe Dev. Co.*, 262 F.3d at 1323-1324 (commenting on the possible staleness of information after seven, 12, and 17 years).

<sup>142</sup> See *Builders Ass'n of Greater Chicago*, 256 F.3d at 647; *Kohlbeck*, 447 F.3d at 556-557.

<sup>143</sup> *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.

<sup>144</sup> 49 C.F.R., § 26.45 (2006).

<sup>145</sup> *Sherbrooke Turf, Inc.*, at 972, 345 F. 3d citing, 49 C.F.R. § 26.45(c)-(d) (Steps 1 and 2).

<sup>146</sup> *Id.* at 972, quoting, *Croson*, 488 U.S. at 507.

<sup>147</sup> *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.*<sup>148</sup>

Waivers and good faith compliance are also tools that serve this purpose of reducing the burden on third parties.<sup>149</sup> The DOT DBE regulations have also sought to reduce the program burden on non-DBEs by avoiding DBE concentration in certain specialty areas.<sup>150</sup> 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.<sup>151</sup>

## **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.<sup>152</sup> Federal DBE programs have succeeded in part because regulations covering DBE certification do not provide blanket protection to minorities.<sup>153</sup>

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.<sup>154</sup>

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."<sup>155</sup> 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

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<sup>148</sup> *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)

<sup>149</sup> See 49 CFR, § 26.53 (2006).

<sup>150</sup> See 49 CFR, § 26.33 (2006).

<sup>151</sup> *Adarand Constrs. Inc.*, 228 F.3d at 1183.

<sup>152</sup> See *Builders Ass'n of Greater Chicago*, 256 F.3d at 647-648.

<sup>153</sup> *Sherbrooke Turf, Inc.*, 345 F.3d 972-73.

<sup>154</sup> *Croson*, 488 U.S. at 508.

<sup>155</sup> *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.”<sup>156</sup>

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.<sup>157</sup> As a threshold matter, before a business can claim to have suffered discrimination, it must have attempted to do business with the governmental entity.<sup>158</sup> 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.”<sup>159</sup>

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.<sup>160</sup> 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.<sup>161</sup>

## **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*,<sup>162</sup> 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.”<sup>163</sup> 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**

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<sup>156</sup> Id. (emphasis omitted).

<sup>157</sup> Id.

<sup>158</sup> Id.

<sup>159</sup> Id.

<sup>160</sup> Id.

<sup>161</sup> *Concrete Works II*, 36 F.3d at 1520.

<sup>162</sup> 2004 WL 1924812 (S.D.Fla. 2004).

<sup>163</sup> *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.”<sup>164</sup> 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.”<sup>165</sup> 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.”<sup>166</sup>

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.<sup>167</sup> 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.”<sup>168</sup>

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.”<sup>169</sup> 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*

<sup>164</sup> 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.

<sup>165</sup> *Western States Paving*, 407 F. 3d at 998.

<sup>166</sup> *Western States Paving*, 407 F. 3d at 1000.

<sup>167</sup> *Sherbrooke Turf*, 345 F.3d at 973.

<sup>168</sup> *Adarand v. Slater*, 228 F.3d at 1174; see also *Concrete Works IV*, 321 F.3d at 985.

<sup>169</sup> *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.*<sup>170</sup>

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.”<sup>171</sup>

## **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.<sup>172</sup> 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.”<sup>173</sup> Continuing this policy, the 1958 Small Business Act requires that government agencies award a “fair proportion” of procurement contracts to small business concerns.<sup>174</sup>

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.*<sup>175</sup>

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.<sup>176</sup>

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*

<sup>170</sup> Id. (quoting *O'Donnell Constr. Co.*, 963 F.2d at 426).

<sup>171</sup> *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).

<sup>172</sup> 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. I.

<sup>173</sup> 10 U.S.C. § 2301 (1976) quoting, *J.H. Rutter Rex Mfg. Co. v. United States*, 706 F. 2d 702, 704 (5<sup>th</sup> Cir. 1983).

<sup>174</sup> 15 USC 631(a).

<sup>175</sup> 15 U.S.C. § 637(b)(11).

<sup>176</sup> 18 C.F.R. § 19.502-2 (2006).

*States*,<sup>177</sup> 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.<sup>178</sup> 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.*<sup>179</sup>

A large number of state and local governments have maintained small business preference programs for many years.<sup>180</sup> 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*,<sup>181</sup> 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).<sup>182</sup> More common is the preference for small local businesses,

<sup>177</sup> 706 F.2d 702 (5<sup>th</sup> Cir. 1983), cert. denied, 464 U.S. 1008 (1983).

<sup>178</sup> *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)").

<sup>179</sup> *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).

<sup>180</sup> 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).

<sup>181</sup> See instead *Cleveland Constr. Inc. v. Cincinnati*, 2006 Ohio App. LEXIS 6410, \*P1-\*P19 (Ohio Ct. App. Dec. 8, 2006).

<sup>182</sup> 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.<sup>183</sup> 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.<sup>184</sup> 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."<sup>185</sup> Consequently a state statute is unconstitutional under what has become known as the Dormant Commerce Clause if it poses undue burdens on interstate commerce.<sup>186</sup> 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."<sup>187</sup>

The Dormant Commerce Clause has been justified on both economic and political grounds. On economic grounds the Dormant Commerce Clause "prohibits economic

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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).

<sup>183</sup> *Trojan Technologies v. Pennsylvania*, 916 F.2d 903 (3d Cir 1990).

<sup>184</sup> 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 ...").

<sup>185</sup> *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).

<sup>186</sup> See *Big Country Foods, Inc. v. Bd. of Educ. Anchorage Sch. Dist.*, 952 F.2d 1173, 1177 (9th Cir. 1992).

<sup>187</sup> *C & A Carbone v. Town of Clarkstown*, 511 U.S. 383, 392 (1994).



protectionism."<sup>188</sup> 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."<sup>189</sup>

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.<sup>190</sup> 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.<sup>191</sup> 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.<sup>192</sup> 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."<sup>193</sup>

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."<sup>194</sup> 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."<sup>195</sup>

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.

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<sup>188</sup> *New Energy Co. of Ind. v. Limbach*, 486 U.S. 269, 274 (1988).

<sup>189</sup> *S.C. St. Hwy. Dept. v. Barnwell Bros., Inc.*, 303 U.S. 177, 185, n. 2 (1938).

<sup>190</sup> *Pike v. Bruce Church, Inc.*, 397 U.S. 137 (1970).

<sup>191</sup> *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").

<sup>192</sup> *Perkins v. Lukens Steel*, 310 U.S. 113, 127 (1940).

<sup>193</sup> *Reeves, Inc. v. Stake*, 447 U.S. 429, 439 (1980).

<sup>194</sup> *S.-C. Timber Dev., Inc. v. Wunnicke*, 467 U.S. 82, 97 (1984).

<sup>195</sup> *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.<sup>196</sup>

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*.<sup>197</sup> 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.<sup>198</sup> 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*,<sup>199</sup> 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.

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<sup>196</sup> *Toomer v. Witsell*, 334 U.S. 385, 395-96 (1948).

<sup>197</sup> *United Building & Constr. Trades v. Camden*, 465 U.S. 208 (1984).

<sup>198</sup> *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).

<sup>199</sup> 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.<sup>200</sup> 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.<sup>201</sup> 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

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<sup>200</sup> *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).

<sup>201</sup> 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**

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### **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 update<sup>1</sup> which included an assessment of the County's purchasing policies, procedures, and practices since the previously presented report in December 2000.<sup>2</sup> 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**.

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<sup>1</sup> MGT of America, Inc., *Leon County Board of County Commissioners Disparity Study*, July 21, 2004.

<sup>2</sup> 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**

| <b>Index</b> | <b>Description</b>                                                                                                                                                                                                                                          |
|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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           | <a href="http://www.leoncountyfl.gov">www.leoncountyfl.gov</a>                                                                                                                                                                                              |
| 17           | <a href="http://www.sbdcatfamou.org">www.sbdcatfamou.org</a>                                                                                                                                                                                                |
| 18           | <a href="http://www.fbbib.com">www.fbbib.com</a>                                                                                                                                                                                                            |
| 19           | <a href="http://www.fshcc.com">www.fshcc.com</a>                                                                                                                                                                                                            |
| 20           | <a href="http://www.accessfloridafinance.com">www.accessfloridafinance.com</a>                                                                                                                                                                              |

### **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.<sup>3</sup> 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.

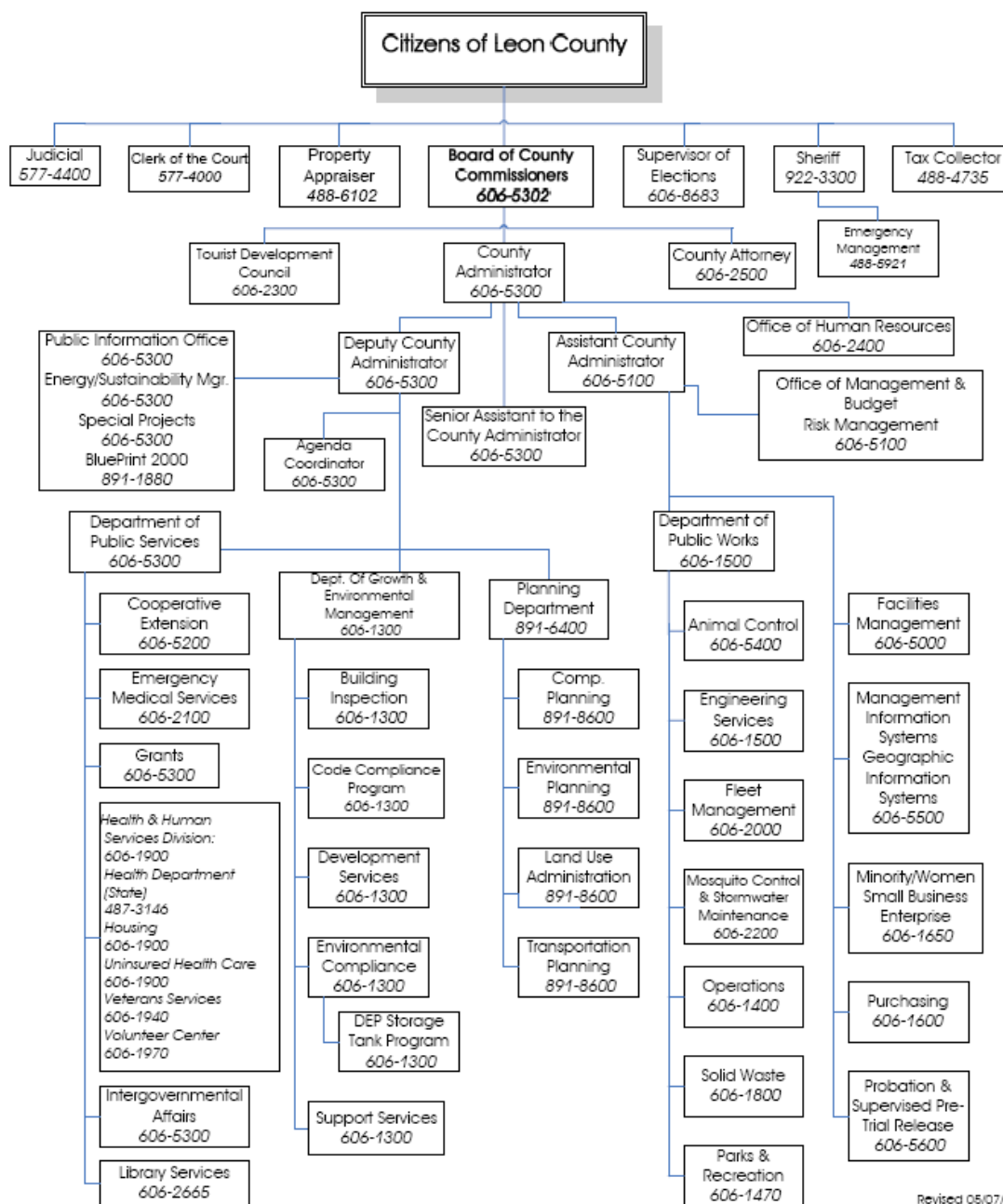
The procurement function in Leon County is governed by applicable federal and state regulations, such as Chapter 287, Florida Statutes as well as Federal Acquisition Regulation, Part 45 and others. In addition to federal and state guidelines, the Board of County Commissioners approved the revised "Purchasing 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.

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<sup>3</sup> 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”<sup>4</sup> 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**.

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<sup>4</sup> Board of County Commissioners Agenda Request 12, submitted June 7, 2006.

**EXHIBIT 3-3**  
**LEON COUNTY BOARD OF COUNTY COMMISSIONERS**  
**PURCHASING CATEGORIES**

| <b>Purchasing Categories</b>                  | <b>Dollar Limits</b>    |
|-----------------------------------------------|-------------------------|
| 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          |
| <b>Blanket Purchase Orders:</b>               |                         |
| 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      |
| <b>Competitive Sealed Proposals:</b>          |                         |
| 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."<sup>5</sup> 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

<sup>5</sup> 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**

| <b>Table 1 - Purchasing Process Thresholds</b>                                                |                                                                                                  |                                                                                                                                                    |
|-----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Procurement Method</b>                                                                     | <b>Current Threshold</b>                                                                         | <b>Proposed Threshold</b>                                                                                                                          |
| 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                                                                        |                                                                                                  |                                                                                                                                                    |
| <b>Table 2 - Contract Award and Signature Authority Thresholds</b>                            |                                                                                                  |                                                                                                                                                    |
| <b>Entity</b>                                                                                 | <b>Current</b>                                                                                   | <b>Recommend</b>                                                                                                                                   |
| 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.*<sup>6</sup>

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.

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<sup>6</sup> 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 committee<sup>7</sup> 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.

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<sup>7</sup> 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 firms<sup>8</sup>. 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)

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<sup>8</sup> 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.<sup>9</sup> 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."<sup>10</sup> 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.

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<sup>9</sup> Section 12, "Insurance Requirements", Board of County Commissioners – Leon County, *Purchasing and Minority/Women Business Enterprise Policy*, Revised June 13, 2006.

<sup>10</sup> 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."<sup>11</sup>

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

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<sup>11</sup> 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 B<sub>2</sub>G 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<br>(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<br>(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:<br>- For business performing construction - \$2,000,000/year.<br>- For businesses providing Other Services or Materials & Supplies - \$2,000,000/year<br>- 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 YEAR 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.<sup>12</sup>

**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.

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<sup>12</sup> 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) |
| <sup>1</sup> Total All Categories                                              | \$ 21,537,236.00                                                       | \$ 46,672,123.00 | \$ 68,209,359.00 | \$ (1.00)                           | \$ -              | \$ (1.00)         |
| <sup>1</sup> 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***

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## **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 Services<sup>1</sup>
- 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:

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<sup>1</sup> 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.<sup>2</sup>
- 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

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<sup>2</sup> 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 awarded<sup>3</sup> 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.

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<sup>3</sup> 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**

| <b>Business Category</b>   | <b># of<br/>Records</b> |
|----------------------------|-------------------------|
| 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 654<sup>4</sup> 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.

<sup>4</sup> 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 contractor 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     |
|---------------|-----------------------|----------------|--------------------|----------------|-----------------|----------------|------------------|----------------|-----------------------|----------------|------------------------|----------------|------------------------|----------------|---------------|----------------|------------------------|
|               | \$                    | % <sup>1</sup> | \$                 | % <sup>1</sup> | \$              | % <sup>1</sup> | \$               | % <sup>1</sup> | \$                    | % <sup>1</sup> | \$                     | % <sup>1</sup> | \$                     | % <sup>1</sup> | \$            | % <sup>1</sup> | \$                     |
| 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        |
| <b>Total</b>  | <b>\$2,553,207.07</b> | <b>3.46%</b>   | <b>\$0.00</b>      | <b>0.00%</b>   | <b>\$0.00</b>   | <b>0.00%</b>   | <b>\$0.00</b>    | <b>0.00%</b>   | <b>\$9,499,249.64</b> | <b>12.86%</b>  | <b>\$12,052,456.71</b> | <b>16.32%</b>  | <b>\$61,811,708.34</b> | <b>83.68%</b>  | <b>\$0.00</b> | <b>0.00%</b>   | <b>\$73,864,165.05</b> |

Source: MGT developed a vendor and expenditure database for the County covering the period from October 1, 2004 through September 30, 2008.

<sup>1</sup> 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 <sup>1</sup> |
|-----------------------------------------------|-------------------|--------|--------------------|-------|-----------------|-------|------------------|-------|-------------------|--------|----------------|--------|-----------------|--------|---------|-------|--------------------------|
|                                               | #                 | %      | #                  | %     | #               | %     | #                | %     | #                 | %      | #              | %      | #               | %      | #       | %     | #                        |
| 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 <sup>2</sup> | 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.

<sup>1</sup> Percentage of Total Firms.

<sup>2</sup> "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 \$ <sup>1</sup> | Subcontract Dollars <sup>2</sup> | African American |                        | Hispanic American |                     | Asian American |               | Native American |                   | Nonminority Women |                     | Total M/WBE   |                       | Total Non-M/WBEs <sup>3</sup> |                        | 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          |
| <b>Total</b> | <b>\$ 73,864,165.05</b>            | <b>\$ 18,466,041.26</b>          | <b>10.12%</b>    | <b>\$ 1,868,840.08</b> | <b>1.64%</b>      | <b>\$302,579.70</b> | <b>0.00%</b>   | <b>\$0.00</b> | <b>0.05%</b>    | <b>\$9,792.00</b> | <b>1.16%</b>      | <b>\$213,761.24</b> | <b>12.97%</b> | <b>\$2,394,973.02</b> | <b>87.03%</b>                 | <b>\$16,071,068.24</b> | <b>12.97%</b> | <b>\$ 2,394,973.02</b> |

Source: MGT developed a vendor and expenditure database for the County covering the period from October 1, 2004 through September 30, 2008.

<sup>1</sup> Actual dollar amounts based on expenditure amounts to prime contractors.

<sup>2</sup> Percentage of the total estimated subcontractor dollars awarded.

<sup>3</sup> 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 <sup>1</sup> |       | Hispanic Americans <sup>1</sup> |       | Asian Americans <sup>1</sup> |       | Native Americans <sup>1</sup> |       | 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.

<sup>1</sup> 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 <sup>1</sup> |        | Hispanic Americans <sup>1</sup> |       | Asian Americans <sup>1</sup> |       | Native Americans <sup>1</sup> |       | 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.

<sup>1</sup> 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    |
|---------------|---------------------|----------------|--------------------|----------------|---------------------|----------------|------------------|----------------|---------------------|----------------|-----------------------|----------------|-----------------------|----------------|---------------|----------------|-----------------------|
|               | \$                  | % <sup>1</sup> | \$                 | % <sup>1</sup> | \$                  | % <sup>1</sup> | \$               | % <sup>1</sup> | \$                  | % <sup>1</sup> | \$                    | % <sup>1</sup> | \$                    | % <sup>1</sup> | \$            | % <sup>1</sup> | \$                    |
| 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        |
| <b>Total</b>  | <b>\$537,263.73</b> | <b>7.46%</b>   | <b>\$0.00</b>      | <b>0.00%</b>   | <b>\$196,309.00</b> | <b>2.73%</b>   | <b>\$0.00</b>    | <b>0.00%</b>   | <b>\$320,112.98</b> | <b>4.45%</b>   | <b>\$1,053,685.71</b> | <b>14.64%</b>  | <b>\$6,144,516.33</b> | <b>85.36%</b>  | <b>\$0.00</b> | <b>0.00%</b>   | <b>\$7,198,202.04</b> |

Source: MGT developed a vendor and expenditure database for the County covering the period from October 1, 2004 through September 30, 2008.

<sup>1</sup> 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 <sup>1</sup> |
|-----------------------------------------------|-------------------|--------|--------------------|-------|-----------------|-------|------------------|-------|-------------------|--------|----------------|--------|-----------------|--------|---------|-------|--------------------------|
|                                               | #                 | %      | #                  | %     | #               | %     | #                | %     | #                 | %      | #              | %      | #               | %      | #       | %     | #                        |
| 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 <sup>2</sup> | 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.

<sup>1</sup> Percentage of Total Firms.

<sup>2</sup> "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 <sup>1</sup> |       | Hispanic Americans <sup>1</sup> |       | Asian Americans <sup>1</sup> |       | Native Americans <sup>1</sup> |       | 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.

<sup>1</sup> 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  |
|---------------|-------------------|----------------|--------------------|----------------|-----------------|----------------|------------------|----------------|-------------------|----------------|----------------|----------------|-----------------|----------------|---------|----------------|----------------|
|               | \$                | % <sup>1</sup> | \$                 | % <sup>1</sup> | \$              | % <sup>1</sup> | \$               | % <sup>1</sup> | \$                | % <sup>1</sup> | \$             | % <sup>1</sup> | \$              | % <sup>1</sup> | \$      | % <sup>1</sup> | \$             |
| 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.

<sup>1</sup> 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 <sup>1</sup> |
|-----------------------------------------------|-------------------|-------|--------------------|-------|-----------------|-------|------------------|-------|-------------------|--------|----------------|--------|-----------------|--------|---------|-------|--------------------------|
|                                               | #                 | %     | #                  | %     | #               | %     | #                | %     | #                 | %      | #              | %      | #               | %      | #       | %     | #                        |
| 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 <sup>2</sup> | 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.

<sup>1</sup> Percentage of Total Firms.

<sup>2</sup> "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 <sup>1</sup> |       | Hispanic Americans <sup>1</sup> |       | Asian Americans <sup>1</sup> |       | Native Americans <sup>1</sup> |       | 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.

<sup>1</sup> 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    |
|---------------|---------------------|----------------|---------------------|----------------|-------------------|----------------|-------------------|----------------|-----------------------|----------------|-----------------------|----------------|-----------------------|----------------|---------------|----------------|-----------------------|
|               | \$                  | % <sup>1</sup> | \$                  | % <sup>1</sup> | \$                | % <sup>1</sup> | \$                | % <sup>1</sup> | \$                    | % <sup>1</sup> | \$                    | % <sup>1</sup> | \$                    | % <sup>1</sup> | \$            | % <sup>1</sup> | \$                    |
| 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        |
| <b>Total</b>  | <b>\$817,616.01</b> | <b>12.85%</b>  | <b>\$319,088.32</b> | <b>5.02%</b>   | <b>\$3,671.80</b> | <b>0.06%</b>   | <b>\$3,696.37</b> | <b>0.06%</b>   | <b>\$2,263,881.83</b> | <b>35.59%</b>  | <b>\$3,407,954.33</b> | <b>53.57%</b>  | <b>\$2,953,821.58</b> | <b>46.43%</b>  | <b>\$0.00</b> | <b>0.00%</b>   | <b>\$6,361,775.91</b> |

Source: MGT developed a vendor and expenditure database for the County covering the period from October 1, 2004 through September 30, 2008.

<sup>1</sup> 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 <sup>1</sup> |
|-----------------------------------------------|-------------------|--------|--------------------|-------|-----------------|-------|------------------|-------|-------------------|--------|----------------|--------|-----------------|--------|---------|-------|--------------------------|
|                                               | #                 | %      | #                  | %     | #               | %     | #                | %     | #                 | %      | #              | %      | #               | %      | #       | %     | #                        |
| 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 <sup>2</sup> | 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.

<sup>1</sup> Percentage of Total Firms.

<sup>2</sup> "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 <sup>1</sup> |        | Hispanic Americans <sup>1</sup> |       | Asian Americans <sup>1</sup> |       | Native Americans <sup>1</sup> |       | 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.

<sup>1</sup> 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     |
|---------------|--------------------|----------------|--------------------|----------------|-----------------|----------------|------------------|----------------|-----------------------|----------------|-----------------------|----------------|------------------------|----------------|---------------|----------------|------------------------|
|               | \$                 | % <sup>1</sup> | \$                 | % <sup>1</sup> | \$              | % <sup>1</sup> | \$               | % <sup>1</sup> | \$                    | % <sup>1</sup> | \$                    | % <sup>1</sup> | \$                     | % <sup>1</sup> | \$            | % <sup>1</sup> | \$                     |
| 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         |
| <b>Total</b>  | <b>\$95,675.75</b> | <b>0.82%</b>   | <b>\$0.00</b>      | <b>0.00%</b>   | <b>\$0.00</b>   | <b>0.00%</b>   | <b>\$0.00</b>    | <b>0.00%</b>   | <b>\$1,509,432.28</b> | <b>12.98%</b>  | <b>\$1,605,108.03</b> | <b>13.81%</b>  | <b>\$10,019,709.07</b> | <b>86.19%</b>  | <b>\$0.00</b> | <b>0.00%</b>   | <b>\$11,624,817.10</b> |

Source: MGT developed a vendor and expenditure database for the County covering the period from October 1, 2004 through September 30, 2008.

<sup>1</sup> 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 <sup>1</sup> |
|-----------------------------------------------|-------------------|-------|--------------------|-------|-----------------|-------|------------------|-------|-------------------|--------|----------------|--------|-----------------|--------|---------|-------|--------------------------|
|                                               | #                 | %     | #                  | %     | #               | %     | #                | %     | #                 | %      | #              | %      | #               | %      | #       | %     |                          |
| 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 <sup>2</sup> | 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.

<sup>1</sup> Percentage of Total Firms.

<sup>2</sup> "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 <sup>1</sup> |       | Hispanic Americans <sup>1</sup> |       | Asian Americans <sup>1</sup> |       | Native Americans <sup>1</sup> |       | 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.

<sup>1</sup> 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  |
|------------------------------------------------------------------|------------------|-------------------|----------------|-----------------|-------------------|--------------|
| <b>Construction Prime Contractors</b>                            |                  |                   |                |                 |                   |              |
| 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%       |
| <b>Construction Subcontractors (Overall Subcontractor Level)</b> |                  |                   |                |                 |                   |              |
| 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%       |
| <b>Architecture and Engineering Prime Consultants</b>            |                  |                   |                |                 |                   |              |
| 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%       |
| <b>Professional Services Prime Consultants</b>                   |                  |                   |                |                 |                   |              |
| 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%       |
| <b>Other Services Firms</b>                                      |                  |                   |                |                 |                   |              |
| 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%       |
| <b>Materials and Supplies Vendors</b>                            |                  |                   |                |                 |                   |              |
| 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**

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## 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*.<sup>1</sup> 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.

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<sup>1</sup> *Contractors Association of Eastern Pennsylvania, Inc. v. City of Philadelphia*, 91 F 3d at 603.



For this study, the ratio of the percentage of utilization<sup>2</sup> 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/WBE<sub>1</sub> for procurement<sub>1</sub>  
 $Am_1p_1$  = availability of M/S/WBE<sub>1</sub> for procurement<sub>1</sub>

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 area<sup>3</sup> 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,

<sup>2</sup> Percentage of utilization is based on expenditure dollars and the percentage of availability is based on the number of firms.

<sup>3</sup> 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**

| <b>Business Owner Classification</b> | <b>% of Dollars<sup>1</sup></b> | <b>% of Available Firms<sup>2</sup></b> | <b>Disparity Index<sup>3</sup></b> | <b>Disparate Impact of Utilization</b> |
|--------------------------------------|---------------------------------|-----------------------------------------|------------------------------------|----------------------------------------|
| <b>2005</b>                          |                                 |                                         |                                    |                                        |
| 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                        |
| <b>2006</b>                          |                                 |                                         |                                    |                                        |
| 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                        |
| <b>2007</b>                          |                                 |                                         |                                    |                                        |
| 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                        |
| <b>2008</b>                          |                                 |                                         |                                    |                                        |
| 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                     |
| <b>All Years</b>                     |                                 |                                         |                                    |                                        |
| 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.

<sup>1</sup> The percentage of dollars is taken from the prime utilization exhibit previously shown in **Chapter 4.0**.

<sup>2</sup> The percentage of available firms is taken from the availability exhibit previously shown in **Chapter 4.0**.

<sup>3</sup> 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 <sup>1</sup> |            | % of Available Firms <sup>2</sup> |            | Disparity Index <sup>3</sup> |            | Disparate Impact of Utilization |                    |
|---------------------------|---------------------------------------|------------|-----------------------------------|------------|------------------------------|------------|---------------------------------|--------------------|
|                           | 2004 Study                            | 2009 Study | 2004 Study                        | 2009 Study | 2004 Study                   | 2009 Study | 2004 STUDY                      | 2009 Study         |
| <b>African Americans</b>  | 0.37%                                 | 3.46%      | 6.03%                             | 9.73%      | 6.12                         | 35.53      | * Underutilization              | * Underutilization |
| <b>Hispanic Americans</b> | 0.08%                                 | 0.00%      | 1.51%                             | 0.00%      | 5.60                         | N/A        | * Underutilization              | N/A                |
| <b>Asian Americans</b>    | 0.00%                                 | 0.00%      | 0.00%                             | 0.54%      | 0.00                         | 0.00       | N/A                             | * Underutilization |
| <b>Native Americans</b>   | 0.00%                                 | 0.00%      | 0.50%                             | 0.00%      | 0.00                         | N/A        | * Underutilization              | N/A                |
| <b>Nonminority Women</b>  | 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**.

<sup>1</sup> The percentage of dollars is taken from the prime utilization exhibit previously shown in **Chapter 4.0**.

<sup>2</sup> The percentage of available contractors is taken from the availability exhibit previously shown in **Chapter 4.0**.

<sup>3</sup> 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**

| <b>Business Owner Classification</b> | <b>% of Dollars<sup>1</sup></b> | <b>% of Available Firms<sup>2</sup></b> | <b>Disparity Index<sup>3</sup></b> | <b>Disparate Impact of Utilization</b> |
|--------------------------------------|---------------------------------|-----------------------------------------|------------------------------------|----------------------------------------|
| <b>2005</b>                          |                                 |                                         |                                    |                                        |
| 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                       |
| <b>2006</b>                          |                                 |                                         |                                    |                                        |
| 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                        |
| <b>2007</b>                          |                                 |                                         |                                    |                                        |
| 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                        |
| <b>2008</b>                          |                                 |                                         |                                    |                                        |
| 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                        |
| <b>All Years</b>                     |                                 |                                         |                                    |                                        |
| 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.

<sup>1</sup> 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.

<sup>2</sup> The percentage of available subcontractors is taken from the availability exhibit previously shown in **Chapter 4.0**. These percentages were calculated using vendor data.

<sup>3</sup> 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 <sup>1</sup> |            | % of Available Firms <sup>2</sup> |            | Disparity Index <sup>3</sup> |            | Disparate Impact of Utilization |                    |
|---------------------------|---------------------------------|------------|-----------------------------------|------------|------------------------------|------------|---------------------------------|--------------------|
|                           | 2004 Study                      | 2009 Study | 2004 Study                        | 2009 Study | 2004 Study                   | 2009 Study | 2004 STUDY                      | 2009 Study         |
| <b>African Americans</b>  | 14.37%                          | 10.12%     | 22.09%                            | 18.75%     | 65.09                        | 53.98      | * Underutilization              | * Underutilization |
| <b>Hispanic Americans</b> | 0.00%                           | 1.64%      | 1.20%                             | 1.56%      | 0.00                         | 104.87     | * Underutilization              | Overutilization    |
| <b>Asian Americans</b>    | 0.00%                           | 0.00%      | 0.40%                             | 0.52%      | 0.00                         | 0.00       | * Underutilization              | * Underutilization |
| <b>Native Americans</b>   | 0.35%                           | 0.05%      | 0.40%                             | 0.69%      | 87.17                        | 7.64       | Underutilization                | * Underutilization |
| <b>Nonminority Women</b>  | 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**.

<sup>1</sup> The percentage of dollars is taken from the prime utilization exhibit previously shown in **Chapter 4.0**.

<sup>2</sup> The percentage of available contractors is taken from the availability exhibit previously shown in **Chapter 4.0**.

<sup>3</sup> 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 Americans<sup>4</sup> were not utilized in each year of the study period, resulting in substantial underutilization with a disparity index of 0 .

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<sup>4</sup> 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**

| <b>Business Owner Classification</b> | <b>% of Dollars<sup>1</sup></b> | <b>% of Available Firms<sup>2</sup></b> | <b>Disparity Index<sup>3</sup></b> | <b>Disparate Impact of Utilization</b> |
|--------------------------------------|---------------------------------|-----------------------------------------|------------------------------------|----------------------------------------|
| <b>2005</b>                          |                                 |                                         |                                    |                                        |
| 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                        |
| <b>2006</b>                          |                                 |                                         |                                    |                                        |
| 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                        |
| <b>2007</b>                          |                                 |                                         |                                    |                                        |
| 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                        |
| <b>2008</b>                          |                                 |                                         |                                    |                                        |
| 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                        |
| <b>All Years</b>                     |                                 |                                         |                                    |                                        |
| 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.

<sup>1</sup> The percentage of dollars is taken from the prime utilization exhibit previously shown in **Chapter 4.0**.

<sup>2</sup> The percentage of available firms is taken from the availability exhibit previously shown in **Chapter 4.0**.

<sup>3</sup> 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**

| <b>Business Owner Classification</b> | <b>% of Dollars<sup>1</sup></b> | <b>% of Available Firms<sup>2</sup></b> | <b>Disparity Index<sup>3</sup></b> | <b>Disparate Impact of Utilization</b> |
|--------------------------------------|---------------------------------|-----------------------------------------|------------------------------------|----------------------------------------|
| <b>2005</b>                          |                                 |                                         |                                    |                                        |
| 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                        |
| <b>2006</b>                          |                                 |                                         |                                    |                                        |
| 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                        |
| <b>2007</b>                          |                                 |                                         |                                    |                                        |
| 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                        |
| <b>2008</b>                          |                                 |                                         |                                    |                                        |
| 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                        |
| <b>All Years</b>                     |                                 |                                         |                                    |                                        |
| 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.

<sup>1</sup> The percentage of dollars is taken from the prime utilization exhibit previously shown in **Chapter 4.0**.

<sup>2</sup> The percentage of available firms is taken from the availability exhibit previously shown in **Chapter 4.0**.

<sup>3</sup> 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 <sup>1</sup> |            | % of Available Firms <sup>2</sup> |            | Disparity Index <sup>3</sup> |            | Disparate Impact of Utilization |                   |
|---------------------------|---------------------------------------|------------|-----------------------------------|------------|------------------------------|------------|---------------------------------|-------------------|
|                           | 2004 Study                            | 2009 Study | 2004 Study                        | 2009 Study | 2004 Study                   | 2009 Study | 2004 STUDY                      | 2009 Study        |
| <b>African Americans</b>  | 4.69%                                 | 4.05%      | 5.63%                             | 8.08%      | 83.30                        | 50.09      | Underutilization                | *Underutilization |
| <b>Hispanic Americans</b> | 0.00%                                 | 0.00%      | 0.00%                             | 1.01%      | 0.00                         | 0.00       | N/A                             | *Underutilization |
| <b>Asian Americans</b>    | 1.30%                                 | 0.00%      | 0.63%                             | 0.00%      | 207.72                       | N/A        | Overutilization                 | N/A               |
| <b>Native Americans</b>   | 0.00%                                 | 0.00%      | 0.00%                             | 0.00%      | 0.00                         | N/A        | N/A                             | N/A               |
| <b>Nonminority Women</b>  | 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.

<sup>1</sup> The percentage of dollars is taken from the prime utilization exhibit previously shown in Chapter 4.0.

<sup>2</sup> 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**

| <b>Business Owner Classification</b> | <b>% of Dollars<sup>1</sup></b> | <b>% of Available Firms<sup>2</sup></b> | <b>Disparity Index<sup>3</sup></b> | <b>Disparate Impact of Utilization</b> |
|--------------------------------------|---------------------------------|-----------------------------------------|------------------------------------|----------------------------------------|
| <b>2005</b>                          |                                 |                                         |                                    |                                        |
| 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                       |
| <b>2006</b>                          |                                 |                                         |                                    |                                        |
| 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                     |
| <b>2007</b>                          |                                 |                                         |                                    |                                        |
| 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                     |
| <b>2008</b>                          |                                 |                                         |                                    |                                        |
| 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                     |
| <b>All Years</b>                     |                                 |                                         |                                    |                                        |
| 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.

<sup>1</sup> The percentage of dollars is taken from the prime utilization exhibit previously shown in **Chapter 4.0**.

<sup>2</sup> The percentage of available firms is taken from the availability exhibit previously shown in **Chapter 4.0**.

<sup>3</sup> 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 <sup>1</sup> |            | % of Available Firms <sup>2</sup> |            | Disparity Index <sup>3</sup> |            | Disparate Impact of Utilization |                   |
|---------------------------|---------------------------------------|------------|-----------------------------------|------------|------------------------------|------------|---------------------------------|-------------------|
|                           | 2004 Study                            | 2009 Study | 2004 Study                        | 2009 Study | 2004 Study                   | 2009 Study | 2004 STUDY                      | 2009 Study        |
| <b>African Americans</b>  | 13.29%                                | 12.85%     | 6.93%                             | 11.63%     | 191.7                        | 110.53     | Overutilization                 | Overutilization   |
| <b>Hispanic Americans</b> | 4.00%                                 | 5.02%      | 0.27%                             | 1.16%      | 1,498.20                     | 431.35     | Overutilization                 | Overutilization   |
| <b>Asian Americans</b>    | 0.65%                                 | 0.06%      | 0.27%                             | 0.39%      | 241.90                       | 14.89      | Overutilization                 | *Underutilization |
| <b>Native Americans</b>   | 0.00%                                 | 0.06%      | 0.00%                             | 0.39%      | 0.00                         | 14.99      | N/A                             | *Underutilization |
| <b>Nonminority Women</b>  | 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.

<sup>1</sup> The percentage of dollars is taken from the prime utilization exhibit previously shown in Chapter 4.0.

<sup>2</sup> 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**

| <b>Business Owner Classification</b> | <b>% of Dollars<sup>1</sup></b> | <b>% of Available Firms<sup>2</sup></b> | <b>Disparity Index<sup>3</sup></b> | <b>Disparate Impact of Utilization</b> |
|--------------------------------------|---------------------------------|-----------------------------------------|------------------------------------|----------------------------------------|
| <b>2005</b>                          |                                 |                                         |                                    |                                        |
| 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                       |
| <b>2006</b>                          |                                 |                                         |                                    |                                        |
| 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                       |
| <b>2007</b>                          |                                 |                                         |                                    |                                        |
| 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                       |
| <b>2008</b>                          |                                 |                                         |                                    |                                        |
| 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                        |
| <b>All Years</b>                     |                                 |                                         |                                    |                                        |
| 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.

<sup>1</sup> The percentage of dollars is taken from the prime utilization exhibit previously shown in **Chapter 4.0**.

<sup>2</sup> The percentage of available firms is taken from the availability exhibit previously shown in **Chapter 4.0**.

