WORKSHOP

FY 16/17 Budget Policy Workshop

Tuesday, June 14, 2016

9:00 a.m. – 3:00 p.m.

Leon County Board of County Commissioners' Chambers

Leon County Courthouse, 5th Floor

Board of County Commissioners
Leon County, Florida
Fiscal Year 2017 Budget Workshop

June 14, 2016

Status Report on the Board's Strategic Initiatives and 2016 LEADS Listening Sessions	1
Fiscal Year 2017 Preliminary Budget Overview	2
Acceptance of Status Report on Healthcare Services, Approval to Realign Pool Allocation for Primary Healthcare Providers and Approval for FY17 Funding Levels	3
Acceptance of Status Report on The Community Paramedic Program and, Approval to Participate with the Tallahassee Coalition for Coordinated Care	4
FY 2017 Review of Tallahassee Memorial Healthcare Trauma Center Funding Level	5
FY 2017 Review of United Partners for Human Services Funding Level	6
FY 2017 Review of St. Francis Wildlife Association Funding Level	7
Approval to Use Funds from the Leon County Tree Bank to Support Canopy Roads	8
Consideration of Additional Funding for The Kearney Center	9
Approval to Host the 2016 Leon Works Expo and the Leon Works Junior Apprenticeship Program and Authorization to Execute a Grant Funding Agreement with Tallahassee Community College for Leon Works	10
Consideration for the Creation of the Leon County Lecture Series	11
Acceptance of the North Monroe Street Corridor Action and Management Plan and Approval of $75,000 for Bus Stop Enhancements Along the North Monroe Street Corridor	12
Acceptance of the Annual Status Report on the Sidewalk Program	13
Adoption of Proposed New Policy, "Livable Infrastructure for Everyone (LIFE) Program"	14

Leon County

Board of County Commissioners

Notes for Budget Workshop Item #1

Leon County
Board of County Commissioners

Budget Workshop Item #1

June 14, 2016

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Status Report on the Board's Strategic Initiatives and 2016 LEADS Listening Sessions

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

Fiscal Impact:

This item has no fiscal impact to the County.

Staff Recommendation:

Option #1: Accept the Strategic Initiatives Status Report
Option #2: Accept the 2016 LEADS Listening Sessions Summary Report

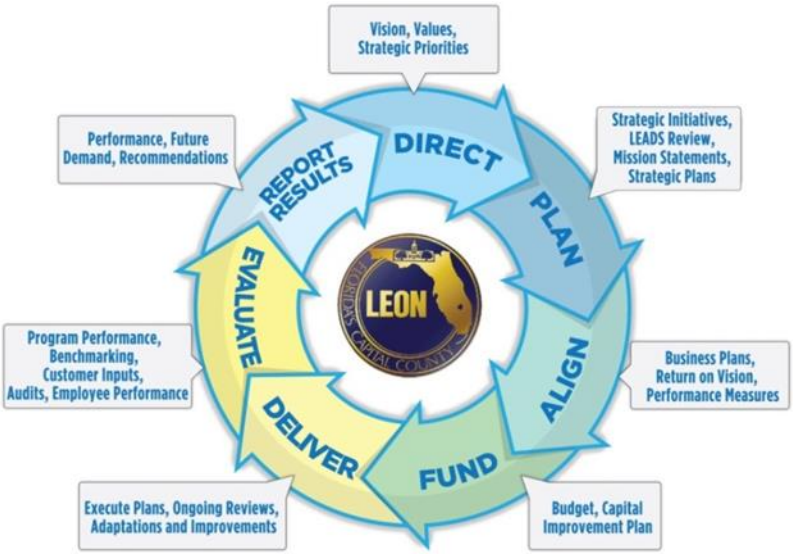
Report and Discussion

Background:

During the 2011 Board retreat, the Board of County Commissioners initiated a two-year strategic planning process and revamped its annual retreat process with a stronger emphasis on strategic planning. This aligns the optimized resources of the organization with the Board's top priorities. During the retreat, the Board defined its Vision for the Leon County community and established four Strategic Priorities: Economy, Environment, Quality of Life, and Governance. Subsequent to receiving the Board's direction during the retreat, extensive efforts were undertaken from December 2011 to February 2012 to identify 84 Strategic Initiatives, adopted by the Board on February 28, 2012, which brought the four Strategic Priorities into action. The Board identified 25 additional Strategic Initiatives during its 2012 retreat, 15 during its 2013 retreat, 12 during its 2014 retreat, and 19 during its 2015 retreat (a total of 155 Strategic Initiatives). As a component of the 2013 retreat, the Board approved transitioning to a five-year planning cycle, with continued annual reviews and updates, and semi-annual status reports. The Board adopted Leon County's revised FY 2012 – FY 2016 Strategic Plan on January 27, 2015.

A critical component of the strategic planning process is the individual work areas' LEADS Reviews. Leon LEADS aligns key strategic processes, as reflected in the graphic below, and provides a structure to support and sustain Leon County government's People Focused, Performance Driven culture. The acronym spells it out:

Listens for changing needs
Engages citizens and employees
Aligns key strategic processes
Delivers results and relevance
Strives for continuous improvement.



This step in the process ensures that Leon County is a listening and learning organization. Semi-annual Listening Sessions were incorporated as part of the LEADS process when it was launched in 2011, which coincided with the beginning the Board of County Commissioners' strategic planning cycle. The first year's LEADS Listening Sessions were held in February of 2012 and again in 2014. The cycle continued with a fresh round of feedback sessions occurring in January/February 2016. This continuous loop of aligned strategic processes begins with the Board's Annual Retreat in December when the Board defines or reaffirms its Vision, Strategic Priorities, and Strategic Initiatives, all of which are incorporated in Leon County's Strategic Plan. The Listening Sessions are intended to assure that Leon County's resources are optimized and aligned with the Board's Strategic Priorities. This Budget Workshop item summarizes the current status of the Board's Strategic Initiatives as well as the outcomes of the 2016 LEADS Listening Sessions.

Analysis:

Strategic Initiatives

A status report on the Board's Strategic Initiatives is presented twice a year: during the budget process and during the Board's annual retreat. The status of the Strategic Initiatives is detailed in Attachments #1 and #2:

- Attachment #1 – A summary report, sorted by lead County entity; and
- Attachment #2 – A detailed report of the Strategic Initiatives, sorted by the year each initiative was adopted.

Table 1 – Status of the Strategic Initiatives			
	Status		
Timeline	Complete	In Progress	Total
As of Preparation of June 2016 Status Report	137 (89%)	17 (11%)	154
Projected Status as of December 31, 2016	147 (95%)	7 (5%)	154
Status by Main