<sup>3</sup> 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 <sup>1</sup> |            | % of Available Firms <sup>2</sup> |            | Disparity Index <sup>3</sup> |            | Disparate Impact of Utilization |                   |
|---------------------------|---------------------------------------|------------|-----------------------------------|------------|------------------------------|------------|---------------------------------|-------------------|
|                           | 2004 Study                            | 2009 Study | 2004 Study                        | 2009 Study | 2004 Study                   | 2009 Study | 2004 STUDY                      | 2009 Study        |
| <b>African Americans</b>  | 0.68%                                 | 0.82%      | 2.86%                             | 1.45%      | 23.63                        | 56.58      | *Underutilization               | *Underutilization |
| <b>Hispanic Americans</b> | 0.07%                                 | 0.00%      | 0.26%                             | 0.36%      | 27.90                        | 0.00       | *Underutilization               | *Underutilization |
| <b>Asian Americans</b>    | 0.00%                                 | 0.00%      | 0.26%                             | 0.36%      | 0.00                         | 0.00       | *Underutilization               | *Underutilization |
| <b>Native Americans</b>   | 0.00%                                 | 0.00%      | 0.00%                             | 0.00%      | 0.00                         | N/A        | N/A                             | N/A               |
| <b>Nonminority Women</b>  | 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.

<sup>1</sup> The percentage of dollars is taken from the prime utilization exhibit previously shown in Chapter 4.0.

<sup>2</sup> 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***

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## **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."<sup>1</sup> This argument was reinforced by the Court of Appeals decision in *Adarand*, concluding that there was a compelling interest for a government

<sup>1</sup> *Croson*, 488 U.S. 46, 109 S.Ct. at 720-21, 744-45.



DBE program, based primarily on evidence of private sector discrimination.<sup>2</sup> 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."<sup>3</sup>

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)<sup>4</sup> 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

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<sup>2</sup> *Adarand v. Slater*, 228 F.3d 1147 (10<sup>th</sup> Cir. 2000).

<sup>3</sup> See *Richmond v. Croson*, 488 U.S. 492 (1989).

<sup>4</sup> 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 Database<sup>5</sup> 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)<sup>6</sup>.

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<sup>5</sup> 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.

<sup>6</sup> 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 |
|--------------|---------------------|----------------|--------------------|----------------|-----------------|----------------|------------------|----------------|---------------------|----------------|---------------------|----------------|------------------------|----------------|---------------------------|
|              | \$                  | % <sup>1</sup> | \$                 | % <sup>1</sup> | \$              | % <sup>1</sup> | \$               | % <sup>1</sup> | \$                  | % <sup>1</sup> | \$                  | % <sup>1</sup> | \$                     | % <sup>1</sup> | \$                        |
| 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            |
| <b>Total</b> | <b>\$205,000.00</b> | <b>0.86%</b>   | <b>\$0.00</b>      | <b>0.00%</b>   | <b>\$0.00</b>   | <b>0.00%</b>   | <b>\$0.00</b>    | <b>0.00%</b>   | <b>\$592,480.00</b> | <b>2.48%</b>   | <b>\$797,480.00</b> | <b>3.34%</b>   | <b>\$23,055,037.75</b> | <b>96.66%</b>  | <b>\$23,852,517.75</b>    |

Source: Permit data extracted from the County's and City's Permits and Enforcement Tracking System (PETS).

<sup>1</sup> 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 |
|--------------|-------------------|----------------|--------------------|----------------|-----------------|----------------|------------------|----------------|-------------------|----------------|----------------|----------------|-----------------|----------------|---------------|
|              | #                 | % <sup>1</sup> | #                  | % <sup>1</sup> | #               | % <sup>1</sup> | #                | % <sup>1</sup> | #                 | % <sup>1</sup> | #              | % <sup>1</sup> | #               | % <sup>1</sup> | #             |
| 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            |
| <b>Total</b> | <b>4</b>          | <b>3.42%</b>   | <b>0</b>           | <b>0.00%</b>   | <b>0</b>        | <b>0.00%</b>   | <b>0</b>         | <b>0.00%</b>   | <b>2</b>          | <b>1.71%</b>   | <b>6</b>       | <b>5.13%</b>   | <b>111</b>      | <b>94.87%</b>  | <b>117</b>    |

Source: Permit data extracted from the County's and City's Permits and Enforcement Tracking System (PETS).

<sup>1</sup> 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 |
|---------------------------------------------|-------------------|----------------|--------------------|----------------|-----------------|----------------|------------------|----------------|-------------------|----------------|----------------|----------------|-----------------|----------------|-------------------|
|                                             | #                 | % <sup>2</sup> | #                  | % <sup>2</sup> | #               | % <sup>2</sup> | #                | % <sup>2</sup> | #                 | % <sup>2</sup> | #              | % <sup>2</sup> | #               | % <sup>2</sup> | #                 |
| 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                |
| <b>Total Unique Contractors<sup>3</sup></b> | <b>1</b>          | <b>1.47%</b>   | <b>0</b>           | <b>0.00%</b>   | <b>0</b>        | <b>0.00%</b>   | <b>0</b>         | <b>0.00%</b>   | <b>2</b>          | <b>2.94%</b>   | <b>3</b>       | <b>4.41%</b>   | <b>65</b>       | <b>95.59%</b>  | <b>68</b>         |

Source: Permit data extracted from the County's and City's Permits and Enforcement Tracking System (PETS).

<sup>2</sup>Percentage of total Contractors.

<sup>3</sup>"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 |
|--------------|--------------------|----------------|--------------------|----------------|-----------------|----------------|------------------|----------------|-----------------------|----------------|-----------------------|----------------|-------------------------|----------------|---------------------------|
|              | \$                 | % <sup>1</sup> | \$                 | % <sup>1</sup> | \$              | % <sup>1</sup> | \$               | % <sup>1</sup> | \$                    | % <sup>1</sup> | \$                    | % <sup>1</sup> | \$                      | % <sup>1</sup> | \$                        |
| 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           |
| <b>Total</b> | <b>\$55,000.00</b> | <b>0.03%</b>   | <b>\$0.00</b>      | <b>0.00%</b>   | <b>\$0.00</b>   | <b>0.00%</b>   | <b>\$0.00</b>    | <b>0.00%</b>   | <b>\$1,767,730.00</b> | <b>1.02%</b>   | <b>\$1,822,730.00</b> | <b>1.05%</b>   | <b>\$171,235,458.68</b> | <b>98.95%</b>  | <b>\$173,058,188.68</b>   |

Source: Permit data extracted from the County's and City's Permits and Enforcement Tracking System (PETS).

<sup>1</sup> 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 |
|--------------|-------------------|----------------|--------------------|----------------|-----------------|----------------|------------------|----------------|-------------------|----------------|----------------|----------------|-----------------|----------------|---------------|
|              | #                 | % <sup>1</sup> | #                  | % <sup>1</sup> | #               | % <sup>1</sup> | #                | % <sup>1</sup> | #                 | % <sup>1</sup> | #              | % <sup>1</sup> | #               | % <sup>1</sup> | #             |
| 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           |
| <b>Total</b> | <b>1</b>          | <b>0.19%</b>   | <b>0</b>           | <b>0.00%</b>   | <b>0</b>        | <b>0.00%</b>   | <b>0</b>         | <b>0.00%</b>   | <b>9</b>          | <b>1.72%</b>   | <b>10</b>      | <b>1.91%</b>   | <b>513</b>      | <b>98.09%</b>  | <b>523</b>    |

Source: Permit data extracted from the County's and City's Permits and Enforcement Tracking System (PETS).

<sup>1</sup> 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 |
|-------------------------------------------------|-------------------|----------------|--------------------|----------------|-----------------|----------------|------------------|----------------|-------------------|----------------|----------------|----------------|-----------------|----------------|-------------------|
|                                                 | #                 | % <sup>2</sup> | #                  | % <sup>2</sup> | #               | % <sup>2</sup> | #                | % <sup>2</sup> | #                 | % <sup>2</sup> | #              | % <sup>2</sup> | #               | % <sup>2</sup> | #                 |
| 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                |
| <b>Total Individual Contractors<sup>3</sup></b> | <b>1</b>          | <b>0.63%</b>   | <b>0</b>           | <b>0.00%</b>   | <b>0</b>        | <b>0.00%</b>   | <b>0</b>         | <b>0.00%</b>   | <b>5</b>          | <b>3.16%</b>   | <b>6</b>       | <b>3.80%</b>   | <b>152</b>      | <b>96.20%</b>  | <b>158</b>        |

Source: Permit data extracted from the County's and City's Permits and Enforcement Tracking System (PETS).

<sup>2</sup>Percentage of Total Contractors.

<sup>3</sup>"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 |
|--------------|-------------------|----------------|--------------------|----------------|-----------------|----------------|------------------|----------------|-----------------------|----------------|-----------------------|----------------|------------------------|----------------|---------------------------|
|              | \$                | % <sup>1</sup> | \$                 | % <sup>1</sup> | \$              | % <sup>1</sup> | \$               | % <sup>1</sup> | \$                    | % <sup>1</sup> | \$                    | % <sup>1</sup> | \$                     | % <sup>1</sup> | \$                        |
| 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           |
| <b>Total</b> | <b>\$0.00</b>     | <b>0.00%</b>   | <b>\$0.00</b>      | <b>0.00%</b>   | <b>\$0.00</b>   | <b>0.00%</b>   | <b>\$0.00</b>    | <b>0.00%</b>   | <b>\$2,321,000.00</b> | <b>3.80%</b>   | <b>\$2,321,000.00</b> | <b>3.80%</b>   | <b>\$58,773,755.00</b> | <b>96.20%</b>  | <b>\$61,094,755.00</b>    |

Source: Permit data extracted from the County's and City's Permits and Enforcement Tracking System (PETS).

<sup>1</sup> 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.

**Private Sector Utilization and Disparity Analyses**

**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 |
|--------------|-------------------|----------------|--------------------|----------------|-----------------|----------------|------------------|----------------|-------------------|----------------|----------------|----------------|-----------------|----------------|---------------|
|              | #                 | % <sup>1</sup> | #                  | % <sup>1</sup> | #               | % <sup>1</sup> | #                | % <sup>1</sup> | #                 | % <sup>1</sup> | #              | % <sup>1</sup> | #               | % <sup>1</sup> | #             |
| 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            |
| <b>Total</b> | <b>0</b>          | <b>0.00%</b>   | <b>0</b>           | <b>0.00%</b>   | <b>0</b>        | <b>0.00%</b>   | <b>0</b>         | <b>0.00%</b>   | <b>3</b>          | <b>2.65%</b>   | <b>3</b>       | <b>2.65%</b>   | <b>110</b>      | <b>97.35%</b>  | <b>113</b>    |

Source: Permit data extracted from the County's and City's Permits and Enforcement Tracking System (PETS).

<sup>1</sup> 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 |
|-------------------------------------------------|-------------------|----------------|--------------------|----------------|-----------------|----------------|------------------|----------------|-------------------|----------------|----------------|----------------|-----------------|----------------|-------------------|
|                                                 | #                 | % <sup>2</sup> | #                  | % <sup>2</sup> | #               | % <sup>2</sup> | #                | % <sup>2</sup> | #                 | % <sup>2</sup> | #              | % <sup>2</sup> | #               | % <sup>2</sup> | #                 |
| 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                |
| <b>Total Individual Contractors<sup>3</sup></b> | <b>0</b>          | <b>0.00%</b>   | <b>0</b>           | <b>0.00%</b>   | <b>0</b>        | <b>0.00%</b>   | <b>0</b>         | <b>0.00%</b>   | <b>3</b>          | <b>4.55%</b>   | <b>3</b>       | <b>4.55%</b>   | <b>63</b>       | <b>95.45%</b>  | <b>66</b>         |

Source: Permit data extracted from the County's and City's Permits and Enforcement Tracking System (PETS).

<sup>2</sup>Percentage of Total Contractors.

<sup>3</sup>"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 |
|--------------|-------------------|----------------|--------------------|----------------|-----------------|----------------|------------------|----------------|-----------------------|----------------|-----------------------|----------------|------------------------|----------------|---------------------------|
|              | \$                | % <sup>1</sup> | \$                 | % <sup>1</sup> | \$              | % <sup>1</sup> | \$               | % <sup>1</sup> | \$                    | % <sup>1</sup> | \$                    | % <sup>1</sup> | \$                     | % <sup>1</sup> | \$                        |
| 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            |
| <b>Total</b> | <b>\$9,000.00</b> | <b>0.04%</b>   | <b>\$0.00</b>      | <b>0.00%</b>   | <b>\$0.00</b>   | <b>0.00%</b>   | <b>\$0.00</b>    | <b>0.00%</b>   | <b>\$3,766,540.00</b> | <b>18.16%</b>  | <b>\$3,775,540.00</b> | <b>18.21%</b>  | <b>\$16,961,624.50</b> | <b>81.79%</b>  | <b>\$20,737,164.50</b>    |

Source: Permit data extracted from the County's and City's Permits and Enforcement Tracking System (PETS).

<sup>1</sup> 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 |
|--------------|-------------------|----------------|--------------------|----------------|-----------------|----------------|------------------|----------------|-------------------|----------------|----------------|----------------|-----------------|----------------|---------------|
|              | #                 | % <sup>1</sup> | #                  | % <sup>1</sup> | #               | % <sup>1</sup> | #                | % <sup>1</sup> | #                 | % <sup>1</sup> | #              | % <sup>1</sup> | #               | % <sup>1</sup> | #             |
| 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           |
| <b>Total</b> | <b>4</b>          | <b>0.60%</b>   | <b>0</b>           | <b>0.00%</b>   | <b>0</b>        | <b>0.00%</b>   | <b>0</b>         | <b>0.00%</b>   | <b>39</b>         | <b>5.86%</b>   | <b>43</b>      | <b>6.46%</b>   | <b>623</b>      | <b>93.54%</b>  | <b>666</b>    |

Source: Permit data extracted from the County's and City's Permits and Enforcement Tracking System (PETS).

<sup>1</sup> 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 |
|-------------------------------------------------|-------------------|----------------|--------------------|----------------|-----------------|----------------|------------------|----------------|-------------------|----------------|----------------|----------------|-----------------|----------------|-------------------|
|                                                 | #                 | % <sup>2</sup> | #                  | % <sup>2</sup> | #               | % <sup>2</sup> | #                | % <sup>2</sup> | #                 | % <sup>2</sup> | #              | % <sup>2</sup> | #               | % <sup>2</sup> | #                 |
| 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                |
| <b>Total Individual Contractors<sup>3</sup></b> | <b>3</b>          | <b>1.86%</b>   | <b>0</b>           | <b>0.00%</b>   | <b>0</b>        | <b>0.00%</b>   | <b>0</b>         | <b>0.00%</b>   | <b>3</b>          | <b>1.86%</b>   | <b>6</b>       | <b>3.73%</b>   | <b>155</b>      | <b>96.27%</b>  | <b>161</b>        |

Source: Permit data extracted from the County's and City's Permits and Enforcement Tracking System (PETS).

<sup>2</sup>Percentage of Total Contractors.

<sup>3</sup>"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 <sup>1</sup> |       | Hispanic Americans <sup>1</sup> |       | Asian Americans <sup>1</sup> |       | Native Americans <sup>1</sup> |       | Nonminority Women |        | M/WBE Subtotal |        | Non-M/WBE Firms <sup>2</sup> |        | Total Firms <sup>3</sup> |
|-------|--------------------------------|-------|---------------------------------|-------|------------------------------|-------|-------------------------------|-------|-------------------|--------|----------------|--------|------------------------------|--------|--------------------------|
|       | #                              | %     | #                               | %     | #                            | %     | #                             | %     | #                 | %      | #              | %      | #                            | %      |                          |
| 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.

<sup>1</sup> Minority men and women firms are included in their respective minority classifications.

<sup>2</sup> Number of non-M/WBE firms derived by subtracting all M/WBE firms from total firms.

<sup>3</sup> 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 <sup>1</sup> |       | Hispanic Americans <sup>1</sup> |       | Asian Americans <sup>1</sup> |       | Native Americans <sup>1</sup> |       | Nonminority Women |        | #REF! Subtotal |        | Non-M/WBE Firms <sup>2</sup> |        | Total Firms <sup>3</sup> |
|-------|--------------------------------|-------|---------------------------------|-------|------------------------------|-------|-------------------------------|-------|-------------------|--------|----------------|--------|------------------------------|--------|--------------------------|
|       | #                              | %     | #                               | %     | #                            | %     | #                             | %     | #                 | %      | #              | %      | #                            | %      |                          |
| 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.

<sup>1</sup> Minority men and women firms are included in their respective minority classifications.

<sup>2</sup> Number of non-M/WBE firms derived by subtracting all M/WBE firms from total firms.

<sup>3</sup> 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*.<sup>7</sup> 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/WBE<sub>1</sub> for procurement<sub>1</sub>  
 $A_{m_1p_1}$  = availability of M/WBE<sub>1</sub> for procurement<sub>1</sub>

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.

<sup>7</sup> *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**

| <b>Business Owner Classification</b> | <b>% of Construction Value Dollars<sup>1</sup></b> | <b>% of Available Firms<sup>2</sup></b> | <b>Disparity Index<sup>3</sup></b> | <b>Disparate Impact of Utilization</b> |
|--------------------------------------|----------------------------------------------------|-----------------------------------------|------------------------------------|----------------------------------------|
| <b>2005</b>                          |                                                    |                                         |                                    |                                        |
| 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                        |
| <b>2006</b>                          |                                                    |                                         |                                    |                                        |
| 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                        |
| <b>2007</b>                          |                                                    |                                         |                                    |                                        |
| 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                        |
| <b>2008</b>                          |                                                    |                                         |                                    |                                        |
| 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                        |
| <b>All Years</b>                     |                                                    |                                         |                                    |                                        |
| 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.

<sup>1</sup> The percentage of construction valuation dollars is taken from the prime utilization exhibit shown in Section 6.3.1.

<sup>2</sup> The percentage of available contractors is taken from the availability exhibit shown in Section 6.5.1.

<sup>3</sup> 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**

| <b>Business Owner Classification</b> | <b>% of Construction Value Dollars<sup>1</sup></b> | <b>% of Available Firms<sup>2</sup></b> | <b>Disparity Index<sup>3</sup></b> | <b>Disparate Impact of Utilization</b> |
|--------------------------------------|----------------------------------------------------|-----------------------------------------|------------------------------------|----------------------------------------|
| <b>2005</b>                          |                                                    |                                         |                                    |                                        |
| 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                        |
| <b>2006</b>                          |                                                    |                                         |                                    |                                        |
| 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                        |
| <b>2007</b>                          |                                                    |                                         |                                    |                                        |
| 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                        |
| <b>2008</b>                          |                                                    |                                         |                                    |                                        |
| 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                        |
| <b>All Years</b>                     |                                                    |                                         |                                    |                                        |
| 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.

<sup>1</sup> The percentage of construction valuation dollars is taken from the prime utilization exhibit shown in Section 6.3.1.

<sup>2</sup> The percentage of available contractors is taken from the availability exhibit shown in Section 6.5.1.

<sup>3</sup> 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**

| <b>Business Owner Classification</b> | <b>% of Construction Value Dollars<sup>1</sup></b> | <b>% of Available Firms<sup>2</sup></b> | <b>Disparity Index<sup>3</sup></b> | <b>Disparate Impact of Utilization</b> |
|--------------------------------------|----------------------------------------------------|-----------------------------------------|------------------------------------|----------------------------------------|
| <b>2005</b>                          |                                                    |                                         |                                    |                                        |
| 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                        |
| <b>2006</b>                          |                                                    |                                         |                                    |                                        |
| 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                        |
| <b>2007</b>                          |                                                    |                                         |                                    |                                        |
| 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                        |
| <b>2008</b>                          |                                                    |                                         |                                    |                                        |
| 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                        |
| <b>All Years</b>                     |                                                    |                                         |                                    |                                        |
| 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.

<sup>1</sup> The percentage of construction valuation dollars is taken from the subcontractor utilization exhibit shown in Section 6.3.1.

<sup>2</sup> The percentage of available contractors is taken from the availability exhibit shown in Section 6.5.1.

<sup>3</sup> 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**

| <b>Business Owner Classification</b> | <b>% of Construction Value Dollars<sup>1</sup></b> | <b>% of Available Firms<sup>2</sup></b> | <b>Disparity Index<sup>3</sup></b> | <b>Disparate Impact of Utilization</b> |
|--------------------------------------|----------------------------------------------------|-----------------------------------------|------------------------------------|----------------------------------------|
| <b>2005</b>                          |                                                    |                                         |                                    |                                        |
| 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                        |
| <b>2006</b>                          |                                                    |                                         |                                    |                                        |
| 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                       |
| <b>2007</b>                          |                                                    |                                         |                                    |                                        |
| 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                        |
| <b>2008</b>                          |                                                    |                                         |                                    |                                        |
| 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                        |
| <b>All Years</b>                     |                                                    |                                         |                                    |                                        |
| 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.

<sup>1</sup> The percentage of construction valuation dollars is taken from the subcontractor utilization exhibit shown in Section 6.3.1.

<sup>2</sup> The percentage of available contractors is taken from the availability exhibit shown in Section 6.5.1.

<sup>3</sup> 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        |
|----------------------------------------------------------------------------------------|-------------------------|--------------------------|-----------------------|------------------------|--------------------------|--------------------|------------------------|
| <b>Prime Contractors</b>                                                               |                         |                          |                       |                        |                          |                    |                        |
| 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%                 |
|                                                                                        |                         |                          |                       |                        |                          |                    |                        |
| <b>Subcontractors</b>                                                                  | <b>African American</b> | <b>Hispanic American</b> | <b>Asian American</b> | <b>Native American</b> | <b>Nonminority Women</b> | <b>M/WBE Firms</b> | <b>Non-M/WBE Firms</b> |
| Leon County Construction Subcontractors (Overall Subcontractor Level) <sup>1</sup>     | 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 data<sup>8</sup>.

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.

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<sup>8</sup> Excluding the permit data analyses, based on the city of Tallahassee commercial permit data at the subcontractor level.

## **7.0 *SELECTED BEST PRACTICES***

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## **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.<sup>1</sup> North Carolina law permits the waiving of bonds and licensing requirements for these small contracts let to SBEs.<sup>2</sup> In 2002, M/WBEs won over 35 percent of SBE contract awards.<sup>3</sup>

**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.<sup>4</sup>
- 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.

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<sup>1</sup> NCGS § 136-28.10(a).

<sup>2</sup> NCGS § 136-28.10(b).

<sup>3</sup> NCDOT, Small Business Enterprise Program (April 1, 2002).

<sup>4</sup> 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.<sup>5</sup> 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.<sup>6</sup>

**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.<sup>7</sup>

**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.<sup>8</sup>

**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.<sup>9</sup>

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.

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<sup>5</sup> 13 C.F.R. 126.200 (1999).

<sup>6</sup> Based on the SBA pro-net database located at <http://pro-net.sba.gov/pro-net/search.html>.

<sup>7</sup> 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>.

<sup>8</sup> Cal Code Sec 4530 *et seq.*

<sup>9</sup> 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.<sup>10</sup> 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**

| <b>Projects</b>                 | <b>Minimum Subcontracting</b> |
|---------------------------------|-------------------------------|
| 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.

<sup>10</sup> A description of the Charlotte SBE program can be found at [www.charmeck.org/Departments/Economic+Development/Small+Business/Home.htm](http://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.<sup>11</sup> 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.<sup>12</sup> First-tier subcontractor disclosure does not apply to contracts below \$100,000, or contracts exempt from competitive bidding requirements.<sup>13</sup> Bidders are not required to disclose the race or gender of the first-tier subcontractors.

Bidders are allowed to substitute subcontractors.<sup>14</sup> 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.<sup>15</sup> The statute provides a process by which subcontractors can issue complaints about substitutions. Violation of subcontractor substitution rules may result in civil penalties.<sup>16</sup>

## **7.4 Disadvantaged Business Enterprise Programs**

Following the federal model, some agencies have added DBE programs.<sup>17</sup> 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.

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<sup>11</sup> Contra Costa County, Outreach Program, Ordinance Section 3-2 et seq.

<sup>12</sup> ORS § 279C.370(1)(a)(A),(B).

<sup>13</sup> ORS § 279C.370(1)(c),(d).

<sup>14</sup> ORS § 279C.370(5), ORS § 279C.585.

<sup>15</sup> ORS § 279C.585.

<sup>16</sup> ORS § 279C.590.

<sup>17</sup> 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.<sup>18</sup> 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.<sup>19</sup> 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.<sup>20</sup> 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.<sup>21</sup> 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,

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<sup>18</sup> NC GS § 143-128.2(g).

<sup>19</sup> 15 USC 637(a)(5).

<sup>20</sup> 15 USC 637(a)(6)(A).

<sup>21</sup> 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.<sup>22</sup>

## **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.<sup>23</sup> Virtually all the major local agencies, loan providers, business development providers, and chambers of commerce participate in the

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<sup>22</sup> Port Authority of NY & NJ, Engineering Department, *2002 Construction Program*, at 8.

<sup>23</sup> 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.<sup>24</sup>

### **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.

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<sup>24</sup> Federal Transit Administration, *Lessons Learned #45* (May 2002).  
[www.fta.dot.gov/library/program/ll/man/ll45.html](http://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.<sup>25</sup> 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.<sup>26</sup> 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.<sup>27</sup>

**City of Jacksonville, Florida.** The city of Jacksonville implemented a hybrid program by establishing a declining schedule of race-conscious targets.<sup>28</sup> 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.

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<sup>25</sup> City of Atlanta Ordinance Sec. 2-1450 and Sec. 2-1451.

<sup>26</sup> City of St. Paul, Vendor Outreach Program, Ordinance 84.08, .09

<sup>27</sup> City of St. Paul, *Vendor Outreach Program Detailed Report*, FY 2004, at 6.

<sup>28</sup> 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.<sup>29</sup> 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.<sup>30</sup> An emerging small business cannot be a subsidiary or a franchise. In 2006, small business program participation was extended from seven to 12 years.<sup>31</sup>

**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.

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<sup>29</sup> 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.

<sup>30</sup> OAR 445-050-0115.

<sup>31</sup> 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.<sup>32</sup> 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.<sup>33</sup> Currently, there are no similar M/W/SBE policies for tax increment financing (TIF) subsidy.<sup>34</sup>

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.<sup>35</sup>

In a HEB Grocery Tax Phase-In Agreement, HEB Grocery committed to 20 percent M/WBE participation and 10 percent SBE participation.<sup>36</sup> This was in addition to agreeing to hire 25 percent from Bexar County and 25 percent from economically disadvantaged or dislocated workers.

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<sup>32</sup> The County Tax Phase-In Policy is currently being revised.

<sup>33</sup> 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.

<sup>34</sup> Bexar County, Texas, Tax Increment Financing and Reinvestment Zone (TIF/TIRZ), Guidelines and Criteria, Commissioner's Court Amended and Approved: August 23, 2005.

<sup>35</sup> Bexar County, Tax Phase-In Agreement (Lowe's), June 27, 2006, Exhibit E.

<sup>36</sup> 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).<sup>37</sup> PIDs are projected to be used in conjunction with TIFs for housing and infrastructure development.<sup>38</sup> 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.”<sup>39</sup> 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].”<sup>40</sup> 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.<sup>41</sup> 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.<sup>42</sup> 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

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<sup>37</sup> Such an agreement is allowed for under Chapter 372 of the Texas Local Government Code.

<sup>38</sup> Bexar County, Texas, 2005 – 2009 Consolidated Plan, Executive Summary, at 61.

<sup>39</sup> 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.

<sup>40</sup> 19A NCAC 02D.1108(a).

<sup>41</sup> 19A NCAC 02D.1108(a).

<sup>42</sup> NCDOT, Division of Highways, Roadway Design and Design Services Unit, *Policy and Procedure Manual*, Chapter 10, at 4.

status, and six-digit work type.<sup>43</sup> 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.<sup>44</sup>

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.<sup>45</sup>

**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

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<sup>43</sup> <http://apps.dot.state.nc.us/constructionunit/directory/>.

<sup>44</sup> The last two elements are adopted by the North Carolina DOT. 19A NCAC 02D.1110(7).

<sup>45</sup> 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***

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## **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 American<sup>1</sup>-, 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.

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<sup>1</sup> 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  |
|-------------------------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|--------------|
| <b>Construction Prime Contractors</b>                 |                           |                           |                           |                           |                           |              |
| 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%       |
| <b>Disparity</b>                                      | <b>Underutilization *</b> | <b>N/A</b>                | <b>Underutilization *</b> | <b>N/A</b>                | <b>Overutilization</b>    |              |
| <b>Architecture and Engineering Prime Consultants</b> |                           |                           |                           |                           |                           |              |
| 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%       |
| <b>Disparity</b>                                      | <b>Underutilization</b>   | <b>Underutilization *</b> | <b>Underutilization *</b> | <b>N/A</b>                | <b>Underutilization *</b> |              |
| <b>Professional Services Prime Consultants</b>        |                           |                           |                           |                           |                           |              |
| 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%       |
| <b>Disparity</b>                                      | <b>Underutilization *</b> | <b>Underutilization *</b> | <b>N/A</b>                | <b>N/A</b>                | <b>Underutilization *</b> |              |
| <b>Other Services Firms</b>                           |                           |                           |                           |                           |                           |              |
| 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%       |
| <b>Disparity</b>                                      | <b>Overutilization</b>    | <b>Overutilization</b>    | <b>Underutilization *</b> | <b>Underutilization *</b> | <b>Overutilization</b>    |              |
| <b>Materials and Supplies Vendors</b>                 |                           |                           |                           |                           |                           |              |
| 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%       |
| <b>Disparity</b>                                      | <b>Underutilization *</b> | <b>Underutilization *</b> | <b>Underutilization *</b> | <b>N/A</b>                | <b>Overutilization</b>    |              |

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 |
|---------------------------------------------------|--------------------|-------------------|--------------------|--------------------|--------------------|-------------|
| <b>Construction Subcontractors</b>                |                    |                   |                    |                    |                    |             |
| 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 |
|----------------------------------------------------------------------------------------|------------------|-------------------|----------------|-----------------|-------------------|-------------|-----------------|
| <b>Prime Contractors</b>                                                               |                  |                   |                |                 |                   |             |                 |
| 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%          |
| <b>Subcontractors</b>                                                                  |                  |                   |                |                 |                   |             |                 |
| Leon County Construction Subcontractors (Overall Subcontractor Level) <sup>1</sup>     | 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).<sup>2</sup>
- 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.

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<sup>2</sup> 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.<sup>3</sup>

#### **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.<sup>4</sup> 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.

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<sup>3</sup> 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.

<sup>4</sup> *Adarand v. Slater*, 228 F.3d 1147 (10<sup>th</sup> Cir. 2000), *Gross Seed. v. State of Nebraska*, 345 F.3d 968 (8<sup>th</sup> 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**

| <b>Narrowly Tailored Goal-Setting Features</b>                                                                                          | <b>DBE Regulations</b> |
|-----------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| 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**

| <b>Procurement Category</b>    | <b>Aspirational MBE Target</b> | <b>Aspirational WBE Target</b> |
|--------------------------------|--------------------------------|--------------------------------|
| 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.<sup>5</sup> 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.<sup>6</sup>

<sup>5</sup> City of Atlanta Ordinance Sec. 2-1450 and Sec. 2-1451.

<sup>6</sup> 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.<sup>7</sup>

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<sup>7</sup> 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***

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## ***APPENDIX A: UTILIZATION DETAILS***

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# APPENDIX A UTILIZATION DETAILS

Attachment #3  
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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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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***

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## **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)<sup>1</sup>. 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* <sup>2</sup>), 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.

<sup>1</sup> The Tallahassee CMSA includes the following counties: Leon County, Florida; Gadsden County, Florida; Wakulla County, Florida; and Jefferson County, Florida.

<sup>2</sup> *Concrete Works v. City and County of Denver*, 321 F.3d 950 (10<sup>th</sup> Cir. 2003).

***Analysis of Race/Gender/Ethnicity Effects on Self-Employment Propensity and Earnings***

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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.<sup>3</sup>
  - 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.

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<sup>3</sup> 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<br>Category | Percent of the Population<br>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          |
| <b>TOTAL</b>                   | <b>15.23%</b>                              | <b>2,383</b>         | <b>\$35,000.00</b>   |

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.<sup>4</sup> 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:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \dots + \varepsilon$$

<sup>4</sup> 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).

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Where:

- Y = a continuous variable (e.g., 1999 earnings from self-employment)
- $\beta_0$  = the constant, representing the value of Y when  $X_i = 0$
- $\beta_i$  = 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.
- $\varepsilon$  = 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  $\mu$  represents the expected values of Y as a result of the effects of  $\beta$ , 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,  $\eta$ , 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  $\eta$  and  $\mu$  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  $\eta$  and  $\mu$  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
- $\alpha$  = a constant value
- $\beta_i$  = coefficient corresponding to independent variables
- $X_n$  = selected individual characteristic variables, such as age, marital status, education, race, and gender
- $\varepsilon$  = 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,<sup>5</sup> 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.

<sup>5</sup> 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.



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- ***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  | <b>0.326</b>   | 0.573        | <b>0.257</b>          | <b>0.477</b>   | 0.069            |
| Hispanic American | <b>0.395</b>   | *            | 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 | <b>0.392</b>   | <b>0.282</b> | <b>0.357</b>          | 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.<sup>6</sup>
- 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.

<sup>6</sup> These "likelihood" characteristics were derived from Exhibit 1 by calculating the inverse of the reported odds ratios.

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- 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**.

**Analysis of Race/Gender/Ethnicity Effects on Self-Employment Propensity and Earnings**

**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   | <b>0.852</b>   | -0.101       | *                     | 0.943          | *                |
| Nonminority Women | -0.129         | 0.294        | -0.176                | <b>-0.382</b>  | 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  
 $\beta_k$  = 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  $\beta_k$  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**

| <b>CITY OF TALLAHASSEE CMSA</b> |                                       |                                                       |                                                       |                                                       |                                                    |
|---------------------------------|---------------------------------------|-------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|----------------------------------------------------|
| <b>Business/Race Group</b>      | <b>Observed Self-Employment Rates</b> | <b>White Characteristics and Own Market Structure</b> | <b>Own Characteristics and White Market Structure</b> | <b>Disparity Ratio (column A divided by column C)</b> | <b>Portion of Difference Due to Discrimination</b> |
|                                 | (A)                                   | (B)                                                   | (C)                                                   | (D)                                                   | (E)                                                |
| <b>Overall</b>                  |                                       |                                                       |                                                       |                                                       |                                                    |
| 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                                                |
| <b>Construction</b>             |                                       |                                                       |                                                       |                                                       |                                                    |
| 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                                                |
| <b>Professional Services</b>    |                                       |                                                       |                                                       |                                                       |                                                    |
| 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                                                |
| <b>Other Services</b>           |                                       |                                                       |                                                       |                                                       |                                                    |
| 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                                                |
| <b>Goods &amp; Supplies</b>     |                                       |                                                       |                                                       |                                                       |                                                    |
| 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.<sup>7</sup>

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<sup>7</sup> **Appendix C** reports self-employment rates and earnings in greater detail by race/gender/ethnicity and business type.

## ***APPENDIX C: PUMS REGRESSION ANALYSIS***

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## **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
- Age<sup>2</sup>: 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              | <b>-1.119</b> | 0.000 | 0.326   |
| Hispanic American             | <b>-0.928</b> | 0.037 | 0.395   |
| Asian American                | 0.007         | 0.986 | 1.007   |
| Native American               | 0.208         | 0.725 | 1.231   |
| Sex (1=Female)                | <b>-0.937</b> | 0.000 | 0.392   |
| Marital Status (1=Married)    | 0.058         | 0.704 | 1.059   |
| Age                           | 0.096         | 0.079 | 1.101   |
| Age <sup>2</sup>              | -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                         | <b>0.049</b>  | 0.001 | 1.051   |
| Mortgage                      | 0.000         | 0.880 | 1.000   |
| Unearn                        | 0.000         | 0.551 | 1.000   |
| Resdinc                       | <b>0.000</b>  | 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)                | <b>-1.267</b> | 0.003 | 0.282   |
| Marital Status (1=Married)    | 0.291         | 0.336 | 1.338   |
| Age                           | 0.019         | 0.857 | 1.019   |
| Age <sup>2</sup>              | 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              | <b>-1.358</b> | 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)                | <b>-1.029</b> | 0.002 | 0.357   |
| Marital Status (1=Married)    | 0.172         | 0.666 | 1.187   |
| Age                           | <b>0.428</b>  | 0.009 | 1.534   |
| Age <sup>2</sup>              | <b>-0.004</b> | 0.021 | 0.996   |
| Disability (1=Yes)            | 0.342         | 0.510 | 1.408   |
| Tenure (1=Yes)                | 0.641         | 0.197 | 1.898   |
| Value                         | <b>0.084</b>  | 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)      | <b>1.918</b>  | 0.013 | 6.806   |
| More than College (1=Yes)     | <b>2.211</b>  | 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              | <b>-0.740</b> | 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 <sup>2</sup>              | -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                         | <b>0.064</b>  | 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              | <b>-2.670</b> | 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 <sup>2</sup>              | -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
- Age<sup>2</sup>: 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           | <b>0.207</b>   | 0.105      | 0.099        | 1.973  | 0.049 |
| Disability (1=Yes)       | <b>-0.411</b>  | 0.138      | -0.146       | -2.985 | 0.003 |
| Age                      | <b>0.087</b>   | 0.039      | 0.909        | 2.206  | 0.028 |
| Age <sup>2</sup>         | <b>-0.001</b>  | 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         | <b>0.475</b>   | 0.122      | 0.220        | 3.907  | 0.000 |
| More than College        | <b>0.763</b>   | 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)   | <b>0.331</b>   | 0.160      | 0.188        | 2.064  | 0.042 |
| Disability (1=Yes)           | -0.043         | 0.231      | -0.018       | -0.186 | 0.852 |
| Age                          | <b>0.177</b>   | 0.059      | 2.264        | 2.985  | 0.004 |
| Age <sup>2</sup>             | <b>-0.002</b>  | 0.001      | -2.296       | -3.023 | 0.003 |
| Speaks English Well (1=Yes)  | <b>1.963</b>   | 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)           | <b>-0.954</b>  | 0.454      | -0.252       | -2.102 | 0.039 |
| Age                          | -0.072         | 0.138      | -0.580       | -0.523 | 0.603 |
| Age <sup>2</sup>             | 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) | <b>-0.382</b>  | 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)           | <b>-0.345</b>  | 0.171      | -0.168       | -2.020 | 0.046 |
| Age                          | 0.016          | 0.066      | 0.200        | 0.247  | 0.805 |
| Age <sup>2</sup>             | 0.000          | 0.001      | -0.024       | -0.030 | 0.976 |
| Speaks English Well (1=Yes)  | <b>-0.508</b>  | 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)     | <b>0.461</b>   | 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 <sup>2</sup>         | -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        | <b>1.716</b>   | 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***

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## **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**

|                                  | <b># of Firms</b>         | <b>Sales</b> | <b>Sales Per Firm</b>                                             |
|----------------------------------|---------------------------|--------------|-------------------------------------------------------------------|
| <b>All firms</b>                 | 24,317                    | \$13,690,982 | \$563                                                             |
| <b>African American</b>          | 2,333                     | \$95,637     | \$41                                                              |
| <b>Hispanic American</b>         | 734                       | \$49,299     | \$67                                                              |
| <b>Asian American</b>            | 631                       | \$139,444    | \$221                                                             |
| <b>Native American</b>           | 304                       | \$19,281     | \$63                                                              |
| <b>All Minorities</b>            | 4,002                     | \$303,661    | \$76                                                              |
| <b>Nonminority Women</b>         | 6,769                     | \$958,738    | \$142                                                             |
| <b>Percentage of Marketplace</b> |                           |              |                                                                   |
|                                  | <b>Firms</b>              | <b>Sales</b> | <b>Sales Per Firm<br/>Compared to the<br/>Marketplace Average</b> |
| <b>African American</b>          | 9.6%                      | 0.7%         | 7.3%                                                              |
| <b>Hispanic American</b>         | 3.0%                      | 0.4%         | 11.9%                                                             |
| <b>Asian American</b>            | 2.6%                      | 1.0%         | 39.3%                                                             |
| <b>Native American</b>           | 1.3%                      | 0.1%         | 11.3%                                                             |
| <b>All Minorities</b>            | 16.5%                     | 2.2%         | 13.5%                                                             |
| <b>Nonminority Women</b>         | 27.8%                     | 7.0%         | 25.2%                                                             |
| <b>Disparity Index</b>           |                           |              |                                                                   |
|                                  | (ratio of sales to firms) |              |                                                                   |
| <b>African American</b>          | 7.3                       |              |                                                                   |
| <b>Hispanic American</b>         | 11.9                      |              |                                                                   |
| <b>Asian American</b>            | 39.3                      |              |                                                                   |
| <b>Native American</b>           | 11.3                      |              |                                                                   |
| <b>Nonminority Women</b>         | 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                                                    |
| <b>Percentage of Marketplace</b> |                           |              |                                                          |
|                                  | Firms                     | Sales        | Sales Per Firm<br>Compared to the<br>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%                                                    |
| <b>Disparity Index</b>           |                           |              |                                                          |
|                                  | (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                                                    |
| <b>Percentage of Marketplace</b> |                           |             |                                                          |
|                                  | Firms                     | Sales       | Sales Per Firm<br>Compared to the<br>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%                                                    |
| <b>Disparity Index</b>           |                           |             |                                                          |
|                                  | (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                                                             |
| <b>Percentage of Marketplace</b> |                           |              |                                                                   |
|                                  | <b>Firms</b>              | <b>Sales</b> | <b>Sales Per Firm<br/>Compared to the<br/>Marketplace Average</b> |
| 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%                                                             |
| <b>Disparity Index</b>           |                           |              |                                                                   |
|                                  | (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.**

## 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:

| <b>MBE, WBE and SBE Certification Eligibility Criteria</b>                                                                                                                                                                                                                                                                                   |                                                          |     |     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-----|-----|
|                                                                                                                                                                                                                                                                                                                                              | Type of Certification<br>(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:<br>- For businesses performing Construction – \$2,000,000/year.<br>- For businesses providing Other Services or Materials & Supplies - \$2,000,000/year.<br>- 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   |

## Leon County MWSBE Program Overview

Currently, Leon County operates the MWBE and SBE Programs through the MWSBE Division. The MWBE program is race/gender specific, meaning that the program either directly or through partners enhances participation in County procurements in an effort to achieve parity for MBEs and WBEs. Both programs have certification processes, which, if successfully completed, allow certified vendors to participate within the County's procurement opportunities. Both are currently administered based upon the 2009 MGT Disparity Study. Co-located with the Purchasing Division for operational efficiencies, the MWSBE Division operates separately based upon the recommendation of the 2000 Disparity Study, an earlier study conducted by MGT of America. The Study 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.

This section provides the Board with the following:

- Historical Background
- Certification Process
- Aspirational Targets
- Policy Coordination with City of Tallahassee

### *Historical Background*

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 otherwise occurred without the program. Through certification, training and outreach, the program continues to have a positive impact on the targeted community. The 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.

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. Disparity 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" is not significant demonstration of discrimination, 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 in an employment context. In other words, the EEOC's "80 percent" rule assists in determining whether a company's selection system was having an "adverse impact" on a minority group. The "80 percent" rule is not intended as a legal definition, but is a practical means of keeping the attention of the enforcement agencies on serious discrepancies in rates of hiring, promotion and other employment decisions. 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" meaning that overall selection process has an adverse impact, the adverse impact of the individual selection procedure should be analyzed.

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,"

#### *MWBE Program Overview*

The County utilizes aspirational targets, not requirements, in order to establish levels of participation by certified M/WBEs in procurement of goods and services. As prescribed in the recommendations by MGT of America, aspirational targets should vary by project, reflect realistic MWBE availability and vendors should demonstrate a good faith effort to meet these aspirational targets. Procurement categories, rather than population, establish aspirational targets in order to remedy the areas of underutilization and substantial underutilization among MWBE businesses and to reflect the market. When aspirational targets are present in solicitations, staff encourages prime contractors/consultants to utilize MWBE businesses to help achieve parity levels as recommended by MGT of America and demonstrate a good faith effort to include MWBE businesses. The use of aspirational targets promotes relationship development between larger (primes) and smaller (subcontractors) businesses in the local market area (Leon, Gadsden,

Jefferson, and Wakulla Counties); therefore, providing mentoring opportunities for smaller companies can provide an opportunity to enhance their business practices. Table #1 lists the County's MWBE Aspirational targets based on the most recent 2009 Disparity Study Update.

**Table #1: Aspirational Targets – Policy No. 96-1**

| <i>Procurement Category</i>    | <i>Aspirational MBE Target</i> | <i>Aspirational WBE Target</i> |
|--------------------------------|--------------------------------|--------------------------------|
| 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%                             |

Aspirational targets are considered to be the minimum level of MWBE participation expected for a particular procurement/project with consideration given to subcontracting opportunities and the availability of MWBEs in the market area that are capable of performing the work. Aspirational targets for individual bids/request for proposals (RFPs) may be lower than the participation level identified in Table #1 depending upon scope of work, which allows staff to identify the associated procurement category and the number of certified firms within the market area available to perform the services identified. Non-certified firms, even if owned by minority or woman, do not count towards participation. It must be noted, for projects that receive state or federal funding the County's aspirational targets are superseded for state and federal procurement policies. Therefore, the aspirational targets identified within Table #1 cannot apply.

In addition, County funded projects often utilize FDOT Prequalification and is another factor in limiting MWBE opportunities. This standard is mainly applied to County-funded projects involving road construction, bridge construction, and stormwater improvements and limits the opportunities for MWBE's, which are not prequalified, to bid as a prime contractor or potentially participate as a subcontractor. Contractor prequalification is the annual certification process, utilized by FDOT for construction contractors, which establishes the approved work classes and maximum capacity rating for which they are approved to bid and perform on any contract in excess of \$250,000. FDOT does not require prequalification to bid on projects funded at \$250,000 or less, to bid as a subcontractor in any amount, to bid on building projects (general contractor licensure is required), nor to bid on maintenance contracts. The County utilizes the FDOT Prequalification Certification and other licensures issued by the State of Florida, as Contractor Qualification standards due to the State of Florida being the regulatory authority for the provision of services requiring state licensure and/or certifications. Currently, one WBE is FDOT prequalified and no MBEs.

According to County policy, aspirational targets should reflect realistic MWBE availability and capability of performing the work for a particular project; and, for where there are opportunities for exemptions based upon Good Faith Efforts. The MWSBE Director, Purchasing representative, and an appropriate division or department representative shall review each proposed project or bid to determine the potential for subcontracting and for MWSBE utilization considering the scope of work, available and capable MWSBEs to potentially perform the work and opportunities for multiple bids. Based upon these and other reasonable factors, the MWSBE Director shall determine the recommended aspirational targets. If the recommended aspirational

targets are lower than the applicable participation levels, the County Administrator is notified of the recommended modified aspirational targets and reasoning for such recommendations. The County Administrator then advises the Board, via email, and Commissioners have five business days to request a delay for the issuance of the bid/RFP and an agenda item regarding the recommended aspirational targets. This request for delay and further discussion can be effectuated by an individual Commissioner. If no Commissioner requests an agenda item within the five business days, staff is authorized to release the bid/RFP. During FY 2015, two requests were made by staff to lower the recommended aspirational targets due to the specialized nature of the work and vendor availability.

#### *Leon County's Small Business Enterprise Program*

In June 2006, the Board approved the establishment of a limited Small Business Enterprise (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. To qualify as an SBE, businesses must have a net worth of no more than \$2 million, employ 50 or fewer full/part-time employees, and the majority owner and the business must reside in Leon, Gadsden, Jefferson or Wakulla Counties. 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 \$100,000 or less which varies across business categories as shown in Table #4.

**Table #2: SBE Contract Cost Thresholds**

| <b>Business Category</b>       | <b>Estimated Contract Cost</b> |
|--------------------------------|--------------------------------|
| Construction: Prime Contractor | \$100,000 or less              |
| Professional Services          | \$50,000 or less               |
| Other Services                 | \$25,000 or less               |
| Materials & Supplies           | \$25,000 or less               |

Through the SBE Program, RFPs and Bids will be reserved only for certified SBE's when at least three SBE's are certified in the commodity or service requested in the RFP and/or Bid. Small businesses participating in this program will be given the opportunity to develop and enhance their business; therefore increasing their ability to compete effectively in procurement arenas. It should be noted that a limited number of projects are currently being identified for the SBE Program, which results in limited opportunities for these certified businesses. Increasing the threshold categories within the SBE Program policy may address the limited number of projects being identified for the program.

#### *Certification Process*

The County's certification process provides vendors with the opportunity to participate or compete for projects that have been identified as feasible for MWBE or SBE participation. Currently, applicants may obtain MBE, WBE, and SBE certifications. In addition, MWBE vendors may also receive dual certification for an SBE when applicable. Staff has worked diligently to provide a streamline process for certifications and provide dual certification when applicable. Applicants interested in certification have the capability of applying via paper

application or through the County's online Contract Compliance Monitoring System. Supporting documentation must also be provided for determination of certification eligibility by all MBE, WBE, and SBE applicants (Attachment #1). Finally, site visits are conducted for final certification determination. The certifications are good for a period of two years before a vendor must file for recertification.

Leon County and the City of Tallahassee share an Interlocal Agreement (February 2010) 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 MWBE certifications of the other for the purposes of procurement opportunities. Currently, SBE's are not included within the Interlocal Agreement; however, staff continues discussions with City staff to ensure all programs align. These meetings continue to explore opportunities relative to the City's SBE Program, its implementation, and inclusion within the Interlocal Agreement.

#### *MWSBE Program Summary*

The MWSBE Program provides access and opportunities to certified vendors to compete for projects identified as feasible for MWBE or SBE participation. Two factors often provide challenges for MWSBE opportunities within the Program: 1) projects that receive federal or state funding resulting in the County's aspirational targets being superseded by federal and state regulations and 2) the availability of large capital improvement projects (CIP). CIP Projects provide a significant number of opportunities for MWBE and SBE vendors versus other County procurement opportunities (i.e. professional services, materials and supplies, and other services).

Based upon the aforementioned narrative, there have been opportunities provided for all vendors engaging in Leon County's procurement processes. However, a disparity study update will identify areas that are recommended for modification and efficiency improvements. A disparity study update will also provide a review of the MWSBE Program and information as to how the County can continue to support all vendors participating within its procurement processes. As stated previously, procurement categories, rather than population, establish aspirational targets in order to remedy the areas of underutilization and substantial underutilization among MWBE businesses and to reflect the market. The need to conduct periodic disparity study updates arises from a Supreme Court ruling in *Adarand v. Peña*, which recognized 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.

#### Attachments:

1. MWSBE Program Certification Criteria

## **Status Report on FY 2015 Minority and Women-Owned Business Enterprise Expenditures**

### **Background:**

This item provides a report on the County's FY 2015 expenditures through the Minority and Women-Owned Business Enterprise (MWBE) Program. The following narrative provides a background on the 2009 MGT Disparity Study Update, which serves as a guiding document for the County's MWBE Program (Attachment #1).

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 #3). Disparity 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" is not significant demonstration of discrimination, 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. In other words, the EEOC's "80 percent" rule assists in determining whether a company's selection system was having an "adverse impact" on a minority group. The "80 percent" rule is not intended as a legal definition, but is a practical means of keeping the attention of the enforcement agencies on serious discrepancies in rates of hiring, promotion and other selection decisions.

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" meaning that overall selection process has an adverse impact, the adverse impact of the individual selection procedure should be analyzed.

Additionally, the 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).

Status Report on FY 2015 Minority and Women-Owned Business Enterprise Expenditures  
Page 2

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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," and are illustrated in the analysis section under Table #1.

In order to continue the MWBE Program and ensure that it is being administered based upon current factual data analysis; the Board may wish to consider conducting a disparity study update. An updated study would provide the basis for determining aspirational targets by industry within the Program. In addition, based upon a 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.

**Analysis:**

In accordance with the Purchasing and MWSBE Policy 96-1, the MWSBE Director evaluates relevant expenditures and contracting data to determine the performance and progress of the MWBE Program (Attachment #2). This report conveys the expenditure evaluation performed by the Director, to determine the amount of minority, women and non-MWBE businesses participation that exists in the County's procurement processes when aspirational targets are present and when aspirational targets are absent. As prescribed in the recommendations by MGT of America, aspirational targets should vary by project and reflect realistic MWBE availability.

Targets are established by procurement category, rather than population, to remedy the areas of underutilization and substantial underutilization among MWBE businesses in order to reflect the market. When aspirational targets are present in solicitations, staff encourages prime contractors/consultants to utilize MWBE businesses in order for the County to become closer to parity levels as recommended by MGT of America. The use of aspirational targets promotes relationship development between larger (primes) and smaller (subcontractors) businesses in the local market area (Leon, Gadsden, Jefferson, and Wakulla Counties); therefore, providing mentoring opportunities for smaller companies to enhance their business practices. Table #1 illustrates the County's MWBE Aspirational Targets based on the 2009 Disparity Study Update:

Status Report on FY 2015 Minority and Women-Owned Business Enterprise Expenditures  
Page 3**Table #1: Aspirational Targets – Policy No. 96-1**

| 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%                      |

Aspirational targets are considered to be the minimum level of MWBE participation expected for a particular procurement/project with consideration given to subcontracting opportunities and the availability of MWBEs in the market area that are capable of performing the work. Aspirational targets for individual bids/request for proposals (RFPs) may be higher or lower than the participation level identified in Table #1 depending upon scope of work, which allows staff to identify the associated procurement category and the number of certified firms within the market area available to perform the services identified. Non-certified firms (MWBE and non-MWBE) do not count towards participation.

If the recommended aspirational targets are lower than the applicable participation levels identified in Table #1, the County Administrator is notified of the recommended modified aspirational targets and reasoning for such recommendations. The County Administrator then advises the Board, via email, and Commissioners have five business days to request a delay for the issuance of the bid/RFP and an agenda item regarding the recommended aspirational targets. This request for delay and further discussion can be effectuated by an individual Commissioner. If no Commissioner requests an agenda item within the five business days, staff is authorized to release the bid/RFP. During FY 2015, two requests were made by staff and subsequently released after the five-day period to lower the recommended aspirational targets due to the specialized nature of the work and vendor availability.

**MWBE Expenditure Analysis**

The expenditure evaluation process involves data being extracted from the County's financial system and processed in a manner consistent with the methodology utilized for the MGT Study; records not relevant to the report were excluded. Examples of expenditure activity excluded from the analysis includes: expenditures outside of the market area (Leon, Gadsden, Jefferson and Wakulla Counties), expenditures with nonprofit agencies, associations or councils, governmental entities, including universities, utilities, telephones, gasoline, p-cards, real estate, office rent, postage, and hospitals; travel-related expenses, including hotels, car rental, and conference fees and grants to various entities.

The following are brief summaries for each procurement category:

**Architecture and Engineering (A&E) Prime Consultants:** The activities associated with this category are professional services provided for the proper planning of special elements, and for ensuring adequate response to the various site, civil, structural, mechanical, plumbing, and electrical requirements for the current building codes. Projects under A&E are distributed on an equitable basis to provide all firms with a reasonable opportunity for work assignments based on their area of expertise identified by the awarded firm.



## Status Report on FY 2015 Minority and Women-Owned Business Enterprise Expenditures

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**Construction Prime Contractors:** MWBE vendors must be the prime contractor submitting the actual bid to the County or be part of a joint venture, in order for the associated expenditures to apply to this category. Historically, staff has utilized Small Business Enterprise (SBE) vendors for small construction-related projects, which included housing rehabilitation, housing replacements, septic tank repair, and other small construction projects through the SBE Program. Staff is continually seeking to identify opportunities for MWBE vendors to participate as prime contractors.

**Construction Subcontractors:** Construction subcontracting opportunities are achieved through solicitation when aspirational targets are present. Due to the presence of these aspirational targets and the implementation of the B2GNow Contract Compliance Monitoring System, staff continues to see strong MWBE subcontracting participation. Historically, the majority of MWBE participation has been realized through the Construction Subcontracting category. This category has provided project participation experience to certified MWBE vendors, which is essential to strengthening the Construction Prime Category and the bonding capacity of MWBE vendors.

**Materials and Supplies:** The commodities purchased under this category (i.e. office supplies, equipment, miscellaneous building materials, and computers) are mainly based on the necessity of the departmental operating needs. Due to the types of services provided under this category, opportunities can be limited for MWBE vendors.

**Other Services:** The services associated with expenditures in this category typically include janitorial and repair services, uniform guard services etc. As noted in the tables below, the County exceeded the aspirational targets in this category.

**Professional Services Prime Consultants:** The services associated with expenditures in this category typically include auditing services, insurance services, legal services, advertising, and surveying. Based upon the nature of Professional Services contracts and the specificity of this category, staff continues to reach out to other local agencies to identify additional firms in order to increase MWBE participation.

### **FY 2015 Minority and Women-Owned Business Expenditures**

The following narrative is the analysis of FY 2015 Board expenditures with MWBEs. The reported expenditure activity is a combination of expenditures from the County's Annual Operating Budget and Capital Improvement Program. FY 2015 MWBE expenditures are associated with the following projects or services:

- Road Improvements including:
  - Aenon Church and Geddie Road Intersection Improvements
  - Kinhega Drive/Beech Ridge Trail Roundabout
- Stormwater Improvements:
  - Crump Road Cross Drain Replacement
  - Killearn Lakes Greenways Maintenance and Restoration Phase 1A Unit 1
  - Lake Heritage Dam Improvements
- Community Park Improvements:
  - Fred George Greenway
  - Jackson View Landing, Boat Ramp and Park Amenities

# Status Report on FY 2015 Minority and Women-Owned Business Enterprise Expenditures

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- Okeeheepkee Prairie Park
- Sidewalk Construction and Improvements, Continuing Services and Road Resurfacing, Continuing Services
- Miscellaneous projects including building renovations, roof repairs, upgrades at various County facilities, and routine maintenance, janitorial, printing, real estate and other miscellaneous services.

During FY 2015, the combined aggregate amount of MBE and WBE expenditures was \$3,973,764 or an estimated 21.3% of total expenditures within the MWSBE expenditure categories, which shows that MWBE expenditures continued to be strong in several categories. The following two tables provide an overview of FY 2015 MWBE Expenditures within the County's Operating Budget and Capital Improvement Program (CIP).

Table #2 provides the MBE Expenditures for FY 2015 within the Board's Operating Budget and Capital Improvement Program (CIP).

**Table #2: FY 2015 Minority Business Enterprise Expenditures**

| Category                             | FY 2015 Total Expenditures by Category | FY 2015 MBE Expenditure % by Category | FY 2015 MBE Expenditures by Category | Aspirational Target % |                    |
|--------------------------------------|----------------------------------------|---------------------------------------|--------------------------------------|-----------------------|--------------------|
| Architecture & Engineering           | \$978,548                              | 9.80%                                 | \$95,499                             | 12%                   | \$117,426          |
| Construction Prime Contractors       | \$10,151,622                           | 0.10%                                 | \$13,380                             | 8%                    | \$812,130          |
| Construction Reported Subcontractors | \$3,197,656                            | 46.50%                                | \$1,485,939                          | 17%                   | \$543,602          |
| Materials and Supplies               | \$565,333                              | 0.00%                                 | \$0                                  | 1%                    | \$5,653            |
| Other Services                       | \$2,972,524                            | 28.60%                                | \$849,505                            | 10%                   | \$297,252          |
| Professional Services                | \$767,635                              | 1.80%                                 | \$14,047                             | 7%                    | \$53,734           |
| <b>Total</b>                         | <b>\$18,633,318</b>                    | <b>13.2%</b>                          | <b>\$2,458,370</b>                   | <b>55%</b>            | <b>\$1,829,797</b> |

A total of two MBE expenditure categories met and/or exceeded the aspirational target. Expenditures for construction prime contractors totaled \$13,380 surpassing the aspirational target by 29.5% or \$942,337. In the category of other services, MBE expenditures totaled \$849,505 surpassing the aspirational target by 18.6% or \$552,253. In other expenditure categories, the historical trend of limited opportunities continues. In prior years, the SBE Program provided opportunities to MBEs to bid as primes through the Housing Program based upon projects being less than \$100,000. Currently, in the category of prime contractor, most procurement opportunities and the associated project size requires bonding, insurance, and experience that are historically found among larger sized companies. The majority of the certified MBEs are small businesses with limited resources. The materials and supplies category also provides limited opportunities to MBEs due to the commodities purchased under this category being determined by departmental need and the County holding accounts with several national suppliers due to pricing. MBE professional services opportunities are limited, even though staff has been able to identify firms in the areas of accounting and auditing, consulting, and legal services, because these opportunities are often associated with continuing services agreements. Historically, these professional services

# Status Report on FY 2015 Minority and Women-Owned Business Enterprise Expenditures

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opportunities are impacted on an annual basis due to automatic renewal of agreements. During FY15, strong MBE participation occurred in the construction subcontractors and others services categories, as has been the trend in prior years.

Table #3 provides the WBE Expenditures for FY 2015 within the Board's Operating Budget and Capital Improvement Program (CIP).

**Table #3: FY 2015 Women Business Enterprise (WBE) Expenditures**

| Category                             | FY 2015 Total Expenditures by Category | FY 2015 WBE Expenditure % by Category | FY 2015 WBE Expenditures by Category | Aspirational Target % |                    |
|--------------------------------------|----------------------------------------|---------------------------------------|--------------------------------------|-----------------------|--------------------|
| Architecture & Engineering           | \$978,548                              | 0.00%                                 | \$0                                  | 14%                   | \$136,997          |
| Construction Prime Contractors       | \$10,151,622                           | 0.04%                                 | \$3,871                              | 5%                    | \$507,581          |
| Construction Reported Subcontractors | \$3,197,656                            | 25.20%                                | \$804,875                            | 9%                    | \$287,789          |
| Materials and Supplies               | \$565,333                              | 23.00%                                | \$129,893                            | 6%                    | \$33,920           |
| Other Services                       | \$2,972,524                            | 17.30%                                | \$515,506                            | 8%                    | \$237,802          |
| Professional Services                | \$767,635                              | 8.00%                                 | \$61,249                             | 15%                   | \$115,145          |
| <b>Total</b>                         | <b>\$18,633,318</b>                    | <b>8.13%</b>                          | <b>\$1,515,394</b>                   | <b>57%</b>            | <b>\$1,319,234</b> |

\* Currently, there are no certified WBEs awarded in the A&E Category within the County's A&E Continuing Services Agreements; which allows for the distribution of projects on an equitable basis to provide all firms a reasonable opportunity based upon their expertise.

A total of three WBE expenditure categories met and/or exceeded the aspirational target. Expenditures for construction reported subcontractors totaled \$804,875 surpassing the aspirational target by 16.2% or \$517,086. In the category of materials and supplies, WBE expenditures totaled \$129,893 surpassing the aspirational target by 17% or \$95,973. Additionally, expenditures for other services totaled \$515,506 surpassing the aspirational target by 9.3% or \$277,704. The historical trend of limited opportunities continues in other expenditure categories. In prior years, the SBE Program provided several opportunities to WBEs to bid as primes through the Housing Program and other County departments based upon SBE construction projects being less than \$100,000. These opportunities are now limited due to a reduction in funding allocations from outside sources. In addition, opportunities were occasionally provided through the SBE Program, based upon the needs for A&E Services by the Housing Replacement Program and Facilities Management for building renovations. Due in part to Continuing Service Agreements, departmental opportunities for WBE's in the categories of construction and A&E are now infrequent. As stated above, Continuing Services Agreements historically have impacted the professional services category because of the automatic renewal of agreements. During FY 2015, strong WBE participation occurred in the areas of construction subcontracting, materials and supplies, and other services.

In regards to non-minority male expenditures, the total for FY 2015 was \$14.6 million, which exceeds MWBE expenditures in all categories, with the exception of reported construction subcontractors (Attachment #3). Reported construction subcontractors is the dollar amount reported by prime contractors for subcontractor services. Minorities and women exceed Non-Minority

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Males in the reported construction subcontractors category due to the assignment of aspirational targets to projects when feasible; and prime contractors/consultants utilizing MWBE businesses in order for the County to come closer to parity levels as recommended by MGT of America.

**Small Business Enterprise Program**

During June 2006, the Board approved the establishment of the Small Business Enterprise (SBE) Program. The purpose of the 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 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 #4 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.

Small Business Enterprise Program opportunities decreased from prior years due to a reduction in funding allocations from outside sources, such as the State Housing Initiatives Partnership (SHIP); and reductions in the Capital Improvement Program (CIP) Budget. Housing replacements and rehabilitation funded through the SHIP Program afforded opportunities to MWBEs, which were also SBE certified, to bid as primes on projects less than \$100,000.

**Conclusion**

The County continues to meet or exceed the aspirational targets in a number of categories; in particular, the aspirational target for the construction subcontracting category has been greatly exceeded (\$2,290,814 million or 71.6%). The 2009 Disparity Study Update states that a narrowly tailored goal-setting feature of an MWBE Program includes the reduction of the use of MWBE contract goals if the County determines that its goal is being exceeded. In addition, the 2009 Disparity Study Update identifies another narrowly tailored goal-setting feature of an MWBE Program as the reduction of contract goals for the next year, if the County exceeds MWBE goals with contract goals for two years. Staff has provided the Board with information relative to reasons for consideration of conducting a disparity study, including that a disparity study provides the factual analysis for the basis of adjusting aspirational targets. Pending Board direction concerning the conducting of a disparity study, staff will continue to promote MWSBE utilization to ensure the County comes closer to attaining parity levels in those categories where the aspirational targets have not been met; and, as recommend by MGT, through the Small Business Enterprise Program where applicable.

Staff will continue to seek opportunities to strengthen participation within County projects for minority-owned and women-owned businesses through continuing to develop partnerships to help improve MWSBE's business operations to increase success in procurement opportunities. This includes seeking partnerships with organizations that can aid in the provision of business development assistance and training in areas based upon MWSBE vendor interest. In addition, staff will continue to provide networking opportunities for MWSBEs to develop new business relationships through co-sponsorship of the annual local observations of Small Business Week and

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the local observation of Minority Enterprise Development (MED) Week events. Finally, staff will continue to notify certified MWBE firms of the County's procurement opportunities.

# City/County MWSBE Policy Comparison Table

Attachment #7  
Page 1 of 2

| Policy                                                                                                                                                                                                                                     | Leon County |     |     | City of Tallahassee                  |                     |                                  |     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----|-----|--------------------------------------|---------------------|----------------------------------|-----|
|                                                                                                                                                                                                                                            | MBE         | WBE | SBE | MBE                                  | WBE                 | SBE                              | DBE |
| 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           |     |     | 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   |     |                                      | X                   |                                  |     |
| Majority Owner(s) must be socially and economically disadvantaged individuals who own at least a 51% interest and also control management and daily business operations.                                                                   |             |     |     |                                      |                     |                                  | 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   |     | X                                    | X<br>(within 3 yrs) |                                  |     |
| Majority Owner(s) must reside in Leon, Gadsden, Jefferson, or Wakulla County Florida.                                                                                                                                                      | X           | X   | X   | X                                    | X                   | X                                |     |
| Majority Owner(s) must be a United States citizen or lawfully admitted permanent resident of the United States.                                                                                                                            | X           | X   | X   | X                                    | 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   | X                                    | X                   | X                                | X   |
| Business must be Independent and not an Affiliate, Front, façade, broker, or pass through.                                                                                                                                                 | X           | X   | X   | X                                    | X                   | X                                | X   |
| Business must be a for-profit business concern.                                                                                                                                                                                            | X           | X   | X   | X                                    | X                   | X                                | X   |
| Business must be currently located within the Market Area.                                                                                                                                                                                 | X           | X   | X   | X<br>(Primary business headquarters) | X                   | X<br>(Primary business location) |     |
| Business must have all licenses required by local, state, and federal law.                                                                                                                                                                 | X           | X   | X   | X                                    | X                   | X                                | X   |

# City/County MWSBE Policy Comparison Table

Attachment #7  
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| Policy                                                                                                                                                                                                                                                                                                                                       | Leon County |     |     | City of Tallahassee |     |          |     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----|-----|---------------------|-----|----------|-----|
|                                                                                                                                                                                                                                                                                                                                              | MBE         | WBE | SBE | MBE                 | WBE | SBE      | DBE |
| 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   | X                   | X   | X        |     |
| Business must have expertise normally required by the industry for the field for which Certification is sought.                                                                                                                                                                                                                              | X           | X   | X   | X                   | 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   | X                   | X   | X        |     |
| Annual gross receipts on average, over the immediately preceding three (3) year period, shall not exceed:<br>- For businesses performing Construction – \$2,000,000/year.<br>- For businesses providing Other Services or Materials & Supplies - \$2,000,000/year.<br>- For businesses providing Professional Services – \$1,000,000/year.   | X           | X   | X   |                     |     |          |     |
| Average annual gross receipts for the preceding three (3) year period, shall not exceed:<br>- For businesses performing Construction - \$4,000,000/year.<br>- For businesses providing Other Services or Materials & Supplies - \$1,000,000/year.<br>- 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   |                     |     | 6 months |     |
| 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   |                     |     |          |     |
| Valid business tax certificate, if applicable                                                                                                                                                                                                                                                                                                |             |     |     |                     |     | X        |     |

\* DBE Program- Applicable to USDOT Federal Funds for Aviation, Transit, Planning, etc.



**Leon County**  
**Board of County Commissioners**

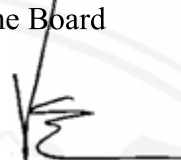
**Notes for Budget Workshop Item #5**

# Leon County Board of County Commissioners

## Budget Workshop Item #5

April 26, 2016

**To:** Honorable Chairman and Members of the Board

**From:** Vincent S. Long, County Administrator 

**Title:** Consideration of Matching Funds for Springs Restoration Grant Funds

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|                                                  |                                                                                                                                                                                                                        |
|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>County Administrator Review and Approval:</b> | Vincent S. Long, County Administrator                                                                                                                                                                                  |
| <b>Department/<br/>Division Review:</b>          | Alan Rosenzweig, Deputy County Administrator<br>Scott Ross, Director of the Office of Financial Stewardship<br>Tony Park, P.E., Director of Public Works<br>Katherine G. Burke, P.E., Director of Engineering Services |
| <b>Lead Staff/<br/>Project Team:</b>             | Theresa B. Heiker, P.E., Stormwater Management Coordinator                                                                                                                                                             |

**Fiscal Impact:**

This item has a fiscal impact. Matching grant funds of \$1.5 million for the proposed Woodville Sewer design could come from existing unallocated fund balances to be repaid by the County's share of the Blueprint 2020 Water Quality sales tax project. An additional \$750,000 grant is being offered by the State to support installing and monitoring a new onsite sewage treatment and disposal systems (OSTDS)

**Staff Recommendation:**

- Option #1: Authorize staff to finalize the Primary Springs Protection Grant submission for Woodville Sewer Design utilizing \$1.5 million in unallocated fund balance to be repaid from the County's share of the Blueprint 2020 Water Quality allocation.
- Option #2: Authorize staff to negotiate an agreement with the Florida Department of Environmental Management, North West Florida Management District and the Florida/Leon County Department of Health for the acceptance of a \$750,000 grant to fund and evaluate a new Onsite Sewage Treatment and Disposal Systems (OSTDS) in the Wilkinson Woods subdivision.
- Option #3: Direct staff to continue to seek future Springs Restoration Grant Funds for the Northeast Lake Munson (\$2.75 million match) area and the Annawood/Belair area (\$1.75 million match), utilizing unallocated fund balance for the initial match requirements, to be repaid from the County's share of the Blueprint 2020 Water Quality allocation.

## **Report and Discussion**

### **Background:**

The State of Florida has again funded the Springs Restoration Matching Grant program. If the County wishes to be considered for funding, there are local matching requirements for which staff has identified funding options for the Board's consideration. Additionally, staff is also seeking additional policy guidance related in anticipation of future grant funding becoming available from the State.

With regards to prior springs grant matching efforts, Leon County's legislative funding priorities for wastewater projects have dealt with neighborhoods experiencing failed septic tanks throughout the county. For example, the Woodville community has been the focus of central sewer design funding requests for over 10 years. Other neighborhoods of concern include Harbinwood Estates and Centerville Trace. Recently, the Legislature allocated funds to Water Management Districts specifically for springs restoration, such as Wakulla Springs. Leon County received grants in 2014 (\$500,000) and 2015 (\$1.95 million) totaling \$2.45 million to transition the Woodside Heights subdivision from septic tanks to central sanitary sewer as part of this effort. These grants are matched by \$2.45 million of the County's \$25 million in Blueprint 2000 Water Quality funds, and will address approximately 200 septic tanks. A large number of septic tanks in the neighborhood have experienced problems in the past.

### **Analysis:**

The water quality and biological health of Wakulla Springs and the Upper Wakulla River have declined over the past several decades. As research into the reasons for the decline was ongoing, Leon County adopted the Primary Springs Protection Zone (PSPZ) as shown in Attachment #1. This reflects the portion of southern Leon County where the soils are more permeable and more likely for pollutants on or near the land surface to find their way into the aquifer.

Research by the Northwest Florida Water Management District (District), the Florida Department of Environmental Protection (FDEP) and the U.S. Geological Survey (USGS) determined that increased nitrate loadings in the groundwater discharged at Wakulla Springs are the primary cause for the decline. In 2012, FDEP adopted a Total Maximum Daily Load (TMDL) for nitrate in the Upper Wakulla River and Wakulla Springs Basin, requiring a reduction by over 50%.

Once a TMDL is established, FDEP developed a Basin Management Plan (BMAP) with affected stakeholders in order to achieve the necessary reductions. The official extents for the Upper Wakulla River BMAP are shown in Attachment #2. (Although FDEP recognizes the impacts to the Floridan Aquifer from the state of Georgia, the BMAP can only apply in Florida's jurisdiction.) Domestic wastewater impacts from the City of Tallahassee wastewater facilities and private septic tanks in the PSPZ were determined to have the greatest impact to the nitrate levels in Wakulla Springs.

*Woodville Sewer*

Included in the BMAP are a series of management strategies proposed by Leon County, including (subject to budget and appropriation) the funding of Woodville Sewer. In preliminary discussions with the NFWMD and FDEP, both agencies were supportive of the County submitting a Springs Restoration Grant Funding request for preliminary design and engineering work.

The distance between Woodville and the City of Tallahassee system requires the design and construction of the transmission system before a local collection system can be constructed. Initial estimates are for a \$1.5 million grant to be matched by \$1.5 million of County funds for a total cost of \$3.0 million. Currently, the County has already spent or committed the \$25 million of BP2000 Water Quality funds from the current sales tax. However, the Board has not yet prioritized the expenditure of the future sales tax extension Water Quality/Stormwater funding allocation (\$42.5 million each for the County and City or \$2.125 million annually). Woodville Sewer funding has annually been a priority of the County with regard to both State and Federal appropriation requests.

If the County continued to proceed with seeking grant matching funds for Woodville Sewer, staff would recommend that unappropriated fund balance be utilized for cash flow purposes; meaning, that the County would replenish the fund balance utilized to support the Woodville Sewer match with the County's share from the future Blueprint Water Quality sales tax allocations.

*Onsite Sewage Treatment and Disposal Systems (OSTDS)*

The BMAP also requires development of an Onsite Sewage Treatment and Disposal Systems (OSTDS) Initiative to "identify effective, financially feasible strategies to reduce existing loading and prevent future nutrient loading from OSTDS sources."

A stakeholder advisory committee is being established by FDEP to assist with the OSTDS Initiative. One of the responsibilities of the OSTDS Advisory Committee is to analyze and prioritize a wastewater management plan that includes identification and development of strategies (projects). In support of this effort and to provide some preliminary data and analysis, the FDEP offered NFWMD an opportunity for Leon County to receive \$750,000 for a pilot project (100% grant, no match required) to evaluate a new OSTDS technology called "Bold and Gold". The project would replace existing OSTDS with the "Bold and Gold" systems, including long-term monitoring of the system effectiveness in nitrate removal. The Wilkinson Woods private subdivision northeast of Woodville (also shown in Attachment #3) is suggested for the project. The large lots and resulting distance between the houses greatly increase the cost for centralized OSTDS management.

Preliminary discussions with senior FDEP staff indicate that an agreement could be established with FDEP, NFWMD, Leon County Government and the Leon County Health Department. Leon County anticipates being the lead in working with the individual homeowners for the replacement of their systems with the "Bold and Gold" systems. Staff anticipates working closely with the other participants to have the local Health Department be the lead agency in compiling the on-going data and analysis once the systems have been installed.

### *Future Grant Funding Opportunities*

The emphasis on funding construction rather than only design enabled Leon County to receive funds to construct central sanitary sewer in the Woodside Heights neighborhood. NFWMD staff relayed two key factors in successful future requests for the springs restoration funds: first, demonstrating the project involves construction within the Wakulla Springs Primary Focus Area (PFA) and second, the ability to complete the construction within the typical two-year contract period. These factors led staff to add two neighborhoods from the City's Sewer Master Plan within the Lake Munson/Oak Ridge Planning Area for 2016 funding requests. The proposed projects are shown in Attachment #3. The state was supportive of both projects being considered for a future grant funding cycle.

The two projects are the Northeast Lake Munson area (\$5.5 million total; \$2.75 million County match) and the Annawood/Belair area (\$3.5 million total; \$1.75 million County match). Like the Woodville Sewer funding, the County does not have any sales tax funds currently available to be used as matching funds. However, like the Woodville design funding, the County could utilize existing fund balances for cash flow purposes to be repaid with future sales tax funds. Given the timing of these projects and the future grant funding cycle, the actual need for all of the funding being needed prior to the sales tax being available is not anticipated.

If desired, the Board could provide staff the authority to continue to seek out and apply for Springs Restoration Grant funding with the understanding that future sales tax revenue will be the ultimate source of funding for any match requirements. All grant awards and funding agreements would be brought to the Board for final approval, and the appropriation of any necessary fund balances.

### *Sales Tax project is the Alternative Sewer Solutions Study*

A separate Blueprint sales tax project is the Alternative Sewer Solutions Study. This is a project that will be approved for funding by the Intergovernmental Agency. The IA has not begun deliberations on the prioritization related to project specific funding for the sales tax collection beginning in 2020. The scope of the study has not been approved by the IA; input received by the sales tax committee indicates the study should evaluate issues related to OSTDS management throughout the unincorporated area, including the Primary Springs Protection Zone. The Springs Restoration Grants are focused on the Wakulla Primary Focus Areas, not the entire unincorporated area. Given the current availability of Springs Restoration Grant Funds, staff recommends to continue to proceed with capital projects that fulfill strategies and initiatives already identified and committed to in the BMAP. The anticipated alternative sewer solutions study can be utilized to further inform the Board on subsequent funding allocations.

### *Recommendations*

The options listed below are consistent with previous Board policy and direction regarding Woodville sewer, leveraging local funds and support for the implementation of the strategies contained within the approved BMAP. Depending on the timing and amount of grant funding availability, existing unallocated fund balances can be utilized as "bridge funding" until the Blueprint 2020 Water Quality sales tax allocation becomes available. If significant amounts of

additional grant funding becomes available, staff will provide alternative funding options (including short term borrowing) to the utilization of existing unallocated fund balances.

**Options:**

1. Authorize staff to finalize the Primary Springs Protection Grant submission for Woodville Sewer Design utilizing \$1.5 million in unallocated fund balance to be repaid from the County's share of the Blueprint 2020 Water Quality allocation.
2. Authorize staff to negotiate an agreement with the Florida Department of Environmental Management, North West Florida Management District and the Florida/Leon County Department of Health for the acceptance of a \$750,000 grant to fund and evaluate a new Onsite Sewage Treatment and Disposal Systems (OSTDS) in the Wilkinson Woods subdivision.
3. Direct staff to continue to seek future Springs Restoration Grant Funds for the Northeast Lake Munson (\$2.75 million match) area and the Annawood/Belair area (\$1.75 million match), utilizing unallocated fund balance for the initial match requirements, to be repaid from the County's share of the Blueprint 2020 Water Quality allocation.
4. Board direction.

**Recommendation:**

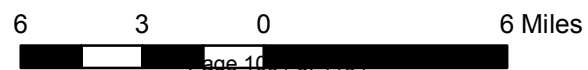
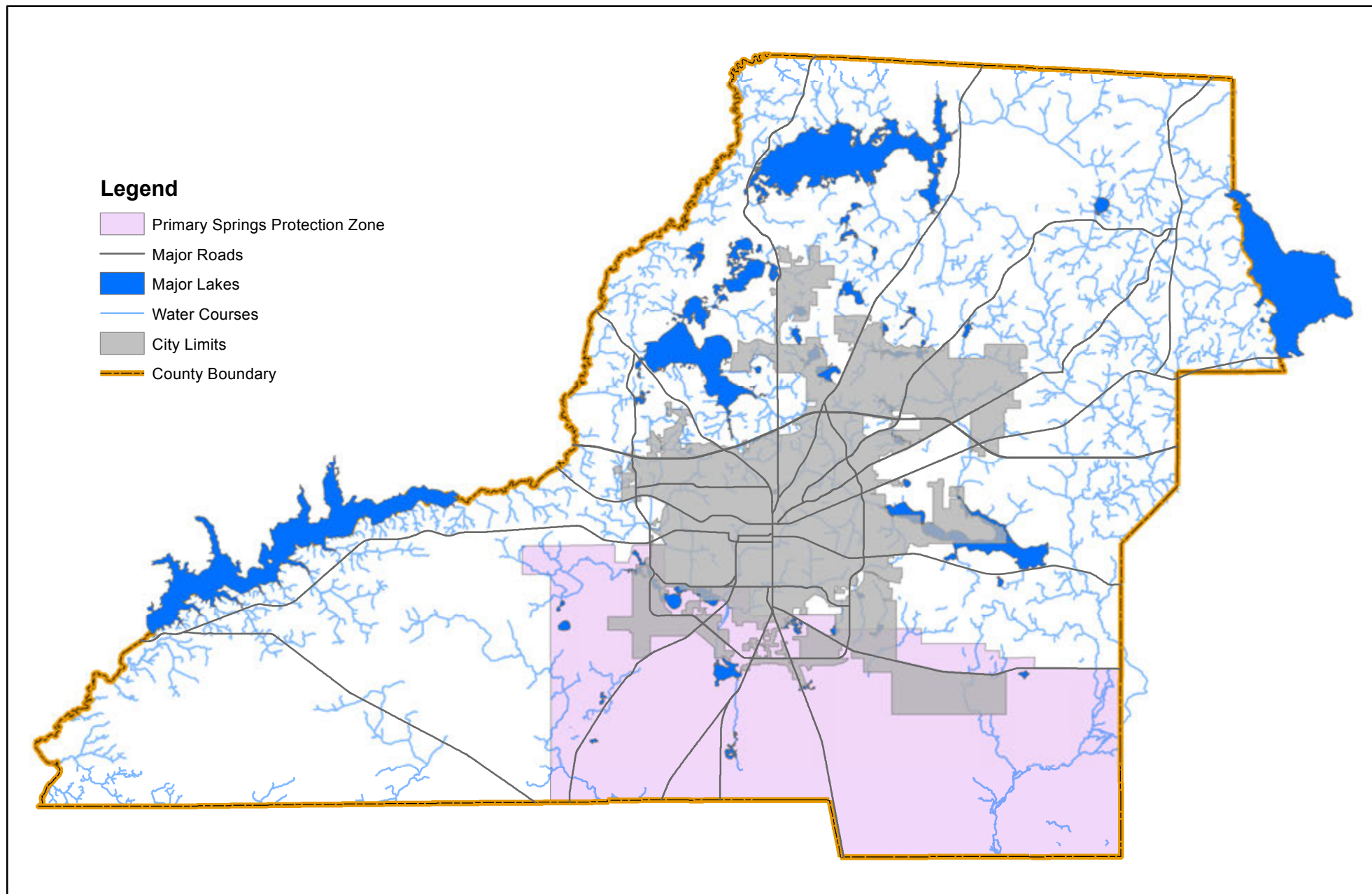
Options #1, #2 and #3

**Attachment(s):**

1. Map – Leon County Primary Springs Protection Zone
2. Map – Wakulla Springs BMAP Boundary
3. Map – Proposed 2016 Wastewater Retrofit Project Locations



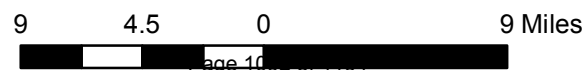
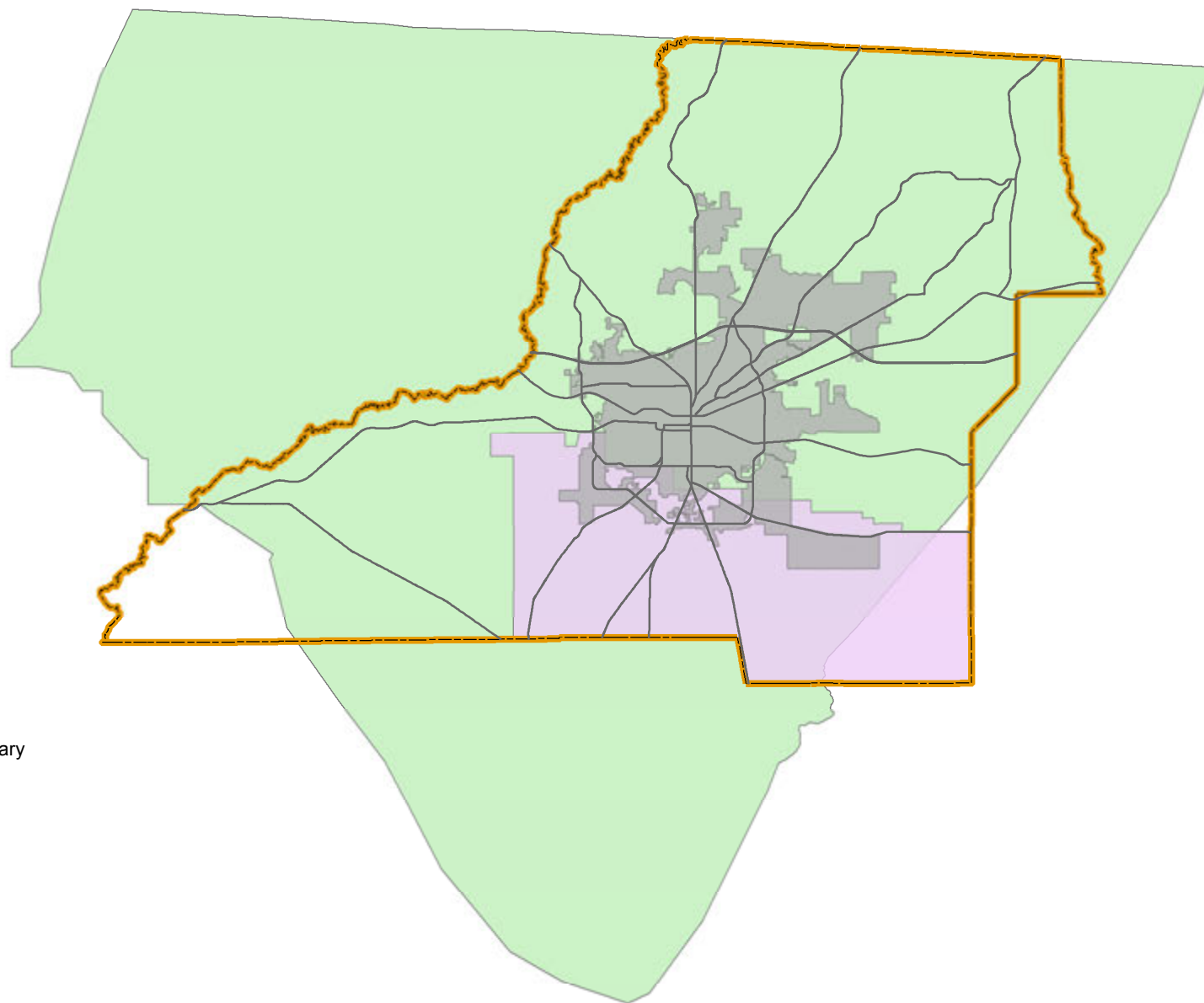
# Leon County Primary Springs Protection Zone



# Wakulla Springs BMAP Boundary

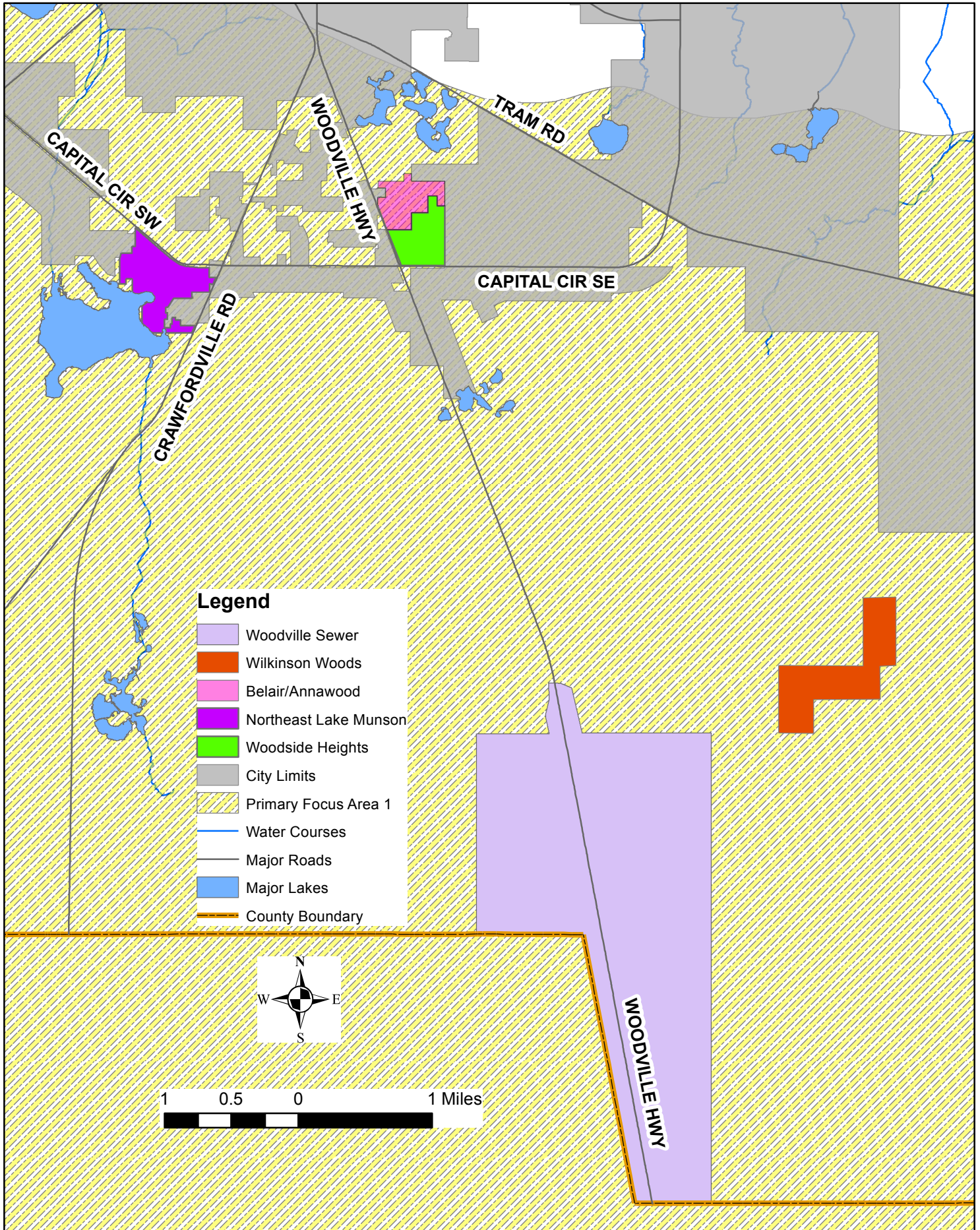
## Legend

- Major Roads
- Primary Springs Protection Zone
- Wakulla\_BMAP\_General\_Boundary
- City Limits
- County Boundary





# Proposed 2016 Wastewater Retrofit Project Locations



**Leon County**  
**Board of County Commissioners**

**Notes for Budget Workshop Item #6**

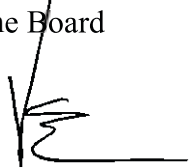
# Leon County

## Board of County Commissioners

### Budget Workshop Item #6

April 26, 2016

**To:** Honorable Chairman and Members of the Board

**From:** Vincent S. Long, County Administrator 

**Title:** Approval to Establish a \$1,000,000 Economic Development Incentive Fund for the Tallahassee/Leon County Office of Economic Vitality through \$500,000 Contributions Each by the County and City of Tallahassee

|                                                  |                                                                                                                                                                                                     |
|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>County Administrator Review and Approval:</b> | Vincent S. Long, County Administrator                                                                                                                                                               |
| <b>Department/ Division Review:</b>              | Alan Rosenzweig, Deputy County Administrator<br>Ken Morris, Assistant County Administrator<br>Scott Ross, Director of the Office of Management and Budget<br>Benjamin H. Pingree, Director of PLACE |
| <b>Lead Staff/ Project Team:</b>                 | Cristina Paredes, Director of Economic Vitality                                                                                                                                                     |

#### **Fiscal Impact:**

This item has a fiscal impact. This item seeks Board's approval to realign \$356,000 of existing economic incentive funds and a one-time infusion of \$144,000 from fund balance in order to provide half of the resources toward a \$1 million economic development incentive fund for the Tallahassee/Leon County Office of Economic Vitality (OEV). Contingent upon the approval and equal allocation by the City, these readily available funds would maximize future job creation opportunities that may arise prior to the availability of sales tax revenues in 2020, and would allow the joint OEV to manage existing commitments on behalf of the County and City Commissions with a centralized fund for the issuance of reimbursements.

#### **Staff Recommendation:**

Option #1: Approve the establishment of a \$1.0 million economic development incentive fund for the Tallahassee/Leon County Office of Economic Vitality, contingent upon a matching \$500,000 allocation by the City, as follows: realign \$356,000 of existing County QTI funds and \$144,000 from fund balance.

## **Report and Discussion**

### **Background:**

On February 29, 2016, the Intergovernmental Agency (IA) approved the establishment of a consolidated Tallahassee/Leon County Office of Economic Vitality and designated the new office as the economic development organization of record with the State of Florida for the community (Attachment #1). During the discussion regarding the establishment of the OEV, the IA discussed the need for seed money to establish an economic development incentive fund that may be needed prior to the implementation of the 2020 sales tax program. However, no action was taken by the IA at that time. This budget discussion item seeks the Board's approval to provide half of the resources needed to establish a \$1.0 million Economic Development Incentive Fund for the new Tallahassee/Leon County Office of Economic Vitality, in partnership with the City, to provide a readily available source of funding for unanticipated job creation opportunities that may arise prior to the availability of sales tax revenues in 2020.

Through FY 2015, the Board allocated \$25,000 annually for the Qualified Targeted Industry (QTI) program in order for payments to be made on prior County commitments and to have a readily available source of funds for the next job creation opportunity. These funds were previously held in separate interest bearing accounts by the County's former economic development contract agency on behalf of the County. These funds have been remitted to the County and there is currently \$356,000 set aside for current and possible future QTI payments.

Providing recurring funding to support economic development incentives is essential to the following Strategic Initiatives that the Board approved at the January 26, 2016 meeting:

- *Work with the City of Tallahassee and Blueprint to implement the Sales Tax extension, including the Economic Development portion (2015).*
- *Implement strategies that encourage highest quality sustainable development, business expansion and redevelopment opportunities.*

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).*

### **Analysis:**

As stated previously, the County has \$356,000 budgeted for the purposes of leveraging QTI incentives. Staff is recommending that the Board realign these funds, along with an additional one-time infusion of \$144,000 from fund balance, in order to provide half of the resources toward a \$1 million economic development incentive fund for the Tallahassee/Leon County Office of Economic Vitality. In addition to QTI, staff recommends that this proposed fund also be utilized for ad valorem incentives awarded through the Targeted Business Program (TBP). Although the City has traditionally budgeted for QTI commitments on a year-to-year basis, the City has an equal amount of financial obligations as the County. The City Manager has

expressed his support and willingness to present this issue to the City Commission at an upcoming budget meeting. Both incentive programs are explained in greater detail as follows:

#### Qualified Targeted Industries

The QTI Program is a tax refund incentive and partnership program between the state and local governments offering refunds on corporate income, sales, ad valorem and certain other taxes for pre-approved applicants who create high wage jobs in targeted high value-added industries. Applications for this program are processed by Enterprise Florida for approval, but a match of 20% is required from the local community where the job creation is occurring. In Leon County, the 20% QTI local match is typically split evenly between the County and the City of Tallahassee, since most applicants locate within the City limits. In order to be approved as a qualified applicant for the QTI program, a local Resolution affirming its commitment to fund the required local match for a specific applicant. QTI refunds range from \$3,000 to \$8,000 per net new job created but the incentive is provided on a reimbursement basis and is only released once the required jobs have been created. Should a company fail to create the number of specified new jobs after its third year, and according to the program requirements and time frames established in the application, the annual tax refund payments to the company would be adjusted downward, accordingly, based on performance.

Of the \$356,000, \$35,000 is encumbered based on prior QTI commitments approved by the Board. It should be noted that the Board will be considering an item on the April 26, 2016 agenda to allocate up to \$54,000 in QTI incentives to Project Presidential. If this incentive is approved, it will bring the total encumbered balance for QTI incentives to \$89,000.

#### Targeted Business Program

The TBP Program is a local incentive based program formally administered by the EDC to induce business growth that is beneficial to the community. The targeted industries include aerospace & defense, alternative energy, information technology, health sciences, research and engineering, and transportation and logistics. The program offers incentives to new and existing businesses that create value-added jobs that will diversify the economy and will generate revenue growth from the sales of goods and services outside the local economy. The program also seeks to reward businesses that build environmentally sensitive projects, do business with other local businesses, and practice good corporate citizenship. Funds awarded under this program are used to reimburse up to 100% of the associated development fees and a portion of the ad valorem taxes paid for the business' capital investment/improvement. The amount of funding is based on a scoring system evaluated by a staff review committee with final approval and award granted by the County and City Commissions.

In September 2015, the Board approved up to \$37,900 in annual ad valorem reimbursements over a ten year period under the TBP Program for the expansion of Turbocor. These payments would also be made from this incentive fund.



This \$1.0 million fund is designed to leverage and maximize job creation opportunities through economic incentives until the IA finalizes the allocation of the economic development portion of the sales tax revenues which begin in 2020. This will further empower OEV's responsiveness for future job creation opportunities through a dedicated and readily available incentive fund. It is not intended for programmatic or administrative functions. The establishment of this fund will also allow the joint OEV to manage existing commitments made by the County and City Commissions including a central fund for the issuance of payments. For example, on the Board's April 26, 2016 regular meeting agenda is an item and resolution seeking support of a QTI applicant and the County's required local match. The City Commission will take up the same issue the following night regarding its required local match. Under the current process with funds coming from separate County and City sources, both Commissions will have to sign separate resolutions and issue separate payments even though they are funding an equal share of the required local match.

Staff is currently working with the strategic planning consultants to develop a more efficient approval process for economic development incentives and will provide an update on the strategic planning process at the June 20<sup>th</sup> IA meeting. Once the strategic plan has been completed, the IA may wish to consider additional incentive programs with these funds and determine the appropriate approval process for each program.

Staff recommends the Board's approval to realign the existing \$356,000 of QTI monies, along with an additional one-time infusion of \$144,000 from fund balance, in order to provide half of the resources toward a \$1.0 million economic development incentive fund for the Tallahassee/Leon County Office of Economic Vitality. Contingent upon the approval and equal allocation by the City, these readily available funds would maximize job creation opportunities that may arise prior to the availability of sales tax revenues in 2020 through the existing QTI and TBP Programs.

**Options:**

1. Approve the establishment of a \$1.0 million economic development incentive fund for the Tallahassee/Leon County Office of Economic Vitality, contingent upon a matching \$500,000 allocation by the City, as follows: realign \$356,000 of existing County QTI funds and \$144,000 from fund balance.
2. Do not approve the establishment of a \$1.0 million economic development incentive fund for the Tallahassee/Leon County Office of Economic Vitality.
3. Board Direction.

**Recommendation:**

Option #1.

**Attachments:**

1. February 29, 2016 Intergovernmental Agency Agenda Item.



## ITEM #9

### Agenda Item

|                                                                                                    |                                              |
|----------------------------------------------------------------------------------------------------|----------------------------------------------|
| <b>SUBJECT/TITLE:</b> Proposed Ecosystem Model for Economic Development                            |                                              |
| <b>Date:</b> February 29, 2016                                                                     | <b>Requested By:</b> IA                      |
| <b>Contact Person:</b><br>Ricardo Fernandez, City Manager<br>Vincent S. Long, County Administrator | <b>Type of Item:</b> Discussion/Presentation |

#### **STATEMENT OF ISSUE:**

The purpose of this agenda item is to obtain direction from the Intergovernmental Agency (IA) regarding:

- Establishing an economic development agency;
- Hiring a consultant to assist in the development of a long-term economic development strategic plan;
- Proposed improvements to the Economic Development Coordinating Committee; and
- An implementation timeline.

#### **BACKGROUND:**

The economic development landscape has changed dramatically in recent decades and continues to evolve at the velocity of changes in innovation, technology and globalization. Yet our local (and even state and national) models for economic development have remained fairly static over this time. For many years in our community, people have observed and discussed our local economy in terms of its potential. More harsh critiques note its persistent lack of investment, slow and siloed decision-making, absence of coordination, little or no discernible strategic planning and even an overall complacency related to our local economic development efforts. In recent years, a dichotomy began to evolve characterized by local governments, universities, businesses and entrepreneurs individually and collectively engaging in a level of effort around innovation, job creation, talent retention, creativity and entrepreneurship not previously experienced in our community.

Recognizing the need to invest in and cultivate this evolving landscape, the County and City Commissions approved becoming only the second community in the state of Florida to include economic development as part of their sales tax initiative. On November 4, 2014, 65% of the voters overwhelming approved a 20-year extension of the sales tax, which included 12% (estimated at \$90.7 million) set aside to support economic development projects, programs, and initiatives. Understanding the enormity of the opportunity for transformational change created by the sales tax, and in order to support, sustain and propel our collective economic development efforts, a new model is required.

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Economic Development Organization (EDO) Best Practice Models and Comparables:

The following section is provided because members of the IA may wish to have a broader context of other EDO models. The field of professional economic development has expanded significantly during recent decades. Currently, there are more than 13,000 primary economic development organizations within the United States and many more internationally. The three primary models for economic development organizations (EDOs) are *public-based* with strong private sector engagement, *private based*, and *public-private* models similar to the former Economic Development Council (EDC).

There is no ideal structure based on the size or development of a community. The success of an EDO largely depends on the processes, leadership, and development and implementation of a strategic plan that fits the community best. Generally, economic development organizations focus exclusively on economic development activity, programs and services, allowing natural growth from the local economy to spur community and business development.

According to the International Economic Development Council (IEDC), a high-performing EDO fulfills its mission by following internal best practices. “It builds relationships and community capacity to foster broad prosperity and it embodies adaptability, responsiveness and integrity. It sees, and sometimes makes, new opportunities. It employs its capacities and resources to the fullest, sets its goals high, and works diligently to attain them.” The IEDC’s Economic Development Research Partners Program found that organizationally, high-performing EDOs tend to share eight success factors. Top performing EDO’s:

1. Are customer-driven;
2. Operations align with a strong strategic plan;
3. Measure results and make adjustments accordingly;
4. Serve as creative risk-takers;
5. Build strong alliances and networks across sectors;
6. Earn the trust and respect of their communities and stakeholders;
7. Are highly efficient with funding and resources, and
8. Invest in their people with professional development opportunities.

According to a staff review of EDO best practices, “Economic development is about positioning the economy on a higher growth trajectory. It is the product of long-term investments in the generation of new ideas, knowledge transfer, and infrastructure, and it depends on functioning social and economic institutions and on cooperation between the public sector and private enterprise. Economic development requires collective action and large-scale, long-horizon investment. It is within the purview of government” (-UNC Chapel Hill: <https://www.eda.gov/tools/files/research-reports/investment-definition-model.pdf>).

EDOs typically have the following core functions: collecting and analyzing data analytics; providing data analysis and recommendations to strategically plan for economic development; marketing and promotion of the community, including handling prospect visits; business retention and expansion; workforce development and talent retention and acquisition; business incubation and acceleration; and participates and supports entrepreneurial/startup activity. As part of the extensive best-practice review, staff reviewed a number of comparable communities to examine in depth the various models that align with our present status and opportunity, have been identified as best-practice, and/or provide relevant aspirational achievement that our

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community can benefit from: Lee County, Florida; Charleston County, South Carolina; and Nashville, Tennessee. Additionally, the Mayor's Office has provided a summary of 13 other EDO's which has been included as Attachment #1.

Lee County, Florida: The Fort Myers Regional Partnership is the regional brand name for the Lee County Office of Economic Development (public model). Serving as the EDO, its Office of Economic Development interacts with the private community through the Horizon Council and Horizon Foundation. In addition, the County has developed a public-private advisory board, which functions similar to the EDCC established as part of the governance of the sales tax economic development program. The strategic planning process was led by the Executive Committee for a long-range plan to 2025 detailing partner roles and economic development benchmarks. Lee County incorporated a collective private enterprise voice in developing a strategic roadmap to 2025 and appears to have built a strong alliance and network across sectors.

Charleston, South Carolina: The Charleston County Economic Development Department (CCEDD) is a county government office. It works closely with the Charleston Regional Development Alliance, a non-profit economic recruitment and marketing organization serving as the EDO (public & non-profit model). The regional office works in tandem to the local office as it markets the Charleston region on behalf of three counties and partners throughout the region, smaller municipalities, and government allies in Charleston County. Through measuring results, the CCEDD adjusted after it concluded that the regional alliance was focusing more upon gaining investors and managing board relations than it was spending time recruiting industry. The county, in efforts to be efficient with funding and resources, reduced funding to the regional board to reallocate funds to assist in both current industry retention efforts and recruitment of new industry.

Nashville, Tennessee: Partnership 2020 is a public-private enterprise that utilizes eleven staff members from the Nashville Chamber of Commerce and serves as the EDO for the Middle Tennessee region. This public-private partnership reflects a model used locally prior to the separation of the EDC and the Greater Tallahassee Chamber of Commerce. Partnership 2020 is executing a five-year economic development strategy from 2011 to 2016 with funding and leadership provided by the public and private entities. Nashville focuses on its regional assets and serves as a creative risk-taker. The city approaches economic development by investing and building upon an international brand of Music City and tourism as the city's No. 2 private employer. The strategic planning process and community-wide effort of economic development efforts led to Partnership 2020. Economic development efforts, from the public and private arm, are guided through this strategic plan. Funding and leadership rose through cross-sector efforts of 280 corporate, association, and government entities.

The key elements of success that the majority of these entities possess are a strong partnership between the private and public sector and a long-range strategic plan.

Recommended Model

As described in the following analysis, staff proposes a model that is not merely an incremental improvement in the way the economic development function is provided in our community, but will result in framework to support a true economic development ecosystem positioned to provide results equal to the opportunity that presents itself. This economic development ecosystem model:

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***Ensures accountability, transparency, citizen engagement and professional management of economic development projects, programs and initiatives, while simultaneously leveraging ideas, innovations and intellectual capital through the continuous coordination of the community's economic development partners.***

Given the importance of speed in decision making and clarity of mission inherent in economic development, the model features one governing body supported by citizen and community review, expert input, layers of accountability and transparency, and dedicated professional staff. For purposes explained more fully in this agenda item, this proposed model recommends utilizing the Blueprint organizational structure to support and enhance the local economic development organization (EDO). This organizational structure affords the opportunity to align and fully leverage considerable technical and professional resources which currently reside within the County and City Economic Development Offices, Planning Department, GIS, and Blueprint, and to eliminate the existing duplication of efforts. As such, this model includes a consolidated Office of Economic Vitality housed within the Department of PLACE. In addition to the alignment of resources, this organizational structure also provides for an integration of policy, the collection and utilization of data, and coordinated implementation of projects and initiatives which cross over the planning, land use and economic development spectrum. This office will provide a one-stop-shop for economic development and will be responsible for the day-to-day execution of a strategic economic development plan to be developed and implemented utilizing the considerable expertise of our community's economic development partners.

#### **ANALYSIS:**

Our community is fortunate to have a stable local economy supported by strong local businesses, excellent schools, progressive local governments and a wealth of talent due to the presence of our institutions of higher education. We have enjoyed steady, incremental progress in the area of economic development and have been well served by an economic development model featuring the Economic Development Council (EDC) as the community's EDO. This model has benefitted from strong volunteer participation and highly professional leadership, but has operated with very limited non-dedicated local government funding and business member contributions from a relatively small local business base. While this model has not suffered from a lack of commitment from local business, local government or the organization's professional staff, it has had limited capacity to coordinate and fully leverage the economic development assets of this community.

The evolution of our community's economic development efforts, including passage of the sales tax with significant revenues dedicated to economic development, requires a new model to serve as a foundation to support an economic development ecosystem. This ecosystem model is necessary to grow and sustain the economic health and vitality of the community. As with any type of ecosystem, the health of the ecosystem is not determined by the absence of threat or challenge, but by the presence of a resilient, sustainable model which utilizes the diversity of its resources to the greatest extent and promotes the interdependence of its community members. To provide the foundation necessary for the economic development ecosystem to thrive, staff recommends establishing the Blueprint Intergovernmental Agency as the new EDO.

## Blueprint 2000 Intergovernmental Agency

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### Blueprint Intergovernmental Agency

When the County and the City created the Blueprint Intergovernmental Agency and the organizational structure to implement the infrastructure sales tax passed in 2000, it was born from a collective sense of urgency in the community to realize the potential before us and the knowledge that things had to be done differently to get the results that were possible. The unique organizational structure was created to unify governing, policy and funding decisions, eliminate silos, leverage significant financial resources from outside the community, and unleash the private sector to do their work inside the community. Because of the significant infusion of dedicated public dollars provided through the support of the local electorate, the structure was designed to provide transparency, accountability, reporting, independent financial review, and citizens' input. Importantly, it also put in place a management structure that not only brought all the resources of the County and City governments to bear but provided singular focus in the strategy, planning, and execution of projects. The results relative to infrastructure have been transformational across the community, and the same is anticipated by integrating economic development efforts into this model.

### *Blueprint Structure Delivers Results*

Infrastructure has always been an integral driver of economic vitality. Commerce and industry rely on highways, water, electricity; the pipes, roads, and bridges to support economic activity in order to build healthy, vibrant communities. A well planned and highly functioning public infrastructure quite literally creates the pathways to move commerce and lays an essential foundation necessary to attract private investment. In an increasingly mobile economy where more and more people decide where they want to live and work (and in that order), infrastructure like parks, trails and greenways which support recreational and cultural activities are not only important to a community's quality of life, but are differentiators in recruitment and job growth.

The existing infrastructure sales tax has provided tremendous economic benefit to this community. At a time when communities throughout the country have faced notorious challenges associated with aging infrastructure, deferred maintenance, disinvestment and unsustainable infrastructure financing, this revenue source provided our community the ability to build "game-changing" projects, create countless jobs, and spur significant private investment. And the results have been obvious to anyone living in or visiting the community. What has not been as obvious to those unfamiliar with the inner workings of local government is the vital role that the Blueprint organizational structure has played in effectuating these results.

### *Blueprint Ensures Accountability*

Much of the success of the current sales tax funds can be attributed to the structure of Blueprint which provides for intergovernmental coordination and cooperation, citizen involvement in important decision making, and integration of project planning and project implementation. Specific to the economic development proceeds, the Sales Tax Committee also recommended, and the City and County incorporated into the interlocal agreement, the following quality control mechanisms in to the governance of these funds:

- Require all economic development projects and participating groups to maintain (for the life of the tax) detailed records of activities and expenditures.
- Full accounting transparency including sources and uses of funds.
- Periodic reports detailing the relevant performance metrics of each funded project.

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- Full financial and compliance audits performed by nationally recognized independent auditing firms.
- Allocate sufficient funding from the economic development portion to provide financial oversight and accountability.

Blueprint is governed by the IA (County and City Commissions) and its daily operations are overseen by the Intergovernmental Management Committee (County Administrator and City Manager) and the Department of PLACE (Planning, Land Management and Community Enhancement). The combination of County and City Commissioners all serving on the IA Board allows for joint project prioritization, policy direction, and funding determination for the community's most transformational projects which are holistic in nature and transcend governmental jurisdictional boundaries.

### Economic Development Ecosystem

To achieve the level of inter-organizational alignment of resources and strategic focus provided by the proposed model would be considered a tremendous accomplishment on its own. However, as previously mentioned the design of this model is not only intended to result in significant enhancements in efficiency and effectiveness in the area of economic development, but to provide a framework to support a true economic development ecosystem.

According to Victor Hwang of Forbes (April 26, 2014), "When an ecosystem thrives, it means that the people have developed patterns of behavior – or culture – that streamline the flow of ideas, talent, and capital throughout a system." The proposed ecosystem is designed to reinforce this culture through the engagement and leveraging of our community partners' ideas, talent and capital. Our community is fortunate to have numerous strong public and private organizations and partner agencies committed to the economic vitality of the region.

Within an economic ecosystem, the function of leaders is valued by the community because it enables all stakeholders and partners to move to a shared vision to align their investments and to find mutually supportive roles. For an economic development ecosystem to thrive, it requires a "keystone" organization. Blueprint is not only uniquely structured to be the keystone organization in the economic development ecosystem, but has a proven track record in implementing an ambitious vision through working with community partners to execute projects, engaging citizens and operating as a transparent, accountable public entity.

Keystone organizations in the economic development ecosystems:

- Provide leadership in the development, operation and distribution of the assets (*sales tax proceeds*) that ecosystem members use to build or deliver products and services.
- Establish trust relationships through collaboration and coordination with economic development partners.
- Do not compete with ecosystem members.

This community's economic development ecosystem addresses all of the key factors that Dr. Rosabeth Moss Kanter, professor of business administration at the Harvard Business School, suggests make an ecosystem function:



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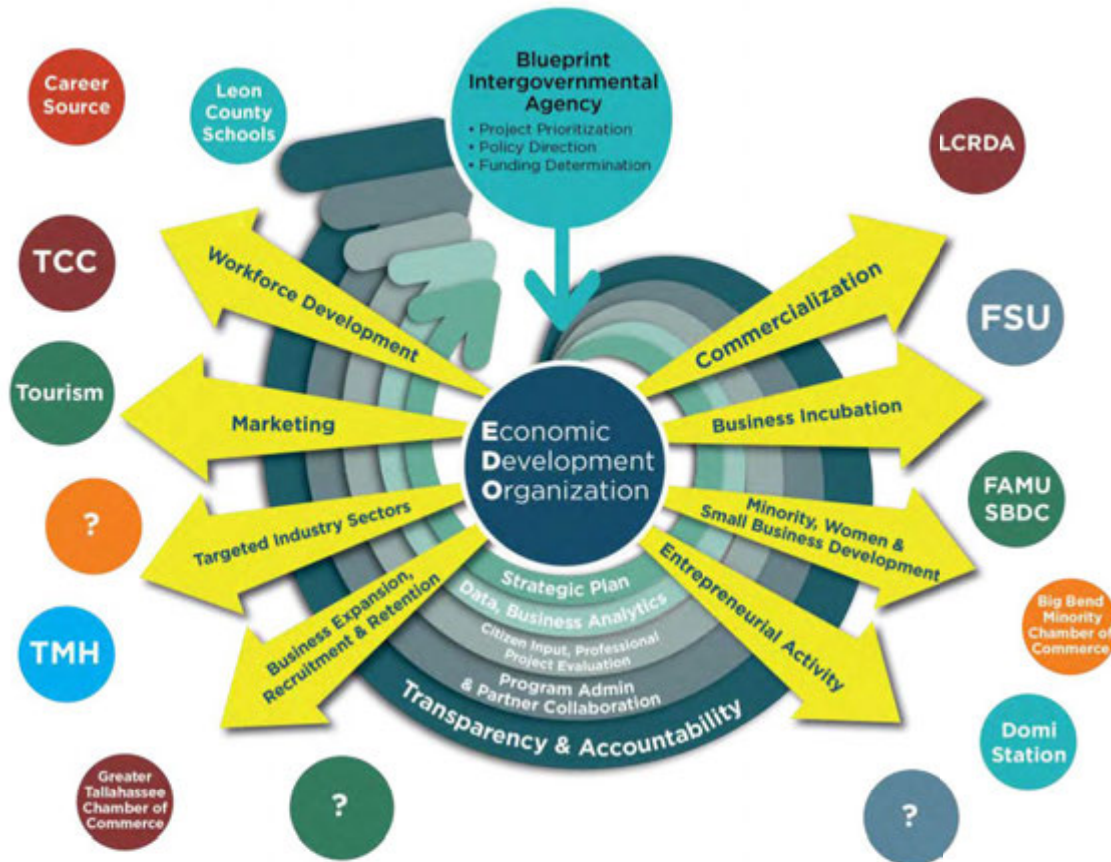
Date: February 29, 2016

“...turning ideas into enterprise; linking small and large businesses; better connecting education to jobs; and encouraging cross-sector collaboration.”

Through formalized relationships with economic development partners, and the leveraging of community resources, the ecosystem provides the necessary environment for all of these factors to thrive. The keystone organization provides the foundation for partner entities and independent organizations to perform in a collaborative coordinated environment that allows all entities to interact in a mutually beneficial manner. This alignment allows the community to move toward a collective vision.

Building on industry best practices, and the inherent strengths of our community, Diagram 1 (larger version in Attachment 2), provides a graphic depiction of how the proposed local economic development ecosystem functions.

***Diagram #1: Economic Development Ecosystem***



The balance of this agenda item outlines the specific elements of our local economic development ecosystem, the proposed approach to developing a long term strategic plan for economic development, comparison of other EDOs, proposed improvements to the EDCC and an implementation timeline.

#### Proposed Ecosystem Model Enhancements

Because of Blueprint’s historic role in the planning, design and construction of “hard” capital projects, it might at first blush be difficult for some to recognize the advantages of this structure

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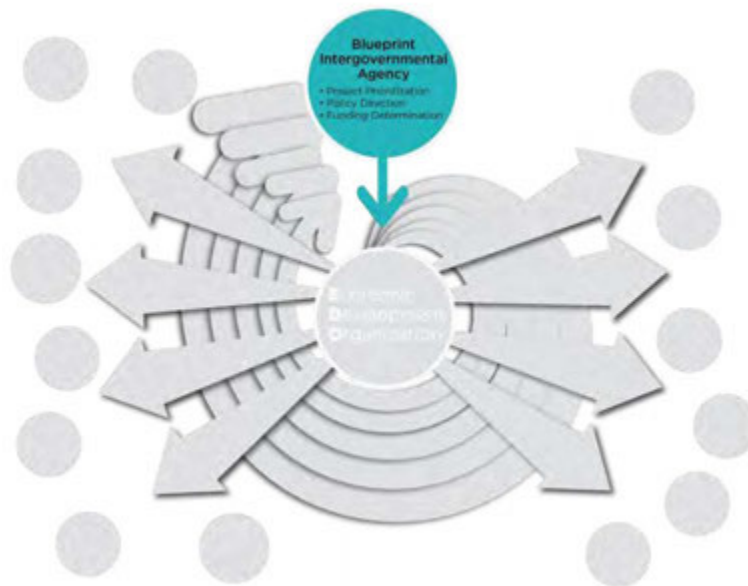
in supporting economic development. By design, the Blueprint structure has proven to be a model in the expert administration and project management of these “hard” projects. It should be noted that the proposed model (by design) advances the “hard and soft” aspects of economic development.

Like the “hard” aspects of capital projects that the Blueprint structure has proven to be a model in effectuating, economic development also has considerable “hard” elements which require similar management and oversight. These also include facilities, money, programs, labor, supply chains, legal contracts, and so on. In supporting the economic development ecosystem, the Blueprint structure will also by design prove to be very capable in facilitating the “soft” elements of economic development which include connectivity, trust and collaboration.

The following analysis provides more details related to the benefits of utilizing the Blueprint structure to support the economic development ecosystem.

### *One Accountable Governing Body*

Under the previous approach to our local economic development efforts, there were two distinct local governments and an EDC with a separate governing board of more than forty members. While the entities worked well together and had formalized contractual relationships for the administration of specific economic development programs, the model was incapable of leveraging the economic development resources of the community in a comprehensive economic development strategy.



Even executing the basic “blocking and tackling” of economic development through the utilization of “shelf-ready” state and local incentive programs like the Qualified Targeted Industry Program (QTI) or the Targeted Business Program (TBP) could be very cumbersome and time consuming under the previous model. The proposed model addresses concerns identified in recent years by local businesses and applicants seeking tax incentives regarding the lag time between the scoring of an application and the approval by the County and City Commissions. Both Commissions’ agenda processes require at least a two-week lead time in order to prepare

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and publish the agenda items approximately one week before their respective public meetings. The more complicated the proposal, the more lead time that is generally needed for staff to review the legal, financial, and policy implications of a project.



Convening as two separate policy making bodies, the County Commission may impose certain changes or requirements during its meeting on Tuesday night while the City Commission could modify its requirements on Wednesday night. Such a scenario would require a two week delay and reconsideration by both Commissions in order to approve identical tax incentive terms. Shifting these policy decisions from the individual Commissions to the IA offers greatly improved efficiency, not only for businesses seeking tax incentives, but for the deliberation of all economic development policy benefitting the community.

### *The Creation of a One-Stop-Shop: The Office of Economic Vitality*

The proposed economic development ecosystem also features the creation of a one-stop shop for the coordination of economic development efforts for the implementation of a strategic economic development plan. As previously mentioned, until recently the County and City contracted with the EDC to serve as the official EDO for the administration of specific economic development programs with countless other organizations in the community performing other independent economic development activities. In furtherance of the one-stop-shop concept and for the proposed ecosystem to have maximum impact, staff is recommending a consolidation of the County and City economic development offices within the IA structure under the Department of PLACE, to be named the Office of Economic Vitality. The Tallahassee/Leon County Office of Economic Vitality will merge County and City resources to create unified processes and administration of existing programs, perform analysis and program evaluation, conduct centralized reporting and coordinate collaboration efforts among economic development partners.

### *Organizational Alignment*

Another advantage of the proposed economic development ecosystem model is its organizational alignment with the Department of PLACE. This proposed organizational structure provides for the optimization of considerable shared human and technical resources, the integration of policy,

## Blueprint 2000 Intergovernmental Agency

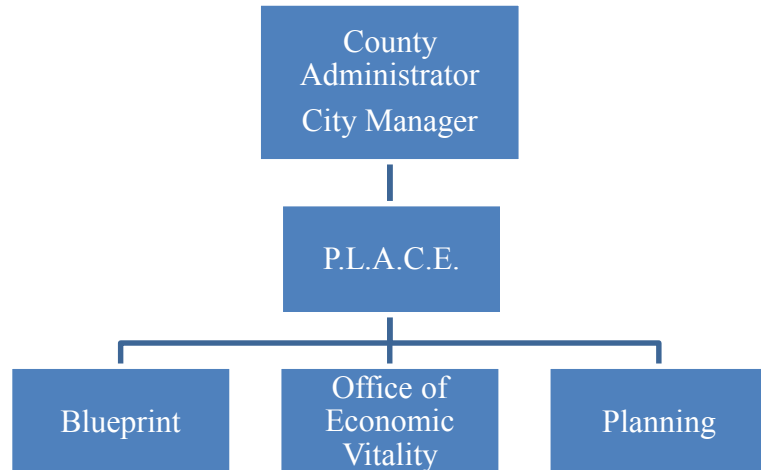
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the collection and utilization of data, and coordinated implementation of projects and initiatives which cross over the planning, land use and economic development spectrum. It will also greatly improve communication and promote employee buy-in to a common goal. This organizational capacity is expected to represent a distinct competitive advantage in achieving economic development goals.

*Diagram #2: PLACE Proposed Organizational Chart*

As mentioned, the alignment of the Office of Economic Vitality within PLACE brings tremendous resources to our proposed model not found in a typical economic development model. Among these resources are our nationally recognized joint Planning and Geographic Information Systems (GIS) Departments. This structural relationship with Planning provides numerous opportunities for collaboration in support of business recruitment, retention and



expansion. Planning Department resources, such as DesignWorks, provides developers a world class resource in assisting in site layout, land use optimization, massing and human scale development. This departmental alignment allows needed land use changes in support of possible business expansions and recruitments to be coordinated on a daily basis and expedited through the decision making process. A typical “stand-alone” economic development model might offer prospects information relative to existing zoning requirements or refer them to a contact person within a planning department to inquire about procedures related to land use changes, etc. However, this model provides for a seamless integration of the planning process for economic development purposes.

In addition, the proposed model brings to bear GIS and other related systems, which are rapidly becoming essential economic development tools. In addition to existing geographical information layers, our GIS/economic modeling capabilities are quickly expanding to include identifying industry clusters, demonstrating workforce availability and illustrating the economic impact of particular businesses.

The two economic development projects specifically identified as sales tax extension priorities, The Madison Mile Convention District and improvements to the Airport (Phases I and II) illuminate the benefit of this organizational alignment. Estimated to account for approximately one-third of the anticipated economic development funding, both of these large-scale projects require master planning, site planning, and coordination of several County, City and intergovernmental agencies, including capacity improvements leveraged by Blueprint, all functions coordinated through PLACE.

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### *Staffing*

As previously mentioned, the proposed economic development model provides the opportunity to realign existing staff with a high level of technical and professional expertise from County and City economic development, planning and GIS functions. These realigned resources will provide invaluable support and considerably increased capacity to the economic development function, without a corresponding need to increase funding. However, for the proposed model to reach its full potential, the City Manager and County Administrator

recognize the need to hire a top professional to lead the Office of Economic Vitality. To fill this position, along with two additional program positions, will require the redirection of the existing annual funding previously provided to the EDC. As with all positions within the City and County governments, many of which require professionals of the highest responsibility, expertise and specialization, the County Administrator and City Manager will direct a competitive hiring process that ensures the most qualified candidates are ultimately selected.

*Diagram #3: Office of Economic Vitality Organizational Chart*



### *Data and Business Analytics*

Existing staff which currently provide research, planning, graphics and GIS functions will be realigned in the proposed model to create a Research & Business Analytics Division within the Office of Economic Vitality. This division will monitor current economic trends and conditions, analyze business, economic and demographic information, prepare the community statistical digest as well as other publications and specialized reports, and gather data and analysis for grant applications. This business analytics function will represent a vast improvement over what currently exists and will play an important role in the proposed model. This function will provide the proposed model with the capacity to translate vast amounts of complex data into clear, manageable information to help inform internal and external decision making.

### *Existing Program Execution and Project Evaluation*

The proposed economic development model will ensure no disruption in the management of existing programs and once fully staffed will result in more efficient evaluation and approval processes of existing programs, in addition to the considerable other benefits included in this analysis. The proposed model also contemplates the immediate reduction of triplicate reporting requirements imposed by the 2010 Florida Legislature. Economic development organizations that contract with counties and cities, such as the EDC, are required to submit a report to the respective local governments detailing how the public funds were spent on economic incentives and the results of the organization's efforts on behalf of the local government. In turn, local governments must file a comprehensive report detailing their economic development efforts to



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assist the state's efforts in compiling statewide data on the level of public and private investment at the local level.

*The Creation of a Long Term Strategic Plan for Economic Development*

The proposed model contemplates the creation of a strategic plan for economic development, something that we have not previously had to guide our community's economic development efforts and evaluate our progress. The plan will include objective situational, cultural, strategic, and stakeholder analysis, the identification of clear goals, and a mechanism for monitoring, measurement and feedback.

This plan is proposed to be developed with community stakeholders from March 2016 through July 2016. The objective is for the strategic plan to be completed and presented to the IA for final approval in September 2016. In close collaboration with the IA, private sector, entrepreneurial and economic development stakeholders, and the professional staff, the strategic plan will be formed to incorporate and address following factors (but not limited to):

- Evaluation of local economic, fiscal (incentive), industry, land, housing and workforce strengths and weaknesses to assess the community's place in the broader regional, national, and global economy;
- Creation of an economic development vision and goals, which will be utilized to develop comprehensive strategies to attain goals in the short, medium, and long term;
- Development of strategic programs and service processes that both leverage and incorporate existing community stakeholders, assets and resources, and ensure ROI for all investments, program efficiencies, and efficient goal achievement.

Finally, this long-term strategic planning process, with the assistance of a professional consultant, presents an opportunity to create an open discussion amongst business leaders and community partners to develop a vision and goals in collaboration with IA on economic vitality of our region. It is imperative that members of the business entities, institutions of higher education, and other key community partners and entities be engaged during this process to provide feedback and input on workforce development, marketing, targeted industry sections, commercialization, business incubation, minority women and small business expansion, entrepreneurial activity, and business expansion, recruitment and retention. Once this input is gathered, staff anticipates convening the first meeting of the EDCC review and provide comments on a draft strategic plan prior to it being brought to the IA for consideration.

Staff has identified a locally based team and external private consulting solution that is uniquely situated to assist the IA and our community in this Plan's development. Vision First Advisors is considered a strategic leader in the field and is led by President/CEO Gray Swoope. With over three decades of proven economic development and strategic planning experience in both public and private sectors, Mr. Swoope most recently served as Florida's Secretary of Commerce. As President and CEO of Enterprise Florida, Inc. (the State EDO he also led), he increased competitive projects by 40%, resulting in 73% more new jobs and 95% more capital investment than in 2011. Prior to his experience in Florida, he served as the Executive Director of the Mississippi Development Authority and was recognized by site selectors and businesses as one of the most responsive state economic development teams in the nation.

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Initial review has led to a determination that Vision First Advisors is the best-qualified, most robust, top-expert, locally-based external contractor solution to engage for this purpose. Staff is recommending the Intergovernmental Management Committee (IMC) enter into a contractual relationship to lead the work effort in creating a long term Strategic Economic Development Plan utilizing funding previously allocated to the EDC contract.

### *Leveraging the Community's Economic Development Partners*

As previously mentioned the Office of Economic Vitality serves as the EDO and the keystone entity of the proposed ecosystem model for economic development. Thus far, this analysis has described the considerable advantages of the proposed model in terms of the added capacity associated with the organizational structure and optimization of resources. As an ecosystem model, however, the real power this design creates is in the leveraging the ideas, innovations and intellectual capital of the community's economic development partners.



Based on the strategic economic development plan approved by the IA, projects and programs will be reviewed and evaluated by the EDCC and CAC (described in more detail later). Upon final funding determinations approved by the IA, contracts will be executed with community partners to implement specific activities. As reflected in the ecosystem graphic, the plan will take into consideration: workforce development, minority, women and small business development, targeted industry sectors, business expansion, recruitment and retention, commercialization, business incubation, marketing and entrepreneurial activity.

There are currently numerous community partners that the IA may ultimately contract with for implementation of the economic development strategic plan. These partners range from FSU, the Greater Tallahassee Chamber of Commerce, the Big Bend Minority Chamber of Commerce, CareerSource, Leon County Schools, LCRDA, Domi Station, FAMU SBDC, and other targeted industry leaders. However, given the long term nature of the sales tax (20 years) there are also agencies/entities/new businesses that will develop over time and may be engaged as a future partner to assist in the plan's implementation.



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In addition to the important role in monitoring contracts in advancement of the strategic economic development plan (thereby not competing with other ecosystem members), the newly created office establishes trust relationships as the ecosystem's "keystone" organization. In establishing these trust relationships, the Office of Economic Vitality serves as the central "hub" in actively creating opportunities to coordinate and connect both private and public sector ecosystem members. And, when gaps or missing pieces of the ecosystem are identified, the Office of Economic Vitality leads the effort to seek out and create new partnership opportunities or augment successful initiatives by providing additional resources.

*The Economic Development Coordinating Committee (EDCC)*

The proposed economic development model reflects previous commitment, memorialized in existing executed the Interlocal Agreement between the County and the City which governs the sales tax extension, of the prominent role of the EDCC as an advisory body. The EDCC will provide professional advice, technical expertise, and funding and programmatic recommendations on matters with respect to sales tax funded economic development projects and programs. As representatives of their respective organizations, individual EDCC members will participate in the strategic plan development process. As stated previously, the EDCC will be convened to review and provide comments on a draft strategic plan prior to it being brought to the IA for consideration.

To further enhance the business expertise on the EDCC, staff recommends three initial additions, as noted in underline below, as well as future additional business leaders representing targeted industry sectors:

- County Administrator Designee
- City Manager Designee
- FSU Vice President of Research
- FAMU Vice President of Research
- TCC Vice President of Economic & Workforce Development
- Executive Director of Leon County Research and Development Authority
- CEO of CareerSource Capital Region
- President of the Greater Tallahassee/ Leon County Chamber of Commerce
- President of the Capital City Chamber of Commerce
- President of the Big Bend Minority Chamber of Commerce
- Chair of the Committee for Economic Opportunity (CEO).
- Dean of the FSU College of Business
- Regional Director of the Small Business Administration at FAMU
- Based on the results of the proposed strategic plan, it is recommended the EDCC be expanded to include additional business leaders from specific targeted industry sectors that would be approved by the IA.

Staff recommends amending the agreement to call for a vote of the membership to determine the annual Chairman. This provides a leadership opportunity for each of the stakeholders represented on the EDCC to serve as Chairman.

In addition to the EDCC, the proposed model also reflects the previous commitment memorialized in the Interlocal Agreement which continues the work of the Citizens Advisory

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Committee (CAC) in advising the Blueprint staff and IA. The CAC regularly reviews works plans, financial and performance audits, and makes recommendations directly to the IA. With the passage of the sales tax extension and the inclusion of the dedicated economic development funding, the CAC membership was adjusted to include members from the Greater Tallahassee Chamber of Commerce, the Big Bend Minority Chamber of Commerce and the Network of Entrepreneurs and Business Advocates.

#### Implementation Timeline

The following outlines a proposed implementation timeline, should the IA proceed with staff recommendations to designate the IA as the EDO, consolidate the county and city economic vitality office, and proceed with hiring a consultant for the purposes for developing a strategic plan for economic vitality:

|                        |                                                                                                             |
|------------------------|-------------------------------------------------------------------------------------------------------------|
| February 29, 2016      | IA meeting and designation as the EDO                                                                       |
| March 1, 2016          | Tallahassee/Leon County Office of Economic Vitality launches                                                |
| March – April 2016     | Hiring Process for Office of Economic Vitality staff                                                        |
| April 1, 2016          | Onboard professional consultant (recommended Vision First Advisors) for the development of a strategic plan |
| April – September 2016 | Strategic Planning process (including convening the EDCC)                                                   |
| September 12, 2016     | IA meeting and consideration of the Long Term Strategic Plan for Economic Development                       |
| October 1, 2016        | Strategic Plan Implementation Begins                                                                        |
| January 15, 2017       | Submission of Required State Report                                                                         |
| March 2017             | IA Meeting and status reports on the implementation of the Strategic Plan*                                  |
| September 2017         | IA Meeting and Annual Report on EDO performance*                                                            |
| January 15, 2018       | Submission of Required State Report                                                                         |
| February 2018          | Continuance of EDCC Meetings                                                                                |
| January 1, 2020        | Blueprint 2020 sales tax proceeds collection begins                                                         |

\*Note: The Office of Economic Vitality will present to the IA mid-year status reports on the implementation of the long-term strategic plan. At the end of each fiscal year, an annual report will be presented regarding the EDO performance.

#### CONCLUSION:

As previously discussed, the economic development model proposed here is not merely a means to implement the economic development portion of the sales tax extension or an incremental improvement in the way the economic development function is provided in our community, but

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will result in framework to support a true economic development ecosystem positioned to provide results equal to the opportunity that presents itself.

The Economic Development Ecosystem Model:

***Ensures accountability, transparency, citizen engagement and professional management of economic development projects, programs and initiatives, while simultaneously leveraging ideas, innovations and intellectual capital through the continuous coordination of the community's economic development partners.***

As more fully detailed in this agenda item, this ecosystem model:

- Features one accountable governing body which streamlines policy and funding decision-making;
- Creates a one-stop-shop in the Office of Economic Vitality ensuring uninterrupted local EDO service provision within current expenditures and eliminates duplication of efforts;
- Provides for an integration of policy, the collection and utilization of data, and coordinated implementation of projects and initiatives which cross over the planning, land use and economic development spectrum;
- Creates a long term strategic economic development plan;
- Leverages and coordinates the considerable economic development efforts of our current and future partners;
- Is informed by the expertise of our business leaders and university professionals; and,
- Is conducted in an open, inclusive and transparent manner.

**Finally, all of this is accomplished with zero additional public funding before the Blueprint 2020 implementation.**

To effectuate this proposal, staff recommends that the IA consider approval of the following options.

**Options:**

1. Designate the Blueprint IA as the economic development organization of record for Tallahassee/Leon County.
2. Direct the County Administrator and City Manager to establish the Tallahassee/Leon County Office of Economic Vitality through a consolidation of the County and City economic development offices within the IA structure under the Department of PLACE.
3. Authorize the hiring of three full time positions to staff the consolidated Office of Economic Vitality to be equally funded by the County and City's unexpended economic development funds.
4. Direct staff to proceed with the hiring of Vision First Advisors for the purposes of developing a long-term strategic economic development plan for Tallahassee/Leon

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County area to be equally funded by the County and City's unexpended economic development funds.

5. Direct the County Administrator and City Manager to finalize amendments to the interlocal agreements for placement on the County and City Commission's respective consent agendas, which will:
  - a. Create the local economic development organization equally funded by the City and County.
  - b. Add the Dean of the FSU College of Business, the Regional Director of the Small Business Administration at FAMU and the Chair of the Committee for Economic Opportunity (CEO) to the EDCC and allow an annual chair to be elected from the EDCC membership.
  - c. Based on the results of the proposed strategic plan, it is recommended the EDCC also be expanded to include additional business leaders from specific targeted industry sectors that would be approved by the IA.

**RECOMMENDATION:**

Options #1 through #5

Attachments:

1. Mayor's Office EDO Research
2. Economic Development Ecosystem

## **Executive Summary of EDO Research**

The economic development organization is seen as an organization dedicated to the economic development of a town, city, and county. In response to events involving the City of Tallahassee's recent EDC changes, research on the best practicing EDO's nationwide was compiled. The current compilation consists of 13 examples of highly recognized EDO's in the U.S.: Orlando, FL; Tampa, FL; Lansing, MI; Ponca City, OK; Pasco County, FL; Greater Omaha, CO; Southwest Louisiana, LA; McKinney, TX; Austin, TX; Seattle, WA; Charleston, SC; Nashville, TN; Chattanooga, TN.

The few patterns observed during the research collection consisted of:

- **Emphasis on technology i.e.**
  - Social media presence
  - Updated websites/practices
  - Emphasis on technology sector
- **Incorporative financial structure**
  - Public & Private funding
  - Staggered dues by private members
    - Encouraged small & large private investor involvement
- **Similarity in Structure of EDOs**
  - Direct partnership w/ regional Chambers
  - Physical location for EDCs
  - Structure quasi-public/private partnerships
  - Permanent staff for EDCs
- **Easy Accessibility of economic incentives to recruit businesses**
  - Clear, direct advertising
  - simple applications
- **Short & Long-term goals set by committees to specify strategy and increase transparency**
  - 1 & 5 year plans
- **Focus on Local talent Retention and emphasis on the arts & creativity**



## **Orlando Economic Development Department**

<http://www.orlandoedc.com/Home.aspx>

### **Mission of the Economic Development Department:**

To stimulate and guide the development of a vibrant, livable city that nurtures a creative, diverse and balanced economy for Orlando's citizens, businesses and visitors.

### **Economic Development Department:**

- nearly **200** employees encompassing six City divisions:
- Planning, Permitting Services, Code Enforcement, Business Development, Transportation Planning and Downtown Development Board/Community Redevelopment Agency (**DDB/CRA**).

### **Other Partnering Economic development organizations including:**

- [Orlando Economic Development Commission](#),
- [Orlando, Inc.](#)
- [National Entrepreneur Center](#),

**Structure of Orlando EDC:** not-for-profit, public-private partnership serving Orange, Seminole, Lake and Osceola counties, and the City of Orlando. The Orlando EDO consists governmental partners such as Commissioners from Orange County, Seminole County, Lake County, Osceola County, and the City of Orlando as well as the Mayor's for the City of Orlando and Orange County. Other partners are listed on various funding levels including the **Orlando, Inc. - Orlando Regional Chamber of Commerce.**

- Orlando's EDC initiatives are supported by hundreds of private companies committed to the long-term prosperity of the region which include benefits according to contribution level (i.e. Governors Council contribution include: a seat on the Governors Council, EDC Executive Committee, Consideration for Board of Directors, etc.)\

**Mission of EDC:** to aggressively attract, retain and grow jobs for the Orlando Region

**Funding: Investment levels** (*all levels constitute the minimum amount necessary to be on respective level*)

- Governor's Council - **\$100,000**
- Policy Council - **\$50,000**
- Ambassador Council - **\$25,000**
- Corporation Council - **\$15,000**
- Partner - **\$7,500**
- Small Business - **\$3,500**

### **Fiscal Impact:**

- EDC Annual Job Goal: Average of 5,200 new jobs per year
- Impact of \$11.2 billion in new revenues by Year 5 with branding
- EDC Impact of 30 years
  - 9.8 Billion Capital Investment
  - 180,100 jobs
  - +80.4M Square footage

### **Awards/Recognitions:**



- Forbes featured Orlando as one of the best places for business and careers.
- Orlando named one of the “Most Promising Tech Hubs of 2014” by Techie.com.
- Orlando consistently leads the list of the top cities for conventions according to *USA Today*.
- MoneyTree reported the Orlando area led the state in venture capital during the second quarter of 2014.
- Orlando named among the top 25 cities in the U.S. for small business by Biz2Credit.
- CNN placed Orlando among 10 fastest growing cities in U.S.
- Orlando identified as a “best city” for Millennials by Forbes.

**Tampa-Hillsborough Economic Development Corporation**  
<http://tampaedc.com/>

**Overview of Tampa-Hillsborough EDC-** Established in 2009, includes Hillsborough County and cities of Tampa, Plant City, & Temple Terrace.

**Mission of EDC** - Develop and sustain a thriving local economy by focusing on the attraction, expansion and retention of high-wage jobs and capital investment.

**Structure of EDC** - *partnership between public sector and private corporate investors in affected areas*

- **3** annually elected executive board members consisting of business and university leaders in the area
- **4** permanent executive board seats for mayors of affected cities (Tampa, Plant City, Temple Terrace) & Hillsborough county commissioner
- **19** full-time staff charged with day-to-day operations

*Businesses have organizational voting privileges depending on their level of contributions annually to the EDC.*

**Other Partnering Economic development organizations including:**

- *Enterprise Florida, Inc.* (EDC is local affiliate for state EFI)
- *Tampa Bay Partnership*
- *Tampa Bay Export Alliance (TBEA)*

**Relation to Chamber of Commerce:**

- *EDC split from the Chamber of Commerce in 2010, now an independent entity that is privately & publicly funded*

**Fiscal Impact of Tampa-Hillsborough EDC:** (for-profit organization)

- **146** company investors since establishment
- More than **20,000** jobs added since 2009
- **\$1.2 billion** in capital investments in Hillsborough County
- EDC revenue for 2015 was **\$3.115 million**
- Budget of **\$3.054 million** for EDC in 2015

*Tampa-Hillsborough EDC requires a membership fee for prospective investors with four different categories:*

- Partners - **\$5,000** annually
- Board of Directors - **\$10,000** annually
- Executive Committee - **\$25,000** annually
- “Circle of Champions” - **\$50,000** annually

**Awards/Recognition:**

- **2 “Addy” Awards** (2014 & 2015) - for excellence in digital advertising
- **Silver Dailey Award** (2015) - recognizing economic councils with big impact and smaller annual budgets

**Lansing (Michigan) Economic Development Corporation (LEDC)**  
<http://edc.lansingmi.gov/>

**Structure of EDC**

*quasi-governmental agency, a separate corporation run by an independent Board of Directors.*

Partnership between the two entities (Lansing Economic Development Corp and Lansing Economic Area Partnership) occurred July 1, 2012

- Lansing region consists of both the City of Lansing and the entire three-county region.
- There are nine Board members nominated by the Mayor of Lansing and approved by the Lansing City Council. One of those Board seats, per state law, must be held by the city CEO (Mayor Bernero) or his representative. (The Board is made up from the region and hold six year terms.)

**Mission of EDC:** The LEDC is to foster a diverse and entrepreneurial-based sense of place and economic climate that sustains growth in private jobs and investment, developing the city of Lansing into a top tier urban capital city in the Midwest.

**Funding**

Funding comes from a variety of sources including:

- Annual contract for services with the city of Lansing
- 5% admin. from annual TIFA revenues
- Brownfield admin., incentive application fees
- Interest income from financial accounts
- Revolving loan fund repayments with interest and grant admin.

**Incentives** - There are several incentives offered for example:

- **Act 425 Agreements** allow two or more local governments to cooperate and share the costs and benefits of economic development. (i.e. a City with excess capacity in utilities or special development incentives, can partner with a Township that has large undeveloped tracts of land. With the Agreement, both the upfront public costs of infrastructure to support the development and the new taxes it generates are shared by the City and Township.

**Fiscal Impact in 2009:**

- EDC Incentive Programs Used = 121
- Public Investment (Incentives) = \$177,602,415
- Private Investment = \$571,348,203
- Jobs created = 5,311
- Jobs retained = 1,722

**Awards:** Winner for improvements to human capital (2015)

## **Ponca City, Oklahoma Development Authority (PCDA)**

<http://goponca.com/>

**Structure of CDA:** Public Trust, incorporated in the State of Oklahoma on July 1, 2003 to benefit Ponca City. **Governed by:** 7 board of trustees, as set forth in the Trust Indenture. Trustees are appointed by the City Commission and act independently with the authority to assign and otherwise expend the public and private funds controlled by PCDA.

**Specific Actions:** Responsibilities and organizations framework as documented in the Authority's Trust Indenture.

**Mission Statement:** provide perfect balance of work, personal life, geographic location, security and welcoming community atmosphere, you'll be proud to call it home.

**Funding:** one half cent sales tax, approved by the voters of Ponca City in 1994 thru 2018. Funds are collected and disburses to PCDA on a monthly basis.

### **Fiscal Impact:**

- City's total assets exceeding liabilities (net positions) by \$151,772,100 for the fiscal year ended June 30, 2014
- Net investment in capital assets, of \$107,887,957 including property equipment, net of accumulated depreciation
- Net position of \$15,576,945 are restricted by constraints imposed from outside the city, (i.e debt covenants, grantors, laws or regulations)
- Unrestricted net position of \$28,307,198 represent the portion available to maintain in the city's continuing obligations to citizens, creditors and employees
- General fund maintained operating fund reserve at \$1,900,00 during fiscal year.
- Sales and use tax revenue in the General Fund derived from 2% rate to provide basic services totaled \$8,423,532, an increase of 4.4% from the prior year.
- Ponca City utility authority increased its capital debt and refundable grant obligations by \$2,226,611 during the year ended June 30, 2014.

### **Recognition and Awards**

- PCDA became an Accredited Economic Development Organization (AEDO) in 2008 and is one of only 41 accredited offices internationally.
- Selected one of the Top Ten Small Towns for Business in America by American Express, 2012.
- Recognized twice by the International Economic Development Council for the Lighten the Load Energy Savings Program in 2015.
- Recognized by the International Economic Development Council (IEDC) for the private/public and education partnership in bringing the Oklahoma State University Multi-Spectral Lab project to Ponca City 2008.
- Named the "Best Business Expansion and Retention Program of 2008" by Business Expansion and Retention International.
- Ponca City is recognized by Oklahoma Economic Development Council with the Economic and Workforce Development Best Practices Award in 2008

- David Myers, Executive Director of PCDA, was named Oklahoma Economic Developer of the Year, 2008.
- Oklahoma Best Practices Business Expansion and Retention program award in 2006.
- PCDA Job Results for 10 year period: July, 2003 to July, 2013: In excess of 3,000 jobs added in Ponca City

**Pasco County Economic Development Council, FL (non-profit)**  
<http://www.pascoedc.com/>

**Overview of EDC-** Pasco Economic Development Council (Pasco EDC) was created in 1987 to foster the economic vitality and business development opportunities of Pasco County, Florida. The Pasco EDC is committed to positive growth to make Pasco County a great place to live and work. **Applicants must be small business with max of 10 employees**

**Structure of EDC** - *partnership between public sector and private corporate investors in affected areas*

- **9** full-time EDC Staffers
- **24** annually elected Board of Directors
- **3** Commissioners (Pasco County & New Port Richey)
- **1** Mayor (Dade City)
- **4** Specialized Committees (members of committees are local business leaders - no election)

**Fiscal Impact of EDC (14-15):**

- **\$552,521** of private sector funding & **\$487,450** of Pasco County public funding (**\$1,039,971** total budget)
- **\$118,267,179** capital investment of affected businesses
- **3062** businesses assisted
- **889** jobs created

**Methods to help Economic Development:**

- SMART start Incubator - can serve up to five businesses needing an office suite. Some businesses will be “on-site”, meaning they are located in the facility and others will participate as virtual or “off-site” members who do not reside in the facility, but have access to incubator business services. Co-Work space is also available for use. **(all prospective applicants must provide financial reports/defense of viable business proposal)**
- Provide demographic info. to prospective businesses
- Microloan Programs
- County-owned land leased or sold to applicants

**Recognition and Awards:**

- Won three promotional and marketing awards at the Florida Economic Development Council annual conference (2015)

## **Greater Omaha Economic Development Partnership (Prosper Omaha)**

<https://www.omahachamber.org/economic-development/index.cfm>

- **Overview:** Co-located at the Greater Omaha Chamber, the Greater Omaha Economic Development Partnership is a full-service economic development organization providing:
- Building and site selection services
- Small business start-up and existing business assistance, guidance, and referral
- Minority business development
- Facilitation of business incentives and job training assistance
- An existing-business retention and expansion program
- Entrepreneurial development and networking
- Demographic, workforce, and community data
- International trade and foreign direct investment assistance

**Structure:** Greater Omaha Development Partnership is that of a formal business environment with a CEO hired by the Greater Omaha Chamber and staff hired by administrative of Partnership.

**Fiscal Impact-(14-15):** *EDC solely funded by contributions from community leader and business partners*

- Program Contributions **\$4,100,202 (220 Investors)**
- Grants **\$400,000**
- Total Income **\$4,530,740**
- **\$4,278,451** spent by EDC on:
  - Regional Economic Development (**\$2,791,964**)
  - Brand and Image (**\$804,761**)
  - Business Climate (**\$342,115**)
  - Talent Development (**\$339,611**)
- **\$607,280,892** in new Capital Investment created
- **73** projects started (**12** startups)
- **3,282** jobs created

### **Strategy:**

- Out-of-market & international prospect visits
- Targeted industry focus (defense, financial services, agribusiness)
- **Founder's Retreat** for Startups & other community events in think-tank attempt
- **Prosper Omaha** - Aggressive five-year strategy with the purpose of targeting emerging employment sectors while encouraging Startups as well as pre-existing businesses and cultivating local talent.

### **Awards & Recognitions:**

- **Top Innovative States** (U.S. Chamber of Commerce, 2015)
- **#2- Best Places to Live** (TIMES Money, 2015)
- **#2- Best Cities to Find a Job** (Forbes, 2015)
- **#10- 25 Cities for Young Entrepreneur** (Forbes, 2014)
- **#3- 10 Best Places to Launch a Startup** (CNN Money, 2014)



**Southwest Louisiana Economic Development Alliance**  
<http://allianceswla.org/> (Lake Charles, La.)

**Structure of EDA:** Southwest Louisiana EDA is an umbrella organization of the **Chamber SWLA**, SWLA Alliance Foundation, and the Southwest Louisiana Partnership for Economic Development. Each with its own Board of Directors combine resources to strengthen the business recruiting and retention efforts for Allen, Beauregard, Calcasieu, Cameron, and Jefferson Davis Parishes.

**Mission:** Develop Southwest Louisiana by creating economic opportunity, and demanding responsible government and quality education.

**Fiscal Impact:** Beat out competitors last year securing \$10.65 billion in announced projects and 817 permanent jobs. Estimated some \$64 billion in industrial plant activity is either under construction or planned in Greater Lake Charles, including Sasol's \$16 to 21 billion ethane cracker, derivatives complex and gas to liquids facility.

**Awards/Recognitions:** Recognized for leading nation in new capital investment in 2014,

**McKinney (TX) Economic Development Corporation (MEDC)**  
<http://www.mckinneyedc.com/>

**Overview of MEDC:**

The McKinney Economic Development Corporation (MEDC) was established in 1993 to support the development, expansion and relocation of new and existing companies.

Statement of net position:

- Cash and cash equivalents \$ 27,522,968
- Investments 2,980,887
- Total cash and investments \$ 30,503,855
- Cash on hand \$ 200
- Deposits with financial institution 1,804,845
- Investments 28,698,810
- Total cash and investments \$ 30,503,855

**Austin, Texas Economic Development Department (EDD)**  
<http://austintexas.gov/departments/economic-development/about>

**Overview of EDD:**

To effectively support and recruit business in Austin, the Economic Development Department has integrated a core global focus while supporting local initiatives through Cultural Arts, Music, Redevelopment/Downtown, Economic and Small Business Program. **Here are a few numbers describing Austin's economic situation:**

- Over **19 percent of all residents** in Austin live in poverty
- The rate of child poverty is disproportionately high, reaching **27.2 percent in 2012**
- Just **over 60% of the local public school system children** rely on subsidized lunches or other public assistance
- **53.6% of undergraduates under 25** were unemployed or underemployed in 2012
- Pool of approximately **10,000 individuals in Austin**. Hard to employ for different reasons

**Structure:**

Under the umbrella of **City of Austin municipal government & Chamber of Commerce**, the EDD is structured like a normal business environment *with an appointed president and other administrative officials approved by the city council and then hired staffers that work for the city and the department, 8 total full-time staff members*. **Austin EDD also broken up by committee divisions:**

- **Cultural Arts** – The Cultural Arts Division of the Economic Development Department provides leadership and management for the City's cultural arts programs and for the economic development of arts and cultural industries.
- **Global Business Recruitment & Expansion** - The Global Business Recruitment and Expansion Division increases jobs and investment in Austin through business attraction and by assisting local businesses with international expansion and trade.
- **Music & Entertainment** - The City's Music & Entertainment Division is an economic development accelerator and centralized resource center for Austin's music industry, and an active community partner for Austin's citizens, community groups, and neighborhoods.
- **Redevelopment** - The Economic Development - Redevelopment Division is rebuilding key assets of the city and administering public-private redevelopment agreements that support mixed-use project development and downtown redevelopment. Currently, several projects have entered active design and construction phases requiring increased levels of developmental involvement. The Redevelopment Division is well versed in developing various partnerships using a variety of financing mechanisms that result in the implementation of large catalyst projects that translate vision into reality.
- **Small Business Program** - The mission of the Small Business Program is to foster job creation and support the growth of new and existing businesses by providing capacity building information, tools, and resources. We provide counseling and assistance to small businesses. Our focus is to develop and

empower small businesses in order to strengthen their business capability and survivability.

**Fiscal Impact (15-16):**

- Total budget is **\$47,938,315**
- Grants comprise **\$35,000** of total budget
- Specific budget breakdown by divisions:
  - *Business Retention & Enhancement Fund: \$1,000,000*
  - *Cultural Arts Fund: \$9,883,421*
  - *Economic Incentives Reserve Fund: \$17,420,274*
  - *HUD Section 108 FBLP Fund: \$4,096,263*
  - *Music Loan Program Fund: \$7,338*
  - *Music Venue Assistance Program Fund: \$200,000*
- Over **200 local businesses** are interacting with EDD
- Verified expenditures of businesses over **\$390,000,000** in (2013)

**Strategy:**

**Global Business Recruitment and Expansion-**

- Business Expansion
- Development of Eco-Industrial Park
- International Trade and Investment
- International Welcome Program
- Sister and Friendship Cities
- IC-squared •Austin Technology Incubator

**Small Business Development Program-**

- Family Business Loan Program
- LocallyAustin.org
- BizAid Business Skills Classes and Certification
- BizOpen
- Business Solutions Center
- ElevateAustin
- Getting Connected & Meet the Lender

**Redevelopment Division-**

- 2nd Street
- Green Water Treatment
- Downtown Redevelopment
- Sustainable Places Project

**Music and Entertainment Division-**

- ATXPort
- Austin Music Memorial
- HopeFM First Live Sundays
- Music For Kids
- Music Loan Program

- Music Tourism
- Outdoor Music Venue Permitting
- Music Industry Relations

**Awards:**

- **#2** in Job Growth (Forbes, 2015)
- **#21** Best places for Businesses and Careers (Forbes, 2015)

## Office of Economic Development, Seattle Washington

<http://www.seattle.gov/economicdevelopment/>

**Overview:** The Economic Development Commission was created by the Mayor and the Seattle City Council in 2013 to examine Seattle's ability to compete in the global economy of the 21st century. The work of the EDC serves to advise the Mayor, the City Council, and the community on the development of plans, policies, regulations, and strategies that have substantial impact on creating and maintaining an economy in Seattle that is resilient, sustainable, and equitable.

**Structure:** The Commission is comprised of 15 members, and all commissioners serve a one-year term. President and CEO of Seattle Metropolitan Chamber of Commerce is also one that serves within the Commission. Economic Development Partners:

- [Downtown Seattle Association \(DSA\)](#) works towards the revitalization and development of Downtown Seattle into a thriving, world-class destination and business center.
- [The Economic Development Council of Seattle & King County](#) is a public/private partnership established to promote the benefits of establishing, expanding, or relocating businesses in King County and Seattle.
- [Seattle Metropolitan Chamber of Commerce](#) serves as an advocate for business, a community partner, a resource for business, and is dedicated to serving both the needs of their members and the economic development needs of the broader community.
- [Port of Seattle](#)
- [The Prosperity Partnership](#)
- [The Puget Sound Regional Council](#)
- [The Trade Development Alliance of Greater Seattle](#)
- [ChooseWashington's](#)

**Mission:** The ultimate goal of this body is to help the City of Seattle develop and advance a vision for Seattle's economic development that nurtures a policy and regulatory environment that encourages innovation and supports business formation and growth, retention, and expansion.

4 Key Foundations for EDC – (EDC also hosts discussions amongst community participants in each area)

- Innovation Ecosystem – foster new ideas
- Infrastructure and the built environment – thriving urban neighborhoods
- Talent and creativity – attract the most creative minds while cultivating the ones already here
- Civic, cultural, and social environment – invest in arts and natural assets.

**Fiscal Impact:**

- Seattle added over 14,500 jobs between 2012 and 2013
- 31,000 jobs created in the arts
- In 2008, the industrial sector accounted for \$6.1 billion in taxable sales, generating 36% of Seattle's total retail tax revenue and 38% of the B&O tax revenue.
- In 2013, Seattle identified as the 7th leading location for technology jobs – between 2007 and 2012, technology related jobs grew 13.5%

**Awards/Recognitions:**

- Ranked 5th in best tech startup city - Entrepreneur
- Seattle ranked in top ten cities where the “American Dream” is still alive – Entrepreneur
- Seattle ranked one of top US cities for energy efficiency – KPLU
- Seattle ranked 2nd best city for college graduates – Nerd Wallet
- Seattle ranked world's 13th most inventive city – Forbes
- Ranked as one of the fastest growing small business cities – Newsday
- Seattle ranked 2nd for overall wage growth – Atlantic Cities

## Charleston (SC) Region Development Alliance (CRDA)

<http://www.crda.org/>

### Overview of CRDA:

Network of investors, staff, business, academic and governmental partners committed to strengthening regional employment and building a base of high-value industries to improve the three-county Charleston region's economy now and into the future. Serves as a catalyst for long-term regional prosperity by attracting the world's best companies, talent, and entrepreneurs.

**Structure:** (public sector [including Chamber of Commerce for Charleston] and private sector in partnership in CRDA)

*Membership from private investors is as follows:*

- Economic Leadership Council - **\$50,000** annual dues (23 members)
- Chairman's Circle - **\$25,000** annual dues
- President's Circle - **\$10,000** annual dues
- Director's Circle - **\$5,000** annual dues
- Ambassador's Circle - **\$2,500** annual dues
  - **49** Board Members (both private & public sector)
  - **15** Executive Board Members (private & public sector)
  - **3** County partners
  - **12** full-time CRDA Staffers

### Fiscal Impact (15-16):

- Total Revenue - **\$3,531,700**
  - Private Sector invested **\$1,796,530 (51% of total)**
  - Public Sector - **\$1,043,670 (29%)**
  - Special Grants/Program Revenue/Other- **\$691,500 (20%)**
- **\$590 million** of new capital investment (majority FDI)
- **\$3.9 billion** annual economic impact
- **2,538** new jobs (**17%** above regional average)
- **140** meetings w/ potential companies

### Strategy:

- **Targeted Marketing Missions:**
  - Continue outreach to international geographies recommended in Opportunity Next, such as Canada, France, Germany, UK, and the Netherlands
  - Capitalize on Daimler and Volvo announcements by targeting relevant domestic and international markets plus key industry trade shows
  - Build on aerospace momentum by matching supplier capabilities with needs of Boeing's 787 and 737 programs and facilitating connections with full range of local/state resources
- **Talent Attraction Campaign:**
  - Broaden "Charleston Open Source" campaign with expanded website, ambassador program, coordinated social media campaign, and "road show" events
  - Increase participation by local IT businesses and key stakeholders



- **Globally Focused Marketing:**
  - Complete the region's new economic development website with responsive design, foreign language translations, enhanced data displays, and new testimonial videos
  - Ramp up digital marketing to international audiences via targeted SEO, online advertising campaigns, and social media
  - Heighten focus on international media in targeted industries/geographies

**Awards:**

- **#12 for venture capital “first fundings”** (Brookings, 2014)
- **Top 10 Small American Cities** of the Future for FDI Strategy (American Cities of the Future, '15-16)
- **#7 for Where the Jobs Will Be in 2015** (Forbes, 2015)
- **Ranked Best Cities for Jobs** (news geography, 2014)

## **Nashville (TN) Chamber of Commerce's Partnership 2020 (P2020)**

<http://www.nashvillechamber.com/Homepage.aspx>

### **Overview of P2020:**

The Nashville Area Chamber of Commerce's Partnership 2020 is the Nashville region's public-private economic development initiative, dedicated to the long-term vision for Middle Tennessee's economic prosperity.

### **Structure:**

- *Membership from private investors is as follows:*
  - Prosperity Champion - **\$10,000** annually
  - Community Builder - **\$5,000** annually
  - Leadership Circle - **\$3,500** annually
  - Market Mover - **\$1,500** annually
  - Business Advocate - **\$500 annually**
- **37** Board of Directors
- **46** full-time Chamber employees

### **Fiscal Impact:**

- Total Revenue - **\$6,938,969**
  - Chamber - **\$2,991,340**
  - P2020 - **\$3,897,129**
    - Membership Dues - **\$1,750,460**
    - Investor contributions (includes education) - **\$3,533,000**
    - Program Revenue - **\$875,835**
    - Sponsorship Revenue - **\$779,675**
- Total Expenses - **\$6,705,126**
  - Chamber - **\$3,141,297**
  - P2020 - **\$3,002,997**

*(Surplus of \$233,843 for year)*

**Chattanooga Office of Economic and Community Development,(TN)**  
<http://www.chattanooga.gov/economic-community-development>

**Overview:**

The Office of Economic and Community Development has six divisions that make up the department:

- Community Development
- Land Development Office
- Neighborhood Services
  - Code Enforcement
  - Neighborhood Relations
- Outdoor Chattanooga
- Public Art
- Regional Planning Agency

Key Partners include:

- City of Chattanooga - Mayor
- The Chattanooga Area Chamber of Commerce
- University of Tennessee at Chattanooga
- Chattanooga State Technical Community College

**Leon County**  
**Board of County Commissioners**


**Notes for Budget Workshop Item #7**

# Leon County Board of County Commissioners

## Budget Workshop Item #7

April 26, 2016

**To:** Honorable Chairman and Members of the Board

**From:** Vincent S. Long, County Administrator 

**Title:** Consideration to Include \$50,000 in the FY2017 Budget and Draft Ordinance Amendments to Streamline the Nuisance Abatement Process

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|                                                      |                                                                                                                                                                                          |
|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>County Administrator<br/>Review and Approval:</b> | Vincent S. Long, County Administrator                                                                                                                                                    |
| <b>County Attorney<br/>Review and Approval:</b>      | Herbert W.A. Thiele, County Attorney                                                                                                                                                     |
| <b>Department/<br/>Division Review:</b>              | Alan Rosenzweig, Deputy County Administrator<br>Scott Ross, Director, Office of Financial Stewardship<br>David McDevitt, Director of Development Support and<br>Environmental Management |
| <b>Lead Staff/<br/>Project Team:</b>                 | Jessica Icerman, Assistant County Attorney<br>Emma Smith, Director of Permit and Code Services                                                                                           |

**Fiscal Impact:**

This item has a fiscal impact of \$50,000 to support the abatement of structures declared to be a public nuisance by the proposed Nuisance Abatement Board.

**Staff Recommendation:**

- Option #1: Approve the allocation of \$50,000 in the preliminary budget to support the abatement of structures declared to be a public nuisance by the proposed Nuisance Abatement Board.
- Option #2: Authorize staff to draft a proposed ordinance streamlining the nuisance abatement process.

## **Report and Discussion**

### **Background:**

This item requests the allocation of \$50,000 in the preliminary budget to support the abatement of structures declared to be a public nuisance. The current nuisance abatement process is very lengthy and can be extremely time consuming for staff. After a property has been declared a public nuisance, the County Administrator must request a budget amendment and subsequently bid out the abatement services. This process can be streamlined with an amendment to the nuisance abatement ordinance and funding allocated for nuisance abatement. If this funding allocation is approved and staff is so authorized, staff will draft a proposed ordinance streamlining the nuisance abatement process.

As way of background, the Supreme Court of Florida declared that municipal ordinances requiring unsafe buildings to be repaired or demolished are within the police power so long as property rights are observed by providing the owner with notice and a hearing, unless it is apparent that delay would imperil life and limb. Furthermore, a county may require a building to be destroyed when it is in such dilapidated condition that it constitutes a public nuisance.

The County adopted a nuisance abatement ordinance on July 16, 1996, and adopted a subsequent minor amendment to the ordinance on May 24, 2011. Section 14-2 of the Leon County Code of Laws prohibits the existence of dilapidated structures on land within the County, “which has caused the property to become a threat to, or which may reasonably cause the property to threaten, the public health, safety, or welfare, or adversely affects and impairs the economic welfare of other property.” A dilapidated structure is defined in Section 14-1 as:

any building which as a result of a failure to make necessary repairs, exhibits defective structural elements, whether or not such structural defects are manmade, or which has otherwise been allowed to deteriorate, decay, or fall into or remain in partial or total ruin such that said building may threaten the public health, safety, or welfare [ ], or adversely affect and impair the economic welfare of other property.

Under the current nuisance abatement ordinance (Attachment #1), once a code inspector has determined that a public nuisance exists, he or she shall notify the owner and specify the remedial steps necessary to bring the property into compliance with the Code. If the property owner fails to bring the property into compliance within the reasonable time allotted, the County may initiate proceedings before the Code Enforcement Board and/or may initiate proceedings in the circuit court. If the owner fails to comply with the Code Enforcement Board Order requiring compliance with Section 14-2 within a specific amount of time, the County may cause the nuisance to be abated.

Per Section 14-5, the County, through the County Administrator, “shall have the right to have the conditions abated at the expense of the property owner.” For each property the County wishes to abate, the County Administrator must request a budget amendment to provide for the costs of the

abatement. Additionally, the services associated with each abatement must proceed through the competitive bid process.

Once the nuisance is abated, the County must mail a notice of the cost to abate the conditions and costs of inspections and administration to the owner. If payment is not received within 15 days, the County may file a lien against the property for the actual cost of the work, inspection, administration, plus interest, reasonable attorney's fees, and other costs of collecting the sums.

**Analysis:**

The proposed ordinance would be brought back before the Board for approval by the fall of this year in anticipation of having an effective date of October, 1, 2016. This would allow the funding to be in place for the implementation of the new streamlined nuisance abatement process.

The proposed amendment to the nuisance abatement ordinance would create a Nuisance Abatement Board, remove the requirement that the County Administrator seek a budget amendment, and remove the requirement that the County proceed through the bid process each time abatement services are required.

The proposed amendment would authorize a Nuisance Abatement Board to declare a property a public nuisance. The members of the Nuisance Abatement Board would be the sitting members of the Code Enforcement Board. Staff would identify properties that have already been found in violation by the Code Enforcement Board and are considered a threat to the public health, safety, and welfare, and request the Nuisance Abatement Board declare the property a public nuisance. The property owner would be afforded due process by providing for notice of the possibility of the property's abatement and an opportunity to be heard before the Nuisance Abatement Board prior to the vote declaring the property a public nuisance. The proposed amendment would also allow the County Administrator or designee to use the allocated funding to abate the structure declared to be a public nuisance. Additionally, the proposed amendment would allow the County the option to bid out nuisance abatement services on a 5 year period or on a case-by-case basis, to be determined by the County Administrator or designee.

Under the current Code and under the proposed amendment, the County can abate a dilapidated structure and impose a lien to recover the costs of the abatement. By providing a funding source, however, the County can pursue abatement through non-traditional means. For example, under certain circumstances, the County can purchase the violating property off of the Clerk's List of Lands Available for Taxes. This would allow the County to abate the dilapidated structure and recover the costs by selling the land after the abatement is complete. The County can also purchase the property from the landowner should the landowner be willing to sell. This would again allow the County to abate the nuisance and sell the property to recover the purchase price and cost of abatement. The funds received from the sale of the property would return into the account to fund future abatements.

A streamlined nuisance abatement process with funding in place ensures that the County can quickly abate public nuisances and keep our County beautiful and safe.



**Options:**

1. Approve the allocation of \$50,000 in the preliminary budget to support the abatement of structures declared to be a public nuisance by the proposed Nuisance Abatement Board.
2. Authorize staff to draft a proposed ordinance streamlining the nuisance abatement process.
3. Do not approve the allocation of \$50,000 to support the abatement of structures declared to be a public nuisance by the Code Enforcement Board and do not authorize staff to prepare an ordinance streamlining the nuisance abatement process.
4. Board direction.

**Recommendation:**

Option #1.

**Attachment:**

1. Current Nuisance Abatement Code

Sec. 14-5. - Abatement by county.

- (a) If after a hearing, as provided for in Chapter 6, the code enforcement board determines that the conditions which exist on the property constitutes a public nuisance, the owner of the property shall have a reasonable time, as described by the code enforcement board, to remove or correct the conditions, after which time the county, through the county administration or agents or contractors hired by the county administration, shall have the right to have the conditions abated at the expense of the property owner. Upon having the nuisance abated, the county shall mail, by certified mail, return receipt requested, to the owner a notice of the cost of abating the conditions. If payment is not received within 15 days after the mailing of the notice of assessment for the work together with all costs of inspection and administration, the county may file a lien against the property for the actual cost of the work, inspection and administration costs, interest, plus reasonable attorney's fee, and other costs of collecting the sums. Nothing herein shall be construed to prevent the county from exercising its discretion to increase or decrease charges based on costs or bid considerations, or utilizing means other than that contemplated in the notice provided for in this section, to abate the conditions violative of this article.
- (b) Liens created pursuant to this section and recorded in the public records shall remain liens coequal with the liens of all state, county, district, and municipal taxes, and coequal with all other liens, title and claims, until paid, and shall bear interest annually at a rate not to exceed the legal rate allowed for such liens, and may be foreclosed pursuant to the procedure set forth in F.S. ch. 173.

(Ord. No. 96-07, § 1, 7-16-96; Ord. No. 11-09, § 3, 5-24-11)

Sec. 14-6. - Abatement bid procedure.

The county shall obtain competitive bids pursuant to the county's normal bidding, purchasing and contracting requirements for services entailed in carrying out the abatement of nuisances under this article. The successful bidder shall be required to provide insurance and bonding as the county deems advisable.

(Ord. No. 96-07, § 1, 7-16-96)

**Leon County**  
**Board of County Commissioners**

**Notes for Budget Workshop Item #8**

# Leon County Board of County Commissioners

## Budget Workshop Item #8

April 26, 2016

**To:** Honorable Chairman and Members of the Board

**From:** Vincent S. Long, County Administrator

**Title:** Accept Staff Report on Infant Mortality Issues

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|                                                  |                                                                                                                                                                                                    |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>County Administrator Review and Approval:</b> | Vincent S. Long, County Administrator                                                                                                                                                              |
| <b>Department/<br/>Division Review:</b>          | Alan Rosenzweig, Deputy County Administrator<br>Ken Morris, Assistant County Administrator<br>Scott Ross, Director, Office of Financial Stewardship                                                |
| <b>Lead Staff/<br/>Project Team:</b>             | Eryn D. Calabro, Director, Office of Human Services and Community Partnerships<br>Chad Abrams, Chief, Division of Emergency Medical Services<br>Tiffany Y. Harris, Healthcare Services Coordinator |

**Fiscal Impact:**

This item does have a nominal fiscal impact. The \$7,500 cost for the additional *Infant CPR Anytime Kits* will be included in the FY2017 EMS budget.

**Staff Recommendation:**

Option #1: Accept the staff report to continue actively collaborating and participating with local stakeholders on targeted efforts and upcoming events to reduce the disparity and overall infant mortality rates including EMS outreach for infant specific CPR training.

## Report and Discussion

### **Background:**

On February 9, 2016, the Board conducted a Workshop on Infant Mortality Issues to discuss the ongoing concern for local infant mortality rates, particularly among African American children, to explore opportunities to further efforts to address these issues through early childhood preventative health services. Staff presented statistical and trend information, best practices, and ongoing stakeholder efforts to address high infant mortality rates. This budget discussion item was prepared based on the Board's guidance from the workshop, and during the ratification of the workshop, to report back additional information on infant mortality issues relating to the Florida Department of Health in Leon County (DOH-Leon) and to explore proactive training opportunities for Leon County EMS to help combat high infant mortality rates.

Based on the Board's direction, staff invited the following local service providers and experts to participate in the workshop:

- Claudia Blackburn, MPH & RN, Administrator for the Florida Department of Health in Leon County.
- Kristy Goldwire, MSW, Executive Director of Capital Area Healthy Start Coalition.
- Dr. Mimi Graham, PhD, Director of FSU Center for Prevention and Early Intervention Policy.
- Dr. Joedrecka Brown, MD, Associate Professor, Department of Family Medicine and Rural Health of FSU College of Medicine.

The workshop materials identified ongoing initiatives in addressing high infant mortality rates including efforts to address the racial disparities among infant deaths. The Board received information on best practice models that improve infant mortality rates and each expert panelist provided additional information on local efforts and activities to address infant mortality and the racial disparities. While the rate for infant mortality in Leon County has declined over the past 20 years to better align with the state rate, there are still considerable efforts to continue addressing the issue. Staff also presented several findings to the Board:

*Finding #1: An annual fluctuation of infant mortality rates in Leon County is not uncommon. This is due to the small sample size which greatly affects the rate.*

*Finding #2: Despite the annual fluctuation, Leon County's infant mortality rate has trended downward over the last 20 years to closely align with the statewide rate.*

*Finding #3: Much like the rest of the state, there is a significant disparity of mortality rates between white and black infants.*

*Finding #4: The Florida Department of Health in Leon County was recently notified that it will receive special funding to reduce infant mortality disparities and additional information will be forthcoming.*

*Finding #5: The local birthing facilities, including the hospitals, continue to express concerns over the number of women in the later pregnancy stage who have yet to identify a pediatrician for their unborn child.*

Following the conclusion of the presentations and discussion by Commissioners, the Board accepted the staff report along with the Recommendations 1-3, as amended, to report back to the Board on DOH's plans for the anticipated infant mortality funding:

- R1: Leon County Government should actively participate in the upcoming community events relating to infant mortality in order to bring additional attention to the issue in an effort to further reach more health professionals, engage Southside families, and improve the health outcomes of women and children.
- R2: County staff should continue to coordinate with DOH-Leon regarding the special funding anticipated to reduce infant mortality and report back to the Board on plans to utilize said funding as a budget discussion item. The item should include any short and long-term goals established by DOH-Leon regarding infant mortality.
- R3: Support increasing the County's CHSP funding level for non-profit service agencies by \$200,000 for FY 2017 totaling \$1.2 million (approved by the Board on March 8<sup>th</sup>, 2016).

Based on the Board's guidance from the workshop and during the ratification of the workshop, staff prepared this discussion item to include:

- Details of DOH-Leon's plans and goals for the \$30,000 in federal Title V funding to focus on reducing the racial disparity in infant mortality.
- An update on opportunities for the County's active participation in the upcoming events to address infant mortality.
- Proactive training opportunities for Leon County EMS to help combat high infant mortality rates.

### **Analysis:**

Current initiatives to address infant mortality are being spearheaded by DOH-Leon which serves as a lead resource on all health care and policy matters including infant mortality. DOH-Leon's primary focus regarding infant mortality is to reduce the racial disparity of high infant mortality rates among black infants. This is part of a larger goal to have an integrated approach across the state that involves thoroughly understanding the problem and implementing best practices to get the positive results. Additionally, DOH-Leon continues to contract with the Capital Area Healthy Start Coalition to provide the care coordination services to families enrolled in the Healthy Start Program. The Healthy Start Coalition is the lead local service delivery agency in addressing infant mortality, preconception health, and healthy pregnancies. Healthy Start Care Coordinators, employed by DOH-Leon, provide free preconception, prenatal, and postnatal services to families who are expecting children and who have children from birth to three years of age. In 2014, Healthy Start provided services to 1,907 women and 850 children from birth to three years of age.

### *DOH-Leon Funding*

Earlier this year, the state health office opened a funding opportunity for each county health department through September 30, 2016. The purpose of the funding is to reduce the black infant mortality rate and the black-white infant mortality disparity (an agency's strategic objective) by focusing on social determinants of health. The source of funding is Title V federal funding that is passed through the State Health Office to county health departments (CHD). Each CHD will conduct a data analysis, host a community meeting, and develop an action plan to address their findings. DOH-Leon received \$30,000 for the project and plans to use their funding as follows:

- \$10,000 each will be offered to Tallahassee Memorial HealthCare and Capital Regional Medical Center to assist them in their journey to becoming "Baby Friendly" facilities, a program which promotes breastfeeding within the hospital setting.
- \$5,000 will be offered in mini grants of various amounts to businesses with fewer than 50 employees to implement workplace policy that supports breastfeeding.
- \$5,000 will be used to augment a support group for foster and adoptive parents and relative caregivers of children touched by the child welfare system. The Circle of Parents Program will offer a 24/7 on-line service forum (like a chat room); and host 5-8 in-person group meetings with speakers to strengthen the education and knowledge of the parents they serve.
- Complete a ten year analysis of infant mortality.
- Conduct an environmental scan of past and current projects related to infant mortality to consider elements that could influence the community's future plan, minimize duplication of effort, learn from previous project implementation, and ensure the right partners are invited to the community meeting.
- Host a community meeting to discuss the ten year analysis, results of environmental scan and to facilitate dialogue and an action plan to address social determinants. The resulting action plan will define the long-term goals and necessary steps to reduce infant mortality rates and the disparity between black and white infant deaths.

### *Maternal Child Health Equity Forum*

A Maternal Child Health Equity Forum will be held on September 30 – October 1, 2016 to provide an opportunity for greater examination of maternal child health disparities entitled "Achieving Maternal Child Health Equity." This conference will be led by Dr. Brown, MD, Associate Professor, Department of Family Medicine and Rural Health of FSU College of Medicine. The goals of the conference are: to discuss advocacy education and policy strategies to address the inequity in maternal child health for the black community through the integration of diverse community and professional perspectives; to identify priorities for the elimination of maternal child health disparities and the promotion of health equity using a life course perspective; and to describe culturally responsive mechanisms useful for providers to address maternal child health equity. County staff will participate in the conference and avail themselves to assist in the facilitation of the conference and breakout sessions as needed.



*Role of EMS in Infant Mortality*

As the first responder and transport agency for health related emergencies in Leon County, the Division of Emergency Medical Services (EMS) can take on a more proactive role in combating infant mortality by incorporating a greater emphasis on infant CPR in its health education programs. Seriously ill or injured infants that decompensate to a point that they require CPR are in need of immediate action and would benefit from early CPR being provided by their caretaker. CPR training is not routinely offered to new or expectant mothers but providing them with the training they need to assist their child during these emergencies can make a difference between life and death for the infant.

EMS provides numerous CPR training events throughout the County every year, training over 1,600 citizens last year alone. Press-the-Chest is the marquee event of the EMS CPR training efforts. Press-the-Chest is a community-wide CPR and AED training event held at a large venue such as the civic center where hundreds of citizens are trained in the American Heart Association's Friends and Family CPR. Participants are given a CPR Anytime Kit that includes an inflatable mannequin, a DVD instructional video and other training literature. Participants use the inflatable mannequin at the Press-the-Chest event to practice CPR skills under the supervision of EMS Paramedics. Participants are encouraged to share the CPR Anytime Kit with their family and friends which results in even more citizens trained in CPR. Last year, over 700 citizens participated at the event at the Donald L. Tucker Civic Center. EMS staff conducted a survey of participants after the event and found that additional citizens were trained in CPR at home with the CPR Anytime Kit provided at Press-the-Chest. While the emphasis at the Press-the-Chest event is adult CPR, infant CPR and airway obstructions are covered in the training materials.

Staff recommends providing a greater emphasis on infant CPR training at this year's Press-the-Chest event in June and offering, for the first time, infant specific CPR training programs at three locations across the community that corresponds with high rates of infant mortality. These infant-specific CPR training events would utilize a similar format to the Press-the-Chest CPR training event where participants would be provided an Infant CPR Anytime Kit that includes an inflatable mannequin, training video and literature. Outreach efforts would target expectant parents, new parents, and other caretakers that would benefit from the training. EMS staff will provide CPR instruction at the event and encourage participants to share the Infant CPR Anytime Kit with family and friends that may care for their infant. This will help ensure that all family and friends that could care for the infant have access to infant CPR training and will know how to recognize and treat an infant in distress. The cost of providing these three CPR training programs with the additional Infant CPR Anytime Kits is estimated to be \$7,500 and will be included in the FY2017 budget.

### Conclusion

Current efforts demonstrate a steadfast commitment by local stakeholders to ensure access to care and focused intervention to address infant mortality rates. As discussed at its February 9<sup>th</sup> Workshop on Infant Mortality, the Board followed through with its commitment to increase the County's CHSP funding level for non-profit service agencies by \$200,000 for FY 2017 totaling \$1.2 million. DOH-Leon continues to spearhead infant mortality policy issues, was recently awarded a \$30,000 grant to reduce racial disparities in infant mortality, and contracts with the Healthy Start Coalition to serve as the lead local service delivery agency for infant mortality, preconception health, and healthy pregnancies matters.

Leon County Government will actively participate in upcoming community events relating to infant mortality in order to bring additional attention to the issue in an effort to further reach more health professionals, engage Southside families, and improve the health outcomes of women and children. Staff is committed to actively participating, supporting, promoting, and facilitating these meetings as needed. Once DOH-Leon completes its ten year analysis and environmental scan, the resulting action plan will clearly define the long-term goals and necessary steps to reduce infant mortality rates and the disparity between black and white infant deaths.

As explained in the analysis section, Leon County EMS will take on a more proactive role in combating infant mortality by incorporating a greater emphasis on infant CPR in its health education programs. This will begin with EMS' largest annual training program, the Press-the-Chest event in June at the Civic Center. In addition, EMS will offer for the first time infant specific CPR training programs at three locations across the community that corresponds with high rates of infant mortality. Outreach efforts would target expectant parents, new parents, and other caretakers that would benefit from the training. This method of CPR training is effective in that it teaches the skills necessary to assist an individual in just two hours and it provides participants with a practice mannequin, training video and literature that can be reviewed at a later time. The cost of providing these three CPR training programs with the additional Infant CPR Anytime Kits is estimated to be \$7,500 and will be included in the FY2017 budget.

### Options:

1. Accept the staff report to continue actively collaborating and participating with local stakeholders on targeted efforts and upcoming events to reduce the disparity and overall infant mortality rates including EMS outreach for infant specific CPR training.
2. Do not accept the staff report.
3. Board direction.

### Recommendation:

Option #1.

**Leon County**  
**Board of County Commissioners**


**Notes for Budget Workshop Item #9**

# Leon County Board of County Commissioners

## Budget Workshop Item #9

April 26, 2016

**To:** Honorable Chairman and Members of the Board

**From:** Vincent S. Long, County Administrator 

**Title:** Consideration of Alternative Approaches for the Provision of Street Lights in the Unincorporated Area

---

|                                                  |                                                                                                                                                  |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>County Administrator Review and Approval:</b> | Vincent S. Long, County Administrator                                                                                                            |
| <b>Department/ Division Review:</b>              | Alan Rosenzweig, Deputy County Administrator<br>Tony Park, P.E., Director, Public Works<br>Scott Ross, Director, Office of Financial Stewardship |
| <b>Lead Staff/ Project Team:</b>                 | Katherine Burke, P.E., Director of Engineering Services<br>Brent Rau, Management Analyst, OMB                                                    |

### **Fiscal Impact:**

The item has a potential fiscal impact. Initial funding has been established at \$125,000 each year. Depending on the project, this amount would cover and estimated three to four projects per year. Funding would be included in the proposed capital fund sweep. Annual operating costs for utilities are estimated at \$10,000 each year and will grow a like amount each year as additional projects are completed. As discussed in the Overview Budget Discussion Item, funding for this project is proposed to come from the additional recurring Public Service Tax.

### **Staff Recommendation:**

- Option #1: Direct County staff to develop program parameters and a draft ordinance that provides neighborhoods the ability to establish street lighting districts to be supported through a dedicated municipal services tax.
- Option #2: Direct County staff to develop a formal policy with specific criteria for the placement of street lights in the unincorporated area on County roads/intersections and establish an initial \$125,000 capital improvement project and corresponding recurring expenses of \$10,000 as part of the FY2017 budget development.

## **Report and Discussion**

### **Background:**

Over the past several years, the County has seen a continued rise in unincorporated area citizen requests for street lights. The requests generally fall into two distinct categories: neighborhoods and intersections. Currently, for the unincorporated area, neighborhood street lights can be installed by either the City of Tallahassee Utility Department or Talquin Electric (depending upon the local provider) for an individual homeowner or for an entire neighborhood through a homeowner's association, as long as, the individual homeowner or association enters into an agreement for payment of the lights and on-going maintenance.

Currently, the County Government does not provide street lighting as a service for the unincorporated area; street lights are included as part of some round-a-bouts as part of the design requirements. There are some street lights on Mahan Drive and Capital Circle; however, these lights are maintained locally with reimbursement from the Florida Department of Transportation.

If the Board wishes to provide street lighting as an unincorporated service, staff has developed approaches that could be considered for further analysis and funding.

### **Analysis:**

Leon County services are typically provided by revenues collected either on a county-wide basis or from the unincorporated area. On occasion, the County does provide for services on a more localized basis (i.e. street paving, sewer projects) through the collection of special assessments from those properties benefiting from the improvement. However, there are other approaches authorized in Florida Statute and used in other Counties for funding for neighborhood specific services.

#### ***MSBU/MSTUs***

A very common practice for Counties through-out Florida is the use of Municipal Services Taxing Units (MSTU) or Municipal Services Benefit Unit (MSBU) to fund neighborhood specific services. The distinction between an MSTU and an MSBU is the method of funding utilized to support the specific service. For an MSBU the revenue comes from a non-ad valorem assessment while for an MSTU the service is funded through a dedicated millage rate. While Leon County does levy a MSTU for emergency medical services, this is done on a county wide basis; Leon County currently does not have any other MSTUs. Likewise, outside of isolated paving and sewer projects, Leon County does not have any neighborhood specific MSBUs, but assessments that apply only to the entire unincorporated area (i.e. Solid Waste and Stormwater).

Other Florida Counties utilize MSBU/MSTUs to fund a significant number of diverse projects and services. For example, Charlotte County currently has 69 MSBU/MSTUs generating over \$77 million. Each of these MSBU/MSTUs has a formal Advisory Board that provides annual recommendations to the Board on the level of services requested and the associated corresponding tax rate or non-ad valorem assessment necessary to support these services. In Charlotte County, MSTU/MSBUs have been established to support neighborhood streets and

drainage, beautification, stormwater, street lights, and beach renourishment, etc. Units are geographic areas within Charlotte County, created by ordinance, and defined by specific boundaries. Property owners within these units pay for services that benefit that particular area, and the County is responsible for implementing improvements.

Similarly, Sarasota County utilizes localized MSTUs for the provision of neighborhood street lighting. Sarasota County currently has 42 Lighting Improvement Districts (LID). These LIDs are projected to bring in over \$1 million of revenue during FY 2016.

#### *Unincorporated Leon County*

Given the rural character of much of the unincorporated area of Leon County, the lack of street lights is often not seen as a determinant, but rather part of a rural lifestyle. Given these unique characteristics, the provision of street lighting services through-out the unincorporated area would not be recommended. However, there are many neighborhoods in the unincorporated area that are densely populated that have characteristics of an urbanized area, and over the past several years, Leon County has been asked to provide lighting services. Currently, as noted in the background, the County refers individual homeowners and/or homeowner associations to either the City of Tallahassee Utilities or Talquin to provide the street lights. Payment is made directly by either individual homeowners or association to the utility.

As an alternative to the existing approach of homeowners/associations directly contracting with the service providers, consistent with Florida Statutes 125.01 (q), the County may wish to establish an ordinance that allows for the establishment of neighborhood specific Street Lighting Districts. If the Board wishes to pursue this approach, staff would develop specific program parameters. Parameters would address how neighborhoods could petition the Board; working with the City and Talquin on how cost estimates would be established for initial infrastructure and on-going maintenance costs; and any other necessary provisions to impose the MSTU. Attachment #1 details the expected cost associated with improved lighting in a neighborhood of 70 homes.

#### *County Funding*

In addition to neighborhood funding, the County has also received requests for street lights at certain intersections and along certain segments of roads. To address these requests, Public Works has reviewed various types of roadways that may warrant the installation of street lights by the County. Public Works has developed a general outline of how dedicated street light funding could be prioritized:

- Tier 1 includes fully signalized intersections with or without pedestrian facilities.
- Tier 2 includes roads with traffic volumes greater than 3,000 average daily traffic (ADT) with pedestrian connections, as well as un-signalized intersections with a history of traffic crashes.
- Tier 3 includes pedestrian crosswalk locations on roads with less than 3,000 ADT.

Prioritization within each of these tiers will consider the Florida Department of Transportation Lighting and Geometric and Operational Factors. These factors include night-to-day collision ratio, ADT of the roadway, number of travel lanes and their width, presence of medians, roadway speed, roadway geometry, sight distance, and obstructions or roadside factors. Additional criteria would also need to take into consideration future land use classifications and zoning districts to assure the rural character is maintained in certain areas.

The cost for the installation of street lights is highly dependent on the intersection, availability of poles, need for installation of new poles, power feeds, etc. Because of the large variation of design conditions, it is difficult to determine what the actual cost per intersection would be until the specific conditions of each location are evaluated. Initial estimates anticipate that the average on-going operating cost of eight lights per intersection would amount to \$1,152/year/intersection.

If the Board would like to further consider the direct funding of street lighting, staff would prepare a formal policy and develop a preliminary list of possible locations for street light installations. Future funding could be allocated through the LIFE program to support the implementation of a newly established program. However, if the Board wishes to proceed sooner, staff would recommend establishing an initial capital improvement budget of \$125,000 annually and a recurring operating increase of \$10,000 to begin implementation. As specified in the Preliminary FY 2017 Budget Overview Workshop Item, funding for this project would come from the additional recurring Public Service Tax; funds that are generated from citizens in the unincorporated areas of the County.

**Options:**

1. Direct County staff to develop program parameters and a draft ordinance that provides neighborhoods the ability to establish street lighting districts to be supported through a dedicated municipal services tax.
2. Direct County staff to develop a formal policy with specific criteria for the placement of street lights in the unincorporated area on County roads/intersections and establish an initial \$125,000 capital improvement project and corresponding recurring expenses of \$10,000 as part of the FY2017 budget development.
3. Board Direction.

**Recommendation:**

Options #1 and #2.

**Attachment:**

1. Price Example of Lighting MSTU in a Neighborhood with 70 Homes



## Price Example of Lighting MSTU in a Neighborhood with 70 Homes

The following is an example to demonstrate the expected cost associated with lighting improvements in a neighborhood. The neighborhood in this example has the following characteristics:

- One-mile stretch of road with 70 homes
- All homes have the median single-family taxable value from FY 2016 of \$86,483
- No existing light poles in place
- Poles will be placed 150 feet apart along one side of the road, totaling 35 poles

It should be noted that this example is subject to multiple variables that can differ between MSTUs; height and design of poles, wattage, spacing, taxable home value, etc. From the Roadway Lighting Agreement between Leon County and Talquin Electric, the following costs are associated with installation of new lights:

- Each pole (35 feet tall) will cost \$720 to install
- Installation of lights will cost \$285 per pole
- Operational costs per light are \$10.25 per month

The total cost of installing 35 new lights in this neighborhood will be \$35,175, plus an additional \$358.75 per month in operating costs.

$$\text{Installation: } 35 \times (\$720 + \$285) = \$35,175$$

$$\text{Operating costs: } 35 \times \$10.25 = \$358.75$$

The timeline for repayment can vary between MSTUs, but this example uses a five-year plan. The neighborhood would be responsible for paying \$7,035 per year, or \$100.50 per household, plus operating costs (\$61.50 per household per year). For the first five years, to cover the cost of installation and operation costs, an MSTU of 1.8732 mills would be needed, with 1.1621 mills covering the cost of installation, and .7111 mills to cover operational costs. The breakdown is shown in the calculations below.

$$\begin{aligned} (\$35,175 \div 5 \text{ years}) \div 70 \text{ households} &= \$100.50 \text{ per household per year} \\ (\$358.75 \times 12 \text{ months}) \div 70 \text{ households} &= \$61.50 \text{ per household per year} \\ (\$86,483 \div 1,000) \times 1.1621 \text{ mills} &= \$100.50 \\ (\$86,483 \div 1,000) \times .7111 \text{ mills} &= \$61.50 \end{aligned}$$

To summarize the example, this neighborhood would require each household to contribute \$162 more in taxes for the MSTU per year for the first five years following installation. This would be done with a 1.8732 millage rate in the MSTU. Each year after would cost the household the operational costs of \$61.50, which would be covered by a .7111 millage rate. Annual payments to cover the cost of light installation could vary depending on the repayment period timeline, the quantity of lights, and the number of households in the MSTU.

**Leon County**  
**Board of County Commissioners**


**Notes for Budget Workshop Item #10**

# Leon County Board of County Commissioners

## Budget Workshop Item #10

April 26, 2016

**To:** Honorable Chairman and Members of the Board

**From:** Vincent S. Long, County Administrator 

**Title:** Consideration of Providing Funding to Hire a Mobility Fee Consultant in Coordination with the City of Tallahassee

|                                                  |                                                                                                                                                                                                                               |
|--------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>County Administrator Review and Approval:</b> | Vincent S. Long, County Administrator                                                                                                                                                                                         |
| <b>Department/ Division Review:</b>              | Alan Rosenzweig, Deputy County Administrator<br>Benjamin H. Pingree, Director, Planning Land Management and Community Enhancement<br>Scott Ross, Director, Office of Financial Stewardship<br>Cherie Bryant, Planning Manager |
| <b>Lead Staff/ Project Team:</b>                 | Russell Snyder, Land Use Division Manager, Planning Department<br>Susan Poplin, Senior Planner, Planning Department                                                                                                           |

### **Fiscal Impact:**

This item has the potential to have up to a \$162,500 fiscal impact to the County to jointly fund a Mobility Fee study in FY 2017 with the City of Tallahassee; the total study is estimated not to exceed \$325,000.

### **Staff Recommendation:**

Option #1: Provide \$162,500 in the FY 2017 preliminary budget for a joint Mobility Fee Study with the City of Tallahassee.

## **Report and Discussion**

### **Background:**

At the March 8, 2016, meeting the Board directed staff to prepare a budget discussion item regarding participating in a joint Mobility Fee Study with the City of Tallahassee (Attachment #1). The cost of the study, estimated at \$250,000 to \$325,000, would be shared equally between the parties. The Planning Department will continue to evaluate elements of the study that could be performed by in-house planning staff in an effort to reduce the overall cost of a consultant study. If a Mobility Fee was implemented, the existing Concurrency Fee structure would be correspondingly eliminated.

The mobility fee is essential to the following revised FY 2012 – FY 2016 Strategic Initiatives that the Board approved at the January 26, 2016 meeting:

- Consider mobility fee to replace the concurrency management system (EN1 and EN2)
- Implement strategies that preserve neighborhoods and create connectedness and livability (Q2 and Q7)

These particular Strategic Initiatives aligns with the following Board Strategic Priorities: Economy, Environment, and Quality of Life:

- Provide essential public safety infrastructure and service which ensure the safety of the entire community (Q2)
- Further create connectedness and livability through supporting human scale infrastructure and development, including: enhancing our multimodal districts. (Q7)
- 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 (EN1)
- Promote orderly growth which protects our environment, preserves our charm, maximizes public investment, and stimulates better and more sustainable economic returns (EN2)
- Integrate infrastructure, transportation, redevelopment opportunities and community planning to create the sense of place which attracts talent (EC1)

### **Analysis:**

The current County and City concurrency systems are based on statutory requirements adopted in 1985 that required new development to pay for its added impact to road networks. However, concurrency only is paid when a road is near or over capacity, leading to backlogs and cost burdens to later developers who come in after the road's capacity has been consumed. Because this framework makes it more expensive to build in the urban area where roads are more crowded, it tends to push development further and further out into suburban and rural areas. This leads to sprawled development patterns, which further leads to higher capital and operational costs to the taxpayers since new development also needs extended water, sewer, parks, fire, police, and other urban services.

Since the State relaxed concurrency requirements and developed guidance on mobility fees in 2011, numerous cities and counties have enacted mobility fees to replace concurrency. Mobility

fees still require new development to pay for added impacts to the transportation system, but correct some of the problems of the older systems. Specifically, mobility fees can be structured to:

- reward development closer to activity centers, which better supports infill and economic development;
- fund not only road projects, but sidewalks, trails, bike routes, and transit;
- only applies to new development & major expansions;
- would not apply to a house being built on a vacant lot in an existing subdivision;
- is very customizable to support community goals, such as place-making;
- be more fiscally responsible to taxpayers; and
- be fairer and more predictable for developers.

Without concurrency or mobility fees, taxpayers are then burdened with the financial responsibility for paying for developments impacts on the road network and other transit.

*Anticipated Cost and Scope for Developing and Adopting a Mobility Fee*

Based on similar studies in other Florida communities, staff estimates the project will cost between \$250,000 and \$325,000 and should include, at a minimum, the following:

- Provide Additional Background and Literature Review
  - Definition and summary of mobility fee
  - Examples of other Florida communities and the current status of each
  - Summary of initial City/County preliminary transportation analysis
- Identify Available Mobility Fee Approaches
  - Coordinate on feasibility study, analysis and findings with City and County Staff
  - Conduct feasibility analysis and identify best potential approach
  - Model best potential approach
- Identify Approach for Outreach and Coordination
  - Surveys as appropriate
  - Meetings (both external and internal to the City and County)
  - Minimum of two public workshops
  - Presentation of recommendations to the Commissions
- Provide the Mobility Fee Ordinances and Fee Structure
  - Develop and provide a draft fee ordinance
  - Identify the mobility fee calculation tables/format/formula
  - Identify items that require change in the Comprehensive Plan and the Land Development Code
- Technical and Expert Support
  - Identify extent of professional expertise and experience with transportation and mobility fee development
  - Identify capacity as a transportation and land use expert witness to support analyses provided
  - Identify any and all work that would be required to implement and maintain the recommended mobility fee system
  - Identify what legal resources would be used in the development of the mobility fee

*Proposed Activities and Schedule Moving Forward*

If funds are approved for inclusion in the preliminary budget, staff has developed a possible timeline for moving forward with a study:

|                          |                                                                                                       |
|--------------------------|-------------------------------------------------------------------------------------------------------|
| <b>Now-October 2016:</b> | continue work on the land use element update, which will set the framework for the mobility fee study |
| <b>Now-October 2016:</b> | engage with and seek input from the business community on the proposed study                          |
| <b>Fall 2016:</b>        | begin the advertising/procurement process to hire a consultant                                        |
| <b>Fall 2016:</b>        | consultant hired; work on the fee begins                                                              |
| <b>Nov 2016-2018:</b>    | mobility fee development                                                                              |

The City of Tallahassee has tentatively approved the inclusion of the funding as part of their budget development process.

**Options:**

1. Provide \$162,500 in the FY 2017 preliminary budget to hire a consultant to prepare a joint Mobility Fee Study with the City of Tallahassee.
2. Do not provide \$162,500 in the FY 2017 preliminary budget to hire a consultant to prepare a joint Mobility Fee Study with the City of Tallahassee.
3. Board Direction.

**Recommendation:**

Option #1.

**Attachments:**

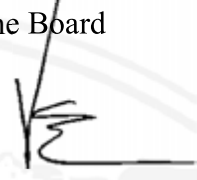
1. March 8, 2016 Agenda Item

# Leon County Board of County Commissioners

## Cover Sheet for Agenda #24

March 8, 2016

**To:** Honorable Chairman and Members of the Board

**From:** Vincent S. Long, County Administrator 

**Title:** Authorization for Staff to Prepare a FY 2016-2017 Budget Request to Hire a Mobility Fee Consultant in Coordination with the City of Tallahassee

|                                                  |                                                                                                                                                                      |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>County Administrator Review and Approval:</b> | Vincent S. Long, County Administrator                                                                                                                                |
| <b>Department/ Division Review:</b>              | Alan Rosenzweig, Deputy County Administrator<br>Benjamin H. Pingree, Director, Planning Land Management and Community Enhancement<br>Cherie Bryant, Planning Manager |
| <b>Lead Staff/ Project Team:</b>                 | Russell Snyder, Land Use Division Manager, Planning Department<br>Susan Poplin, Senior Planner, Planning Department                                                  |

### **Fiscal Impact:**

This item has the potential to have up to a \$162,500 fiscal impact to the County to jointly fund a Mobility Fee study in FY 2017 with the City of Tallahassee; the total study is estimated not to exceed \$325,000.

### **Staff Recommendation:**

Option #1: Direct staff, in coordination with the City of Tallahassee, to submit a FY 2016-17 budget request for the purpose of procuring a consultant to develop a countywide mobility fee framework and ordinance.



Title: Authorization for Staff to Prepare a FY 2016-2017 Budget Request to Hire a Mobility Fee Consultant in Coordination with the City of Tallahassee  
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## **Report and Discussion**

### **Background:**

Since 2006, changes in state and local regulations have necessitated a reexamination of how the City and County implement transportation mitigation paid by new development. Impact and mobility fees were discussed at several points over this period, but definite action was postponed due to the recession, which slowed development significantly across all sectors.

This item reviews the major actions undertaken at local and state levels, and then discusses the key elements and timeframe for developing a countywide mobility fee.

- 2007 – City and County Commissions initiated an impact fee study
  - This was a staff recommendation made after evaluating the fiscal impacts of 2006 growth management legislation (SB360), which forced stricter financial feasibility requirements.
  - Tindale Oliver worked on the project through November, 2008. The report was due in early 2009 from the consultant, but was put on hold by the City and County in response to a worsening economy.
- 2008 – The Multimodal District study was completed and the Multimodal Transportation District (MMTD) was adopted into the Comprehensive Plan
  - A founding principle was to virtually eliminate roadway concurrency mitigation inside the District to support higher density redevelopment.
  - Much of the analysis for a mobility fee was completed at that time, but City Administration directed staff to delay implementation due to the economic downturn.
  - Few developments within the MMTD have paid transportation mitigation since implementation of the MMTD Level of Service Standards in 2010, including most of the development along Gaines Street (FSU did, however, pay \$6.3 million in 2009 for its Master Plan traffic impacts).
  - Parcels on the edges are now triggering roadway level of service issues and are starting to be required to pay the regular roadway concurrency fees, which can discourage high density infill.
- 2009-2010 – Mobility Fee report released to guide local governments, as mandated by the Florida Legislature
  - In 2010, a joint report was released from the Florida Departments of Transportation and Community Affairs outlining a mobility fee approach based on vehicle miles traveled (VMT). This approach would be compatible with the Activity Center goals established in the Tallahassee-Leon County Comprehensive Plan.
  - State efforts were undertaken in response to a number of negative externalities experienced during the implementation of traditional concurrency systems including, among others, urban sprawl, high costs for mitigation, and lack of focus on transportation modes other than the automobile.

Title: Authorization for Staff to Prepare a FY 2016-2017 Budget Request to Hire a Mobility Fee Consultant in Coordination with the City of Tallahassee  
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- 2011 – Significant changes were made to the Comprehensive Plan and to Growth Management Statutes
  - Mobility Element Adoption: The Comprehensive Plan was amended to replace the Transportation Element with a Mobility Element with a focus on Complete Streets.
  - MMTD Land Development Code: The City's Land Development Code was revised to add Sections 10-280 through 10-285 that address development including automobile, pedestrian, bicycle and transit facilities within the MMTD.
  - House Bill 7207: House Bill 7207 was adopted making transportation concurrency optional.
    - On October 25, 2011 both Commissions directed staff to continue to implement concurrency consistent with Section 163.3180, F.S., while over the next year developing and reviewing a possible mobility fee approach. The potential mobility fee system, including a plan for adoption and implementation, would be presented as a separate agenda item to the Commissions for review and approval to proceed.
    - Discussion indicated that moving to a mobility fee system instead of a traditional concurrency system would provide a more equitable and balanced approach to addressing transportation impacts from development.
- 2012 – The Board adopted a strategic initiative directing the Planning Department to coordinate a City/County impact fee
  - Strategic Initiative: "Consider mobility fee to replace the concurrency management system." (EN1) and (EN2)
  - A joint meeting with staff and Chamber representatives was held to discuss the best way to move forward. The Chamber suggested holding meetings with stakeholders early in the process and to analyze more than just the mobility fee (though they did not necessarily object to the mobility fee).
  - Based on stakeholder feedback, proceed with recommending to engage a consultant estimated in the \$300,000 range.
- 2013-2014: Follow-up meetings and monitoring of existing systems
  - Several follow-up coordination meetings between County and City staff were scheduled in response to the County Strategic Initiative; at this time there were concerns it could have negative impacts to a gradually recovering economy.
  - During this time, the Chamber's Business Advocate Committee still listed the mobility fee as a priority.
  - Planning staff continued to monitor other mobility fee systems in the state to see their progression.

Title: Authorization for Staff to Prepare a FY 2016-2017 Budget Request to Hire a Mobility Fee Consultant in Coordination with the City of Tallahassee

March 8, 2016

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- 2015 – Meeting to advance mobility fee
  - In July, a meeting of the County and City staff resulted in the recommendation to take an update to the County Commission and the City's Long-Range Target Issues Committee (LRTI) with a recommendation to submit a budget proposal in 2016. (Note: For the City, the LRTI was cancelled twice, and then the Target Issue format was abandoned in early 2016.)
- 2016 – City administration approves moving forward with a 2016-17 budget request for consideration by the City Commission.

The mobility fee is essential to the following revised FY 2012 – FY 2016 Strategic Initiatives that the Board approved at the January 26, 2016 meeting:

- Consider mobility fee to replace the concurrency management system (EN1 and EN2)
- Implement strategies that preserve neighborhoods and create connectedness and livability (Q2 and Q7)

These particular Strategic Initiatives aligns with the following Board Strategic Priorities: Economy, Environment, and Quality of Life:

- Provide essential public safety infrastructure and service which ensure the safety of the entire community (Q2)
- Further create connectedness and livability through supporting human scale infrastructure and development, including: enhancing our multimodal districts. (Q7)
- 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 (EN1)
- Promote orderly growth which protects our environment, preserves our charm, maximizes public investment, and stimulates better and more sustainable economic returns (EN2)
- Integrate infrastructure, transportation, redevelopment opportunities and community planning to create the sense of place which attracts talent (EC1)

**Analysis:**

Based upon the actions taken prior to this point, an opportunity exists now to develop and implement a mobility fee system. There is adequate guidance in existing statutes and through successful mobility fee systems that are being operated in other Florida communities. Additionally, an upward trending economic market provides a favorable climate for its development and implementation.

**Anticipated Cost and Scope for Developing and Adopting a Mobility Fee**

Based on similar studies in other Florida communities, staff estimates the project will cost between \$250,000 and \$325,000 and should include, at a minimum, the following:

- Provide Additional Background and Literature Review
  - Definition and summary of mobility fee
  - Examples of other Florida communities and the current status of each
  - Summary of initial City/County preliminary transportation analysis

**Leon County**  
**Board of County Commissioners**

**Notes for Budget Workshop Item #11**

# Leon County Board of County Commissioners

## Budget Workshop Item #11

April 26, 2016

**To:** Honorable Chairman and Members of the Board

**From:** Vincent S. Long, County Administrator

**Title:** Consideration of Capital Improvement Funding for Boat Landing Improvements and Renovations

|                                                  |                                                                                                                                                                |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>County Administrator Review and Approval:</b> | Vincent S. Long, County Administrator                                                                                                                          |
| <b>Department/ Division Review:</b>              | Alan Rosenzweig, Deputy County Administrator<br>Tony Park, P.E., Director, Department of Public Works<br>Scott Ross, Director, Office of Financial Stewardship |
| <b>Lead Staff/ Project Team:</b>                 | Leigh Davis, Director of Parks & Recreation                                                                                                                    |

### **Fiscal Impact:**

This item proposes that \$125,000 per year be allocated for the next five years (FY17-FY21) to address boat landing improvements and renovations. Depending on the improvement or renovation, County funds may also be supplemented with Boat Improvement funds. Such opportunities, however, would have to be determined on a project by project basis. As discussed in the Overview Budget Discussion Item, funding for this project is proposed to come from the additional recurring Public Service Tax.

### **Staff Recommendation:**

Option #1: Authorize the inclusion of \$125,000 per year in the FY2017-FY2021 preliminary capital improvement program for Boat Landing Improvements and Renovations.

## Report and Discussion

### **Background:**

Leon County Parks & Recreation maintains 25 boat landings, located on seven different water bodies (Carr Lake, Lake Iamonia, Lake Jackson, Lake Miccosukee, Lake Munson, Lake Talquin, and Ochlocknee River) (Attachment #1). These facilities range from the very minimal (i.e. solely a dirt ramp like at Ochlocknee Landing/Tower Rd.) to the more full-service-type landing with concrete ramps, floating docks, fish cleaning stations, fishing piers, and even adjacent campgrounds as found at Williams Landing.

**Table 1 – Boat Landings by Lake**

| <b>Lake</b>     | <b>Boat Landing Name</b>                                       | <b>Acres</b> | <b>Address</b>              |
|-----------------|----------------------------------------------------------------|--------------|-----------------------------|
| Carr Lake       | Cedar Hill Landing                                             | 1.44         | 467 Cedar Hill Landing Rd   |
|                 | Gardner Landing                                                | 0.31         | 1022 Gardner Rd             |
| Lake Iamonia    | Bull Headley Landing                                           | 0.59         | 10156 Bull Headley Rd       |
|                 | Van Brunt Landing (at Kate Ireland Park)                       | 0.09         | 12271 Iamonia Landing Rd    |
| Lake Jackson    | Crowder Landing                                                | 0.60         | 1053 Crowder Rd             |
|                 | Faulk Drive Landing                                            | 4.67         | 1895 Faulk Dr               |
|                 | Fuller Road Landing                                            | 0.54         | 1294 Fuller Rd              |
|                 | Meginnis Arm Landing                                           | 0.66         | 3017 Meginnis Arm Rd        |
|                 | Miller Landing                                                 | 0.99         | 2900 Miller Landing Rd      |
|                 | Rhoden Cove Landing                                            | 2.91         | 801 Rhoden Cove Rd          |
|                 | Sunset Landing                                                 | 1.45         | 4800 Jackson Cove Rd        |
| Lake Miccosukee | US 27 North Landing                                            | 16.27        | 4967 N Monroe St            |
|                 | Cypress Landing                                                | 9.62         | 16900 Ro Co Co Rd           |
|                 | Reeves Landing                                                 | 0.45         | 16254 Reeves Landing Rd     |
| Lake Munson     | Lake Munson Landing                                            | 0.44         | 1025 Munson Landing Rd      |
|                 | Lake Munson Preserve Park (a.k.a. Gil Waters Preserve Landing) | 173.49       | 1306 Jackson Moody Pl       |
| Lake Talquin    | Ben Stoutamire Landing                                         | 3.51         | 2552 Ben Stoutamire Rd      |
|                 | Blount Landing                                                 | 0.61         | 24371 Lanier St             |
|                 | Coe Landing                                                    | 6.50         | 1208 Coe Landing Rd         |
|                 | Elk Horn Landing                                               | 0.25         | 3997 Elkhorn Rd             |
|                 | Hall Landing                                                   | 10.00        | 2997 Luther Hall Road       |
|                 | Vause Landing                                                  | 0.90         | 14876 Jack Vause Landing Rd |
|                 | Wainwright Landing                                             | 0.88         | 4135 Wainwright Rd          |
|                 | Williams Landing                                               | 7.30         | 951 Williams Landing Rd     |
|                 | Ochlockonee Landing (a.k.a. Tower Rd. Landing)                 | 1.54         | 6991 Tower Rd               |

The last status report the Board received on boat ramp enhancements was April 9, 2013. (Attachment #2). Since that time, the Division has continued to make minor improvements or renovations through the Parks Expansion and Maintenance CIP. Improvements over the last three years have included:

- Replacement and upgrades to the fish cleaning stations at Coe, Williams, and Hall Landings
- Installation of floating docks at Hall Landing

Title: Consideration of Capital Improvement Funding for Boat Landing Improvements and Renovations

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Page 3

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- Hand rails ordered and to be installed at Blount Landing
- Fishing pier replacements (2, in total) at Williams Landing
- Additional boat parking at Hall Landing
- Implementation of a new road signage schema for landing/park approaches for improved safety (installations are now occurring)
- Campground renovations at Coe, Williams, and Hall Landings including new picnic tables, grills, fire rings, and camping pads
- Highway 27 Landing (to be renamed Jackson View Landing) improvements have been designed and bid; construction anticipated to begin in the summer.

In addition, Parks staff has worked with Facilities and OMB to schedule the replacement of restroom facilities at Kate Ireland Park/Van Brunt Landing, Ben Stoutamire Landing, and Lake Munson Preserve Park Landing (a.k.a. Gil Waters Preserve). Those should be completed by 2020.

On March 8, 2016, the Board also adopted the Lake Jackson Blueway Plan that supports and encourages partnership with the Florida Office of Greenways and Trails to designate paddling trails around Lake Jackson as part of the State's Paddling Trail Network. The proposed Lake Jackson Blueway will help bring additional public awareness of the lake as a recreational resource, bring additional recreational use to the lake, and help link together the many established County boat landings and parks, as well as City and State parks.

**Analysis:**

With an understanding and great appreciation for the County's water bodies as a natural resource and recreational amenity, the Board, at its retreat on December 7, 2015, directed staff to prioritize and provide an analysis regarding the potential for boat landing improvements and renovations. Depending on the site, contemplated improvements might include: fishing pier rehabilitation; parking improvements; kayak/paddling launches; landscape beautification; Leon County branding through new signage; fixture installation and/or replacement (i.e. picnic tables, trash receptacles, grills, etc.); develop/create bank fishing opportunities; and infrastructure improvements such as restrooms (likely, vaulted-type facilities), security lighting, and the provision of power and/or water.

Costs associated with these types of improvements could be as high as in the hundreds of thousands of dollars for installing water and sewer lines to \$65,000+/- for the renovation of a fishing pier (based on the most recent experience at Williams Landing) to a few hundred dollars for landscape beautification. It is possible that Boating Improvement dollars from the State could be utilized to supplement some of the improvements based on the site and type of improvement contemplated. Staff, however, would have to explore those opportunities on a case by case basis.

Aside from cost, there are constraints that may be encountered in trying to make boat landing improvements and/or renovations. Constraints include things such as:

- Lack of acreage at the facility for which to make the improvements



Title: Consideration of Capital Improvement Funding for Boat Landing Improvements and Renovations

April 26, 2016 Budget Workshop

Page 4

- 
- Permitting or restrictions imposed by Department of Environmental Protection, North West Florida Water Management, Army Corps of Engineers, or Development Support and Environmental Management
  - Limitations on the amount of silt material that can be removed from the end of ramps
  - Certain projects (i.e. creating channels or dredging) may not be within the County's authority or jurisdiction
  - Costs for improving utility infrastructure could be prohibitive
  - Boating Improvement dollars are limited in use

Examples of large projects that Parks & Rec. staff would recommend exploring, first, should funding become available are:

Renovate all remaining fishing piers. The two fishing piers at Williams Landing were renovated during FY15/16. Five piers remain at other County properties. The age of each of these piers is approximately 30 years, and they are nearing the end of their life cycle. Replacement of one pier per year over the next five years would be recommended.

Miller Landing Improvements. Miller Landing provides an opportunity for improvements because there is room for additional parking and currently there is only a dirt ramp. Staff would suggest upgrading the ramp to a concrete ramp, adding parking, and evaluating whether floating docks could be permitted at this location. In addition, as suggested in the Lake Jackson Blue Way Plan, the addition of picnic tables and a fixed or portable restroom would be beneficial.

J. Lee Vause Improvements. Given this park is already developed with picnic, restroom, and playground amenities, making boardwalk renovations and incorporating paddling improvements (as recommended in the Lake Jackson Blue Way Plan) to this facility, would capitalize on and leverage the County's previous infrastructure investment and on-going staffing investment. Furthermore, construction of a natural-surface, overflow parking area has already been contemplated and vetted with DSEM staff which would accommodate a growing number of users.

Complete the implementation of County branding through new signage. Approximately half of the boat landings have received new signage within the last five years. Staff recommends the remaining half been completed over the next five years.

As specified in the Preliminary FY 2017 Budget Overview Workshop Item, funding for this project would come from the additional recurring Public Service Tax.

**Options:**

1. Approve the inclusion of \$125,000 per year in the FY2017-FY2021 preliminary capital improvement program for Boat Landing Improvements and Renovations.
2. Do not authorize the inclusion of \$125,000 per year in the FY2017-FY2021 preliminary capital improvement program for Boat Landing Improvements and Renovations.

3. Board direction.

**Recommendation:**

Option #1.

**Attachments:**

1. Location Map(s) for Leon County boat landings
2. April 9, 2013 Status Report



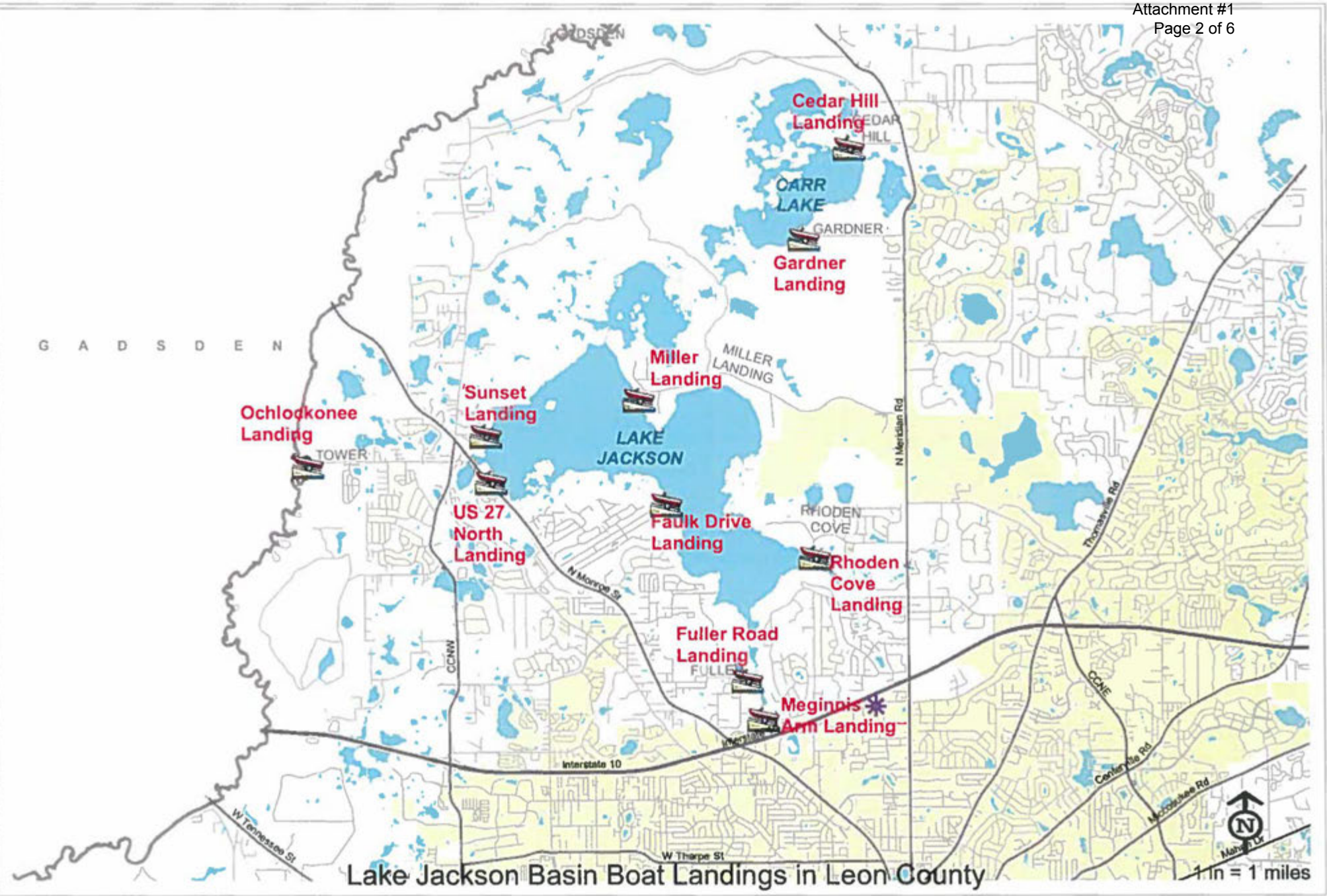
- Page 1170 of 1194

## DISCLAIMER

NOTE: This product has been compiled from the most accurate source data from Leon County, the City of Tallahassee, and the Leon County Property Appraiser's Office. However, this product is for reference purposes only and is not to be construed as a legal document or survey instrument. Any reliance on the information contained herein is at the user's own risk. Leon County, the City of Tallahassee, and the Leon County Property Appraiser's Office assume no responsibility for any use of the information contained herein or any loss resulting therefrom.

Posted on April 19, 2016



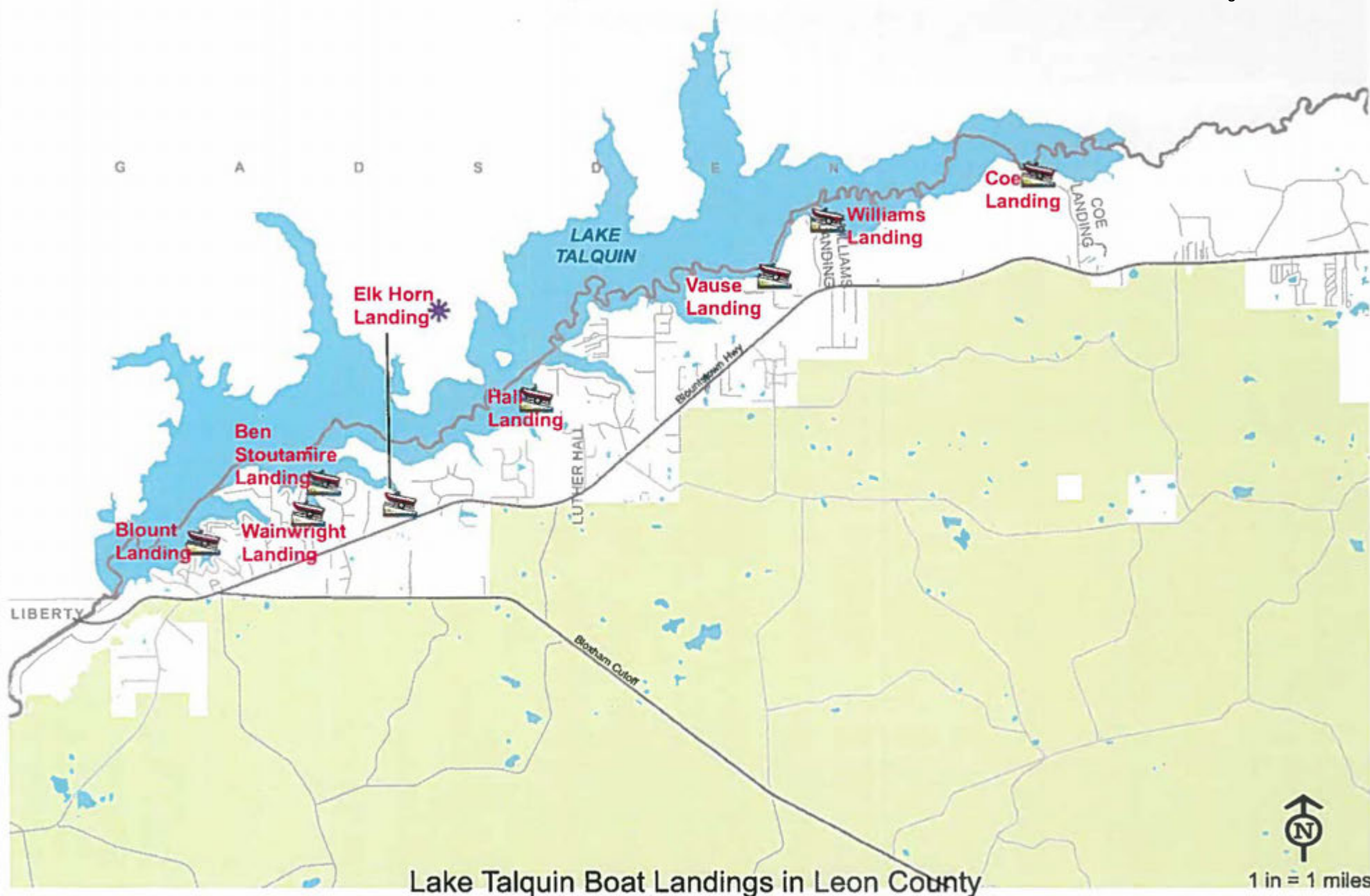


**Legend**

- Boat Landings
- Major Roads
- Waterbody
- Apalachicola National Forest
- Streets
- City Limits
- Hand Launch

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Posted on April 19, 2016

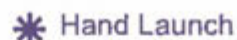




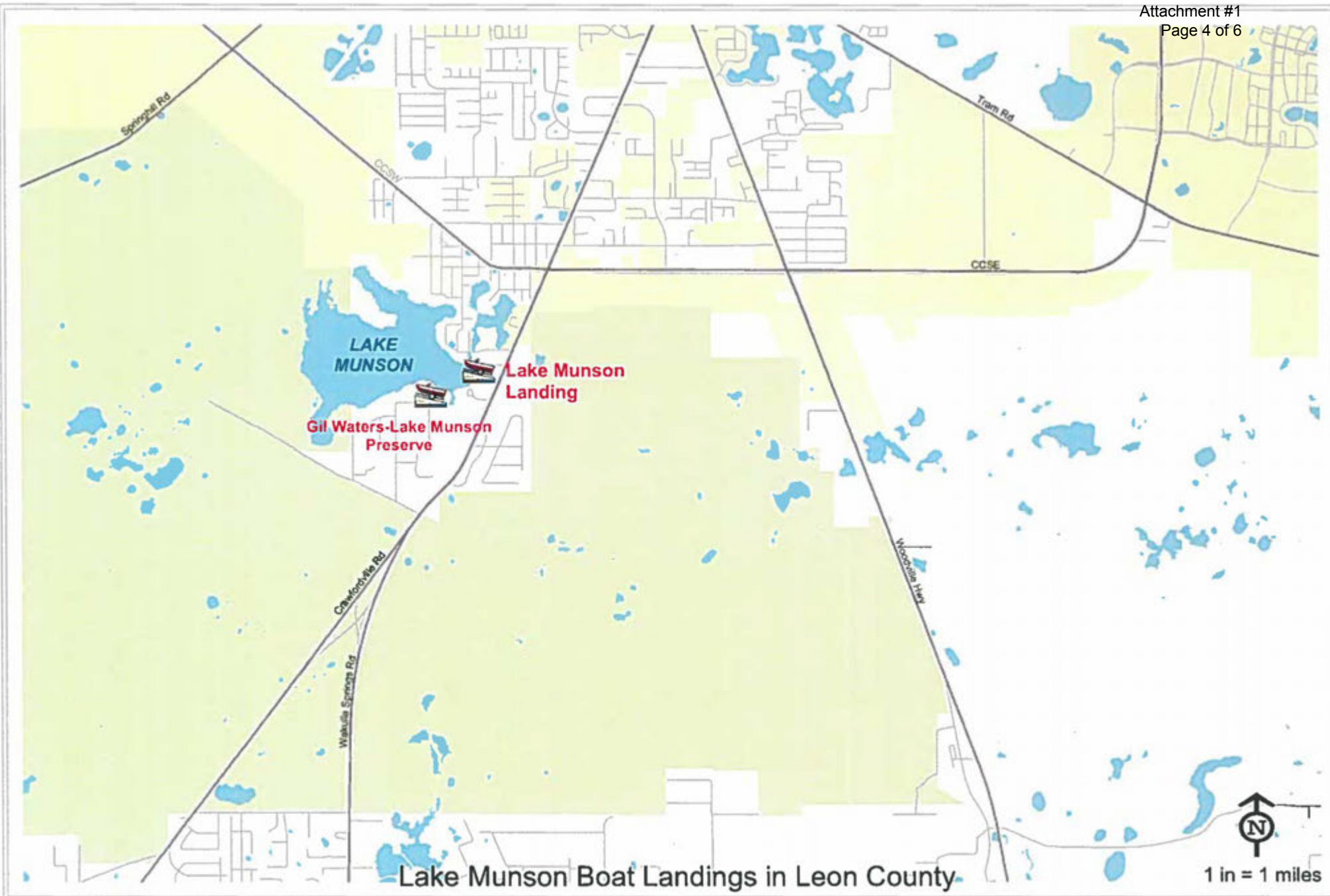
Lake Talquin Boat Landings in Leon County



**Legend**



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Posted on April 19, 2016



**Legend**



Boat Landings



Major Roads



Streets



Waterbody



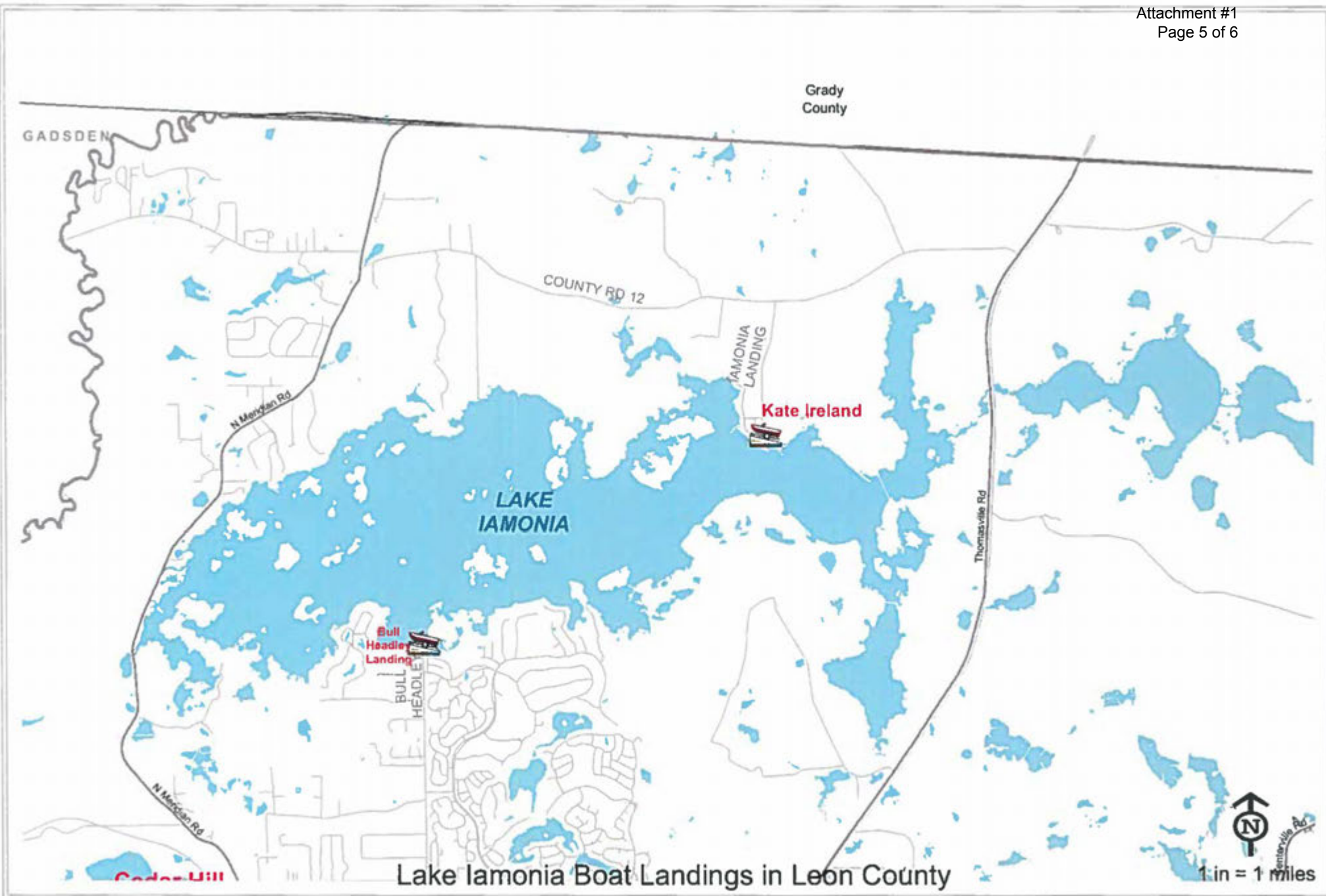
City Limits



Apalachicola National Forest

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Posted on April 19, 2016



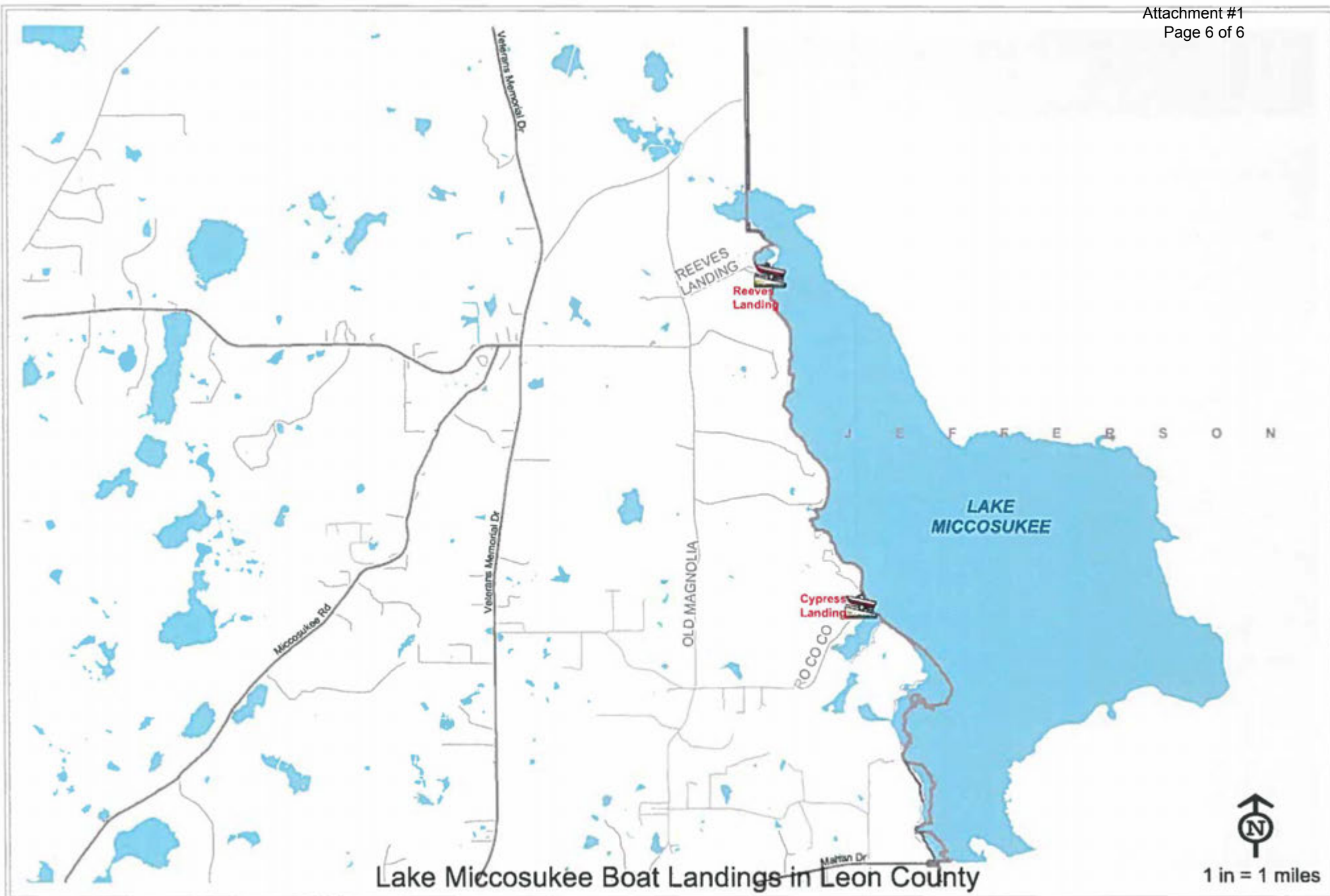


**Legend**

-  Boat Landings
-  Major Roads
-  Waterbody
-  Apalachicola National Forest
-  Streets
-  City Limits

**DISCLAIMER**  
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Posted on April 19, 2016





# Legend



Boat Landings

Major Roads

Streets

Waterbody

City Limits


Apalachicola National Forest

# Leon County Board of County Commissioners

## Cover Sheet for Agenda #13

April 9, 2013

**To:** Honorable Chairman and Members of the Board

**From:** Vincent S. Long, County Administrator 

**Title:** Acceptance of a Status Report Regarding Boat Ramp Enhancements and Lake Maintenance

---

|                                                      |                                                                                                                      |
|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| <b>County Administrator<br/>Review and Approval:</b> | Vincent S. Long, County Administrator                                                                                |
| <b>Department/<br/>Division Review:</b>              | Tony Park, P.E., Director of Public Works and Community Development<br>Leigh Davis, Director of Parks and Recreation |
| <b>Lead Staff/<br/>Project Team:</b>                 | Josh McSwain, Parks and Community Center Supervisor                                                                  |

### **Fiscal Impact:**

This item has no fiscal impact. General maintenance and improvements are funded by the Parks operating budget, the Florida Boating Improvement Fund, and the Parks maintenance CIP.

### **Staff Recommendation:**

Option #1: Accept the status report regarding boat ramp enhancements and lake maintenance.

Title: Acceptance of a Status Report Regarding Boat Ramp Enhancements and Lake Maintenance  
April 9, 2013  
Page 2

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## Report and Discussion

### **Background:**

In late September 2011, Public Works and Parks and Recreation staff, along with Commissioner Proctor, conducted site visits at several of the Leon County boat landing facilities. Based on the evaluation of those visits and due to the continuing low water conditions, staff accelerated maintenance activities at all of the boat landings.

In March of 2012, staff distributed a memo to the Board regarding the boat ramp maintenance that had occurred over the previous six-month period. At the July 10, 2012 Board meeting, a status report was presented to the Board providing further information on activities that were occurring to capitalize on low water levels (Attachment #1).

At the February 26, 2013 Board meeting, the Board directed staff to update that status report.

### **Analysis:**

Low water levels provide an opportunity for a myriad of activities that are more difficult, if not impossible, during normal flows and water depths. These activities include ramp construction or rehabilitation, the redistribution of rock base at the end of ramps, removal of invasive exotics, shoreline/lake bottom clean-ups, dirt ramp re-grading (further down to the existing water's edge), and muck removal.

The tables in Attachment #1, found on pages 2, 4, and 5, capture the work that was accomplished between December 2011 and July 2012. The following table captures actions that have taken place since the July 10, 2012 report.

| <u>Landing/Location</u>                | <u>Date of Activity</u> | <u>Type of Activity</u>                                                                                                                                                                                                       |
|----------------------------------------|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 27 Landing<br>(Lake Jackson)           | 10/2012                 | Since October, the landing has been graded at least once a month (on occasion twice a month)                                                                                                                                  |
| Bull Headley Landing<br>(Lake Iamonia) | 3/27/13                 | Floating dock re-installment scheduled.                                                                                                                                                                                       |
| Cypress Landing<br>(Lake Miccosukee)   | 1/29/13                 | Board adopted a resolution authorizing the conveyance of a temporary access easement to Florida Fish and Wildlife Conservation Commission for the purpose of disposal of muck material from Lake Miccosukee (Agenda Item #15) |
| Faulk Landing<br>(Lake Jackson)        | 11/14/12<br>3/29/13     | Dirt ramp re-grading<br>Dirt ramp re-grading                                                                                                                                                                                  |
| Fuller Landing<br>(Lake Jackson)       | 3/15/13                 | Ramp Construction/Rehabilitation Project Complete                                                                                                                                                                             |
| Hall Landing<br>(Lake Talquin)         | 7/31/12                 | Campground Upgrade Project- resetting and upgrading all campsites to current standards                                                                                                                                        |

Title: Acceptance of a Status Report Regarding Boat Ramp Enhancements and Lake Maintenance  
April 9, 2013  
Page 3

|                                        |                      |                                                                                                                                                                                                                             |
|----------------------------------------|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Iamonia Landing<br>(Lake Iamonia)      | 11/15/12             | Redistribution of rock base                                                                                                                                                                                                 |
| Meginnis Arm Landing<br>(Lake Jackson) | 5/14/12<br>5/8/12    | Access Road and Parking Paving Project<br>Invasive exotics removal                                                                                                                                                          |
| Miller Landing<br>(Lake Jackson)       | 11/14/12<br>3/29/13  | Dirt ramp re-grading<br>Dirt ramp re-grading                                                                                                                                                                                |
| Reeves Landing<br>(Lake Miccosukee)    | 8/22/2012<br>9/15/12 | Modified low end of ramp to facilitate easier access for smaller boats<br>Shoreline clean up – 8 volunteers from Bryan Hall Learning Community, 8 cubic yards of litter/debris removed at Reeves Landing Control Structure. |
| Rhoden Cove Landing<br>(Lake Jackson)  | 8/8/12<br>3/29/13    | Barriers installed to curtail illegal lake bottom access<br>Barriers removed                                                                                                                                                |

Regarding muck removal, such projects are generally led by and accomplished through the State's Florida Fish and Wildlife Conservation Commission (FWC). Over the last 18 months, FWC has focused its efforts on lakes most affected by the drought. Those are Lakes Iamonia, Jackson, and Miccosukee. On Lake Iamonia, contractors were hired by the state to remove sediment materials along the north shore, between Iamonia Landing and Beadle Road. In addition, prescribed fire has been used to reduce organic materials from the lake bottom.

At the Lake Miccosukee sites, FWC planned a drawdown to conduct tussock and sediment removal. As reflected in the table, the Board assisted in this project by approving a resolution on January 29, 2013, authorizing the conveyance of a temporary access easement in order to efficiently expedite the disposal of muck material from Lake Miccosukee by allowing trucks to haul across the County's Cypress Landing property. The FWC was ready to begin this project; however, the heavy rains in February created a significant rise in water levels at Lake Miccosukee, resulting in the project being postponed. Currently, FWC is uncertain as to when that project could commence. However, the conveyance of the easement approved by the Board was for one year. Staff will continue to assist FWC as they work to make these improvements or others on the surrounding lakes.

**Options:**

1. Accept the status report regarding boat ramp enhancements and lake maintenance.
2. Do not accept the status report regarding boat ramp enhancements and lake maintenance.
3. Board direction.

**Recommendation:**

Option #1.

**Attachment:**

1. Agenda Item #16 – July 10, 2012

VSL/TP/LD/lld

# Leon County Board of County Commissioners

## Cover Sheet for Agenda #16

July 10, 2012

**To:** Honorable Chairman and Members of the Board

**From:** Vincent S. Long, County Administrator

**Title:** Acceptance of a Status Report Regarding Lake Maintenance and Enhancements

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|                                                  |                                                                                                                      |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| <b>County Administrator Review and Approval:</b> | Vincent S. Long, County Administrator                                                                                |
| <b>Department/ Division Review:</b>              | Tony Park, P.E., Director of Public Works and Community Development<br>Leigh Davis, Director of Parks and Recreation |
| <b>Lead Staff/ Project Team:</b>                 | Josh McSwain, Parks and Community Center Supervisor                                                                  |

**Fiscal Impact:**

This item has no fiscal impact. General maintenance and improvements are funded by the Parks operating budget, the Florida Boating Improvement Fund, and the Parks maintenance CIP.

**Staff Recommendation:**

Option #1: Accept the status report regarding lake maintenance and enhancements.

Title: Acceptance of a Status Report Regarding Lake Maintenance and Enhancements  
July 10, 2012  
Page 2

## Report and Discussion

### **Background:**

On March 7, 2012, staff distributed a memo to the Board regarding boat ramp maintenance that had been occurring since December 2011 (Attachment #1). Together with regularly scheduled maintenance, staff has been taking advantage of the lower lake levels in the area to accomplish tasks only possible during these unique conditions.

At its May 8, 2012 meeting, the Board directed staff to bring back an agenda item to address the low water levels and dry lakes, and to consider how to enhance the lakes while the water levels are down, how to strengthen the lakes, and maintenance of lakes.

### **Analysis:**

Since the March 7, 2012 memo, these additional maintenance activities have occurred.

| Landing/Location                      | Date of Activity | Type of Activity                                                                                                             |
|---------------------------------------|------------------|------------------------------------------------------------------------------------------------------------------------------|
| 27 Landing (Lake Jackson)             | 4/3/2012         | Dirt ramp regrading                                                                                                          |
| Coe Landing                           | 5/14/12          | Access Road and Parking Paving Project                                                                                       |
| Fuller Landing (Lake Jackson)         | 6/11/12          | Construction permit granted by DEP, Army Corps of Engineers, NWFWM District                                                  |
|                                       | 7/2/12           | Bid Document to be advertised                                                                                                |
| Gil Waters Preserve (Lake Munson)     | 5/25/12          | Comfort Station Update, Nature Trail Installation                                                                            |
| Hall Landing (Lake Talquin)           | 5/14/12          | Access Road and Parking Paving Project                                                                                       |
|                                       | 6/2/12           | Volunteer Day with Tri-Eagle Sales- 4200 Pounds of trash removed from Lake Talquin Shores by over 80 Volunteers.             |
|                                       | 4/2/12           | Campground Upgrade Project- resetting and upgrading all campsites to current standards- Completion Date-7/31/12              |
| Iamonia Landing (Lake Iamonia)        | 3/24/12          | Lake Bottom Cleanup with FWC, FSU, and Volunteer Leon- 2,400 pounds of litter removed form the dry lakebed.                  |
|                                       | 5/9/12           | FWC Muck Removal Project along North Shore to Beadle Road                                                                    |
| Meginnis Arm Landing (Lake Jackson)   | 5/14/12          | Access Road and Parking Paving Project                                                                                       |
| Miller Landing (Lake Jackson)         | 4/3/12           | Dirt ramp regrading                                                                                                          |
| Cypress Landing (Lake Miccosukee)     | 6/21/12          | Coordination with FWC to repair boat ramp during pending drawdown of Lake Miccosukee                                         |
|                                       | 6/21/12          | Pending drawdown of Lake Miccosukee, FWC with be removing muck material, treating invasive plants and improving fish habitat |
| Tower Road Landing (Ochlocknee River) | 3/24/12          | Lakeshore Cleanup with Volunteer Leon- 700 pounds of litter removed along the Ochlocknee River                               |
| Williams Landing                      | 5/14/12          | Access Road and Parking Paving Project                                                                                       |

Title: Acceptance of a Status Report Regarding Lake Maintenance and Enhancements  
July 10, 2012  
Page 3

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In addition, staff has contacted the Florida Fish and Wildlife Conservation Commission (FWC) to determine its efforts during this time. This is the primary agency for boating access and fishing habitat restoration. Information received from FWC is provided as Attachment #2.

In summary, FWC is focusing its efforts on lakes most affected by the drought: Iamonia, Jackson, and Miccosukee. On Lake Iamonia, contractors hired by the state are removing sediment materials along the north shore, between Iamonia Landing and Beadle Road. Additionally, FWC is pursuing opportunities in the Bull Headley Landing area for a similar project, and are seeking areas for sediment disposal. These efforts are combined with the use of prescribed fire, to reduce organic materials from the lake bottom. Some burn activity has been completed on Lake Iamonia and plans are being developed for Lake Miccosukee.

At the Lake Miccosukee sites, FWC is attempting a drawdown to conduct tussock and sediment removal. Similar efforts of sediment removal and reduction of organic material will be done if weather conditions afford the opportunity. Similar efforts are to be expected at Lake Jackson, pending the continuation of the drought conditions and the recent sinkhole activity.

**Options:**

1. Accept the status report regarding lake maintenance and enhancements
2. Do not accept the status report regarding lake maintenance and enhancements
3. Board direction.

**Recommendation:**

Option #1.

**Attachments:**

1. Leon County Parks Memo –March 7, 2012
2. Email – Michael Hill Fisheries Biologist FWC

VSL/TP/LD/jm



# BOARD OF COUNTY COMMISSIONERS

## MEMORANDUM

**DATE:** March 7, 2012

**TO:** Board of County Commissioners

**THRU:** Vincent S. Long, County Administrator  
Tony Park, P. E., Director of Public Works and Community

**FROM:** Leigh Davis, Interim Director of Parks and Recreation

**SUBJECT:** Maintenance Activities at Boat Landings

In late September, 2011, Public Works and Parks and Recreation staff, along with Commissioner Proctor, conducted site visits at several of the Leon County boat landing facilities. Based on evaluation of those visits and due to the low water conditions, staff accelerated maintenance activities at all of the boat landings.

At the January 24, 2012, Board meeting Commissioner Proctor asked for a report to be provided regarding improvements that have been or could be made to boat landing facilities. Below is a table of activities summarizing the work that has been completed over the last four months.

| Landing/Location                  | Date of Activity                             | Type of Activity                                                                                                                                                          |
|-----------------------------------|----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 27 Landing<br>(Lake Jackson)      | 12/15/11                                     | Dirt ramp regrading                                                                                                                                                       |
| Bull Headley<br>(Lake Iamonia)    | 1/25/12<br>2/20/12                           | Redistribution of rock at base of ramp<br>Ramp repair/extension and ADA sidewalk                                                                                          |
| Cedar Hill Landing<br>(Carr Lake) | 12/14/11<br>12/14/11<br>03/01/12<br>03/19/12 | Granite material added to lake side of ramp (32 cubic yards)<br>Maintenance at base of ramp<br>Redecking of boat dock<br>ADA access sidewalk – scheduled for construction |
| Crowder Landing<br>(Lake Jackson) | 12/02/11<br>01/18/12<br>02/13/12             | Redistribution of rock at base of ramp<br>Redistribution of rock at base of ramp<br>Boat ramp extension installed                                                         |
| Faulk Landing                     |                                              |                                                                                                                                                                           |
| Fuller Landing<br>(Lake Jackson)  | 02/01/12                                     | Construction permit submitted to DEP                                                                                                                                      |
| Hall Landing<br>(Lake Talquin)    | 03/15/12                                     | Dock redecking                                                                                                                                                            |
| Iamonia Landing<br>(Lake Iamonia) | 12/04/11<br>12/12/11<br>12/22/11             | Redistribution of rock at base of ramp<br>Redistribution of rock at base of ramp<br>Repair of ramp cracking/undermining                                                   |

March 7, 2012  
Re: Maintenance Activities of Boat Landings  
Page 2

|                                          |                                              |                                                                                                                                                                                                  |
|------------------------------------------|----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Meginnis Arm Landing<br>(Lake Jackson)   | 12/05/11                                     | Invasive exotic removal for improved lake access                                                                                                                                                 |
| Miller Landing<br>(Lake Jackson)         | 12/13/11                                     | Dirt ramp regrading                                                                                                                                                                              |
| Cypress Landing<br>(Lake Miccosukee)     | 12/08/11<br>12/22/11<br>12/22/11             | Redistribution of rock at base of ramp<br>Redistribution of rock at base of ramp<br>Repair of ramp cracking/undermining                                                                          |
| Rhoden Cove Landing<br>(Lake Jackson)    | 12/01/11<br>01/11/12<br>02/20/12             | Redistribution of rock at base of ramp<br>Redistribution of rock at base of ramp<br>Boat ramp extension installed                                                                                |
| Sunset Landing<br>(Lake Jackson)         | 12/01/11<br>12/16/11<br>12/22/11<br>01/11/12 | Redistribution of rock at base of ramp<br>Redesigned/reset parking area to better accommodate users<br>Invasive exotic removal along shoreline per DEP<br>Redistribution of rock at base of ramp |
| Tower Road Landing<br>(Ochlocknee River) | 01/17/12                                     | Sediment removal                                                                                                                                                                                 |
| Vause Landing<br>(Lake Jackson)          | 03/08/12                                     | Dock redecking                                                                                                                                                                                   |
| Wainwright Landing<br>(Lake Jackson)     | 01/27/12                                     | New dock installation including demolition and access ramp modification                                                                                                                          |

In addition, staff has been in contact with the Fish and Wildlife Commission to discuss potential solutions for preventing vehicle access to the lake bottom at Rhoden Cove Landing.

Staff agrees that with the water levels low, now is the time to significantly complete rehabilitation projects and maintenance activities. We are continuing to evaluate and act on opportunities as they are made available.

## Josh McSwain - Fwd: RE: Lake Improvements

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**From:** Leigh Davis  
**To:** McSwain, Josh  
**Date:** 6/4/2012 8:05 PM  
**Subject:** Fwd: RE: Lake Improvements  
**Attachments:** DSC\_9495.JPG; DSC\_9388.JPG; DSC\_9296.JPG; DSC\_9302.JPG; DSC\_9488.JPG

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Here is a cleaner copy without all the e-mails back and forth.

Leigh Davis  
Director of Parks & Recreation  
Leon County  
850/606-1542  
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[davisle@leoncountyfl.gov](mailto:davisle@leoncountyfl.gov)

Please note: Under Florida's Public Records laws, most written communications to or from county staff or officials regarding county business are public records available to the public and media upon request. Your e-mail communications may therefore be subject to public disclosure. >>> "Hill, Michael"  
<michael.hill@MyFWC.com> 5/9/2012 9:48 AM >>>

Good morning, Tony.

A prudent and timely comment by Commissioner Proctor! Yes, it certainly makes sense to work on our lakes during this extremely dry period. And that is what FWC AHRE (Aquatic Habitat Restoration/Enhancement) is going to do.

First, Lake Iamonia is days away from a muck removal project being started. We have hired a contractor, a firm from Lake Butler, for \$178,000 to remove muck from the north side of the lake at Beadle Road. We expect to scrape about 23 acres (similar to the Iamonia Landing Road project of 2000) down to the mineralized soils. The material will be placed on the uplands on approved disposal sites on Tall Timbers property. John Kraynak made an early site visit and helped us select the disposal sites. Yes, we have a GEM permit. If all goes well, the project will be completed by July. If I can find a disposal site on the south side of the lake, I could modify permits to work at Bull Headley. Any ideas of a nearby disposal site would be most welcomed. Prior to the muck removal, we did burn some of the bottom to reduce organic volumes. The Tall Timbers crews are masters of the prescribed fire.

Second, Lake Miccosukee is about 4 feet below full pool with two new sinkholes formed. Plans are to further drain this lake (yes, in Jefferson Co.) another 4 feet and conduct muck removal and tussock (floating islands) control operations in the coming year. Should a tropical storm occur this summer, we will close the gates and wait until another drought cycle. If muck disposal needs to be done in Leon County, appropriate GEM permits will be secured. Burning lake bottom and tussocks will also be actively pursued on Lake Miccosukee.

Third, at Strickland Arm on Lake Iamonia, a rusty 8' corrugated pipe was removed to completely connect this portion of the lake to the main waterbody. Both Strickland Arm and Cromartie Arm have long been

determined to be sovereign by DEP State Lands. Now, Strickland Arm water levels can fluctuate naturally like the rest of the lake and the public can enter this part of the lake like they used to. Opening up the Cromartie Arm to restore historic hydrology is trickier, but I'm working on it.

Fourth, at the L. Kirk Edwards stakeholder meeting, we discussed the merits of a joint LC/FWC land owner partnership at Road to the Lake on Lower Lake Lafayette. There is a vacant lot between our mutual properties which is impacting opportunities for a better lake access site. I know our land managers, Morgan Wilber and Richard Noyse, would like to discuss options with you guys. When that property issue is resolved, muck removal could be accomplished here (5-10 acres?) with the muck being deposited across the tracks in the abandoned pits of LC (good idea, yes?)

Fifth, in Alford Arm, tussocks and accumulating muck will continue to be the bane of this system. Although no actual plans are active here, I have always envisioned working on habitat enhancement projects, with material deposited on the abandoned watermelon fields (like we once discussed.) Just floating that one out there!

9495 – Alford Arm; 9388 – Lake Miccosukee burned tussock; 9296 Lake Iamonia Bull Headley (stuck car) 9302 – Lake Iamonia Beadle Road site 9488 – Road to the Lake , Lafayette

Pictures identified above, and LMK if you have any questions. I'd be happy to discuss with you at any time. Regards, and hope this helps. Michael

Michael Hill  
FWC Fisheries Biologist  
Division of Habitat and Species Conservation  
Aquatic Habitat Restoration and Enhancement Sub-Section

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Tallahassee, FL 32317

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"The gods do not deduct, from man's allotted span,  
the hours spent in fishing." Babylonian Proverb

**From:** Tony Park [mailto:ParkT@leoncountyfl.gov]  
**Sent:** Wednesday, May 09, 2012 8:57 AM  
**To:** Hill, Michael  
**Cc:** Katherine Burke; Leigh Davis; Theresa Heiker  
**Subject:** Lake Improvements

Michael,

Good morning. Last night at the LCBCC meeting Comm. Proctor asked if there was any work that could be done while our lakes are at their low levels to improve water quality. I was out at L. Iamonia last week and it appear there may have been some burning on the lake bottom. Are there any on going activities that FFWCC is doing to any lakes in Leon County ? Please let us know. THANKS.

Tony Park, P.E.  
Director of Public Works & Community Development  
Leon County  
850-606-1537  
fax:850-606-1501  
[parkt@leoncountyfl.gov](mailto:parkt@leoncountyfl.gov)

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**Leon County**  
**Board of County Commissioners**


**Notes for Budget Workshop Item #12**

# Leon County Board of County Commissioners

## Budget Workshop Item #12

April 12, 2016

**To:** Honorable Chairman and Members of the Board

**From:** Vincent S. Long, County Administrator 

**Title:** Consideration of Capital Improvement Funding for the Northeast Park Trail Construction

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|--------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| <b>County Administrator Review and Approval:</b> | Vincent S. Long, County Administrator                                                                 |
| <b>Department/ Division Review:</b>              | Alan Rosenzweig, Deputy County Administrator<br>Tony Park, P.E., Director, Department of Public Works |
| <b>Lead Staff/ Project Team:</b>                 | Leigh Davis, Director of Parks & Recreation                                                           |

**Fiscal Impact:**

This item proposes that \$250,000 be allocated next fiscal year, for the purpose of development and construction of a temporary trail and a temporary trail head at the NE Park located on Proctor Road. Based on environmental constraints or conditions that are discovered on the property as work begins additional funding may be requested in subsequent years. As discussed in the Overview Budget Discussion Item, funding for this project is proposed to come from the additional recurring Public Service Tax.

**Staff Recommendation:**

Option #1: Authorize the inclusion of \$250,000 next fiscal year in the FY 2017 – FY 2021 preliminary capital improvement program for the development and construction of a temporary trail and a temporary trail head at the NE Park located on Proctor Rd.



## **Report and Discussion**

### **Background:**

At the December 2015 Annual Retreat, the Board requested information be provided as part of the budget process on establishing trails on the Northeast Park property until such time as the park could be developed.

In FY14, the County finalized the purchase of approximately 100 acres of land at the intersection of Thomasville Rd. (U.S. 319) and Proctor Rd. This property is referred to as the Northeast Park. The development of the Park was identified, and approved by the voters, as a Tier 1 project for the Sales Tax Extension, and \$10 million has been earmarked to fund a portion of that development. It is estimated that an additional \$3 to \$5 million will be needed for complete development.

### **Analysis:**

In a review of the property, staff is recommending the creating a multi-use trail of approximately 2 miles that is 10 to 12 feet wide. This width is consistent with existing trails throughout the County and accommodates the larger mowers and makes maintenance easier allowing for a single pass. In addition, it provides for a variety of users including hikers, bikers, runners, and potentially equestrians.

There are existing site constraints that will be taken into the development of the trail. These include: approximately 19 acres of Native Forest, 20 acres of Wetlands/Flood Plains/Waterbodies, 36.4 acres of Low & Moderate quality Gopher Tortoise Habitat and 32 acres of Moderate & High Quality Gopher Habitat. Any development or trail blazing that occurs on the property will have to be within the requirements of the Bradfordville Sector Plan and the environmental constraints which include the Gopher Tortoise habitat, wetlands with setbacks, native forest with buffers, and severe slopes and flood plains.

In blazing a natural-surface trail this width, or even one more narrow, the following are some of the general activities that would have to occur:

- surveying to determine the best layout of the trail to mitigate erosion issues and avoid any sensitive environmental features
- litter clean-up
- permitting
- some clearing and tree removal (via prescribed fire and mechanical measures)
- stump removal
- boundary fencing
- construction of a small, primitive trailhead with limited parking, fencing, a trash receptacle and a port-a-let (no water)

The length of the trail will influence the project scope and the extent to which the activities listed above have to be pursued and achieved. Staff recommends for this initial phase to construct a trail only on the north side of the existing Proctor Road. Very preliminary review indicates that a mile and a half to two miles of trail could possibly be established within the northern part of the

property. Regardless, any trails that are developed should be considered temporary until a Master Plan, which will include the realignment of Proctor Road, is completed for the full park.

Aside from the one-time construction costs, there will also be on-going maintenance. Currently, Greenway staff attempt to inspect the trails at Miccosukee and Alford at least once a week. Inspections include things such as monitoring for any erosion issues that might be occurring; trail impediments such as fallen trees; breeches in boundary and/or trailhead fencing; checking any port-a-lets; and litter patrol. On-going maintenance activities that would become necessary are mowing, installing and maintaining prescribed fire lines, invasive control, "limbing up" low hanging trees, and removing trash from receptacles, to name a few. The extreme northern location of this park, requires that travel time to and from the facility will have to be given consideration and, assuming no additional staffing is added, will impact the time and level of service currently being devoted to existing facilities.

As specified in the Preliminary FY 2017 Budget Overview Workshop Item, funding for this project would come from the additional recurring Public Service Tax.

**Options:**

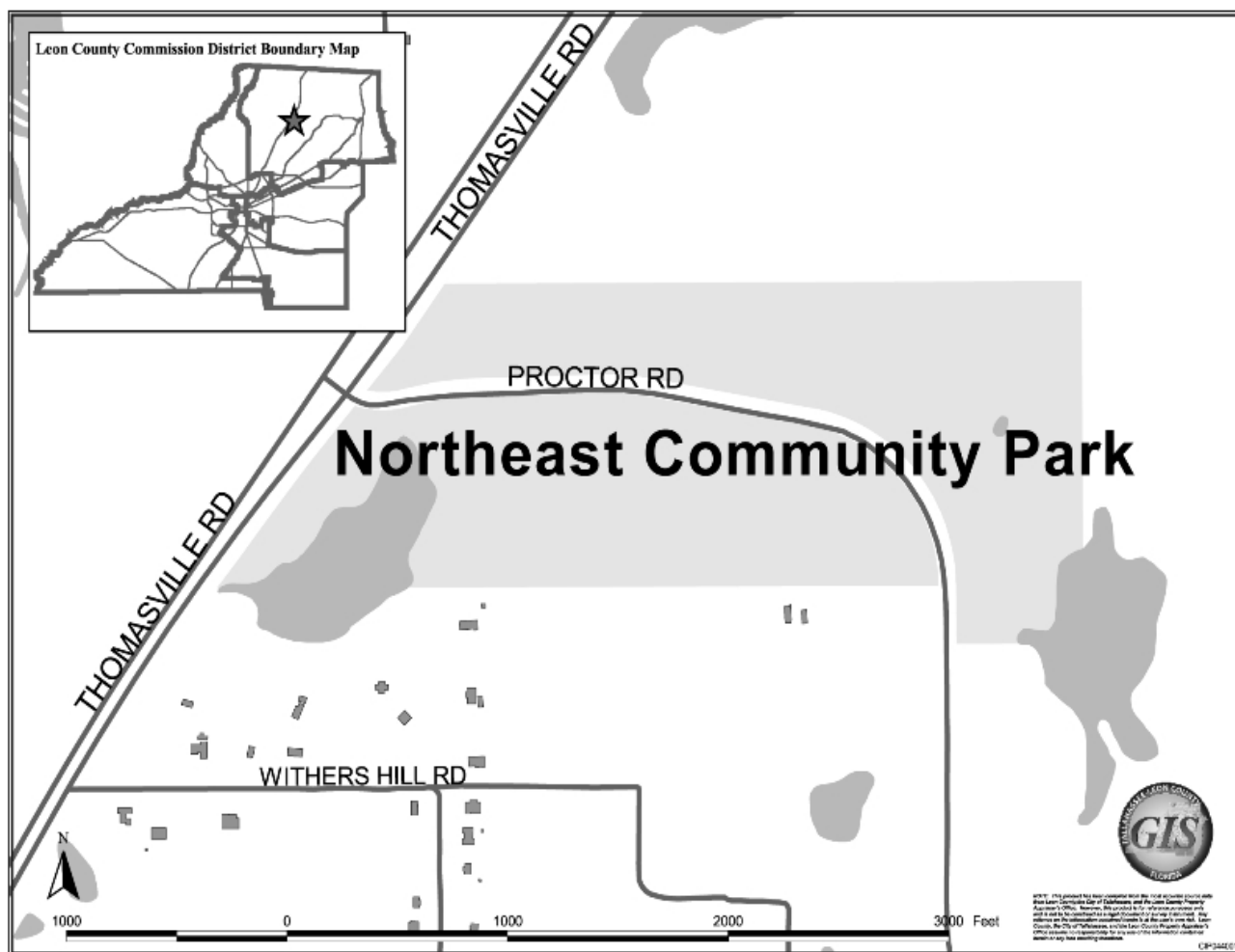
1. Authorize the inclusion of \$250,000 next fiscal year in the FY 2017 – FY 2021 preliminary capital improvement program for the development and construction of a temporary trail and a temporary trail head at the NE Park located on Proctor Rd.
2. Do not authorize the inclusion of \$250,000 next fiscal year in the FY 2017 – FY 2021 preliminary capital improvement program for the development and construction of a temporary trail and a temporary trail head at the NE Park located on Proctor Rd.
3. Board direction.

**Recommendation:**

Option #1.

**Attachment:**

1. Location Map



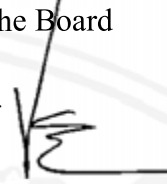
**Leon County**  
**Board of County Commissioners**

**Notes for Budget Workshop Item #13**

**Leon County  
Board of County Commissioners  
Budget Workshop Item #13**

**April 26, 2016**

**To:** Honorable Chairman and Members of the Board

**From:** Vincent S. Long, County Administrator 

**Title:** Establishing Guidance on the FY 2017 Millage Rate

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|                                                      |                                                       |
|------------------------------------------------------|-------------------------------------------------------|
| <b>County Administrator<br/>Review and Approval:</b> | Vincent S. Long, County Administrator                 |
| <b>Department/<br/>Division Review:</b>              | Alan Rosenzweig, Deputy County Administrator          |
| <b>Lead Staff/<br/>Project Team:</b>                 | 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 to be used in the development of the preliminary FY 2017 budget.

## **Report and Discussion**

### **Background:**

The Board is required to set the maximum millage rate for next fiscal year by no later than the July commission meeting. However, for purposes of seeking clear policy direction early in the budget process, staff is recommending the Board set the maximum millage rate during the April Budget Workshop at the current rate of 8.3144 for purposes of developing the preliminary budget.

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.

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.

### **Analysis:**

The Property Appraiser will not release estimated property values until July 1, 2016. Based on property value growth over the past two years, staff is estimating FY 2017 property tax collections based on a valuation growth of 3% - 3.5%. This estimated range at the current 8.3144 millage rate would increase ad valorem collections by \$3.4 – \$4.0 million. Under Florida law, leaving the millage rate constant and bringing in additional ad valorem revenue is considered a tax increase. 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.

Based on previous year's Board actions regarding the millage rate, and the preliminary analysis of estimated revenues and expenditures of FY 2017, staff is recommending developing the FY 2017 preliminary budget, to be presented at the June 14, 2016 budget workshop, with the current 8.3144 millage rate.

### **Options:**

1. Establish the preliminary maximum countywide millage rate at 8.3144 to be used in the development of the preliminary FY 2017 budget.
2. Board direction.

### **Recommendation:**

Options #1.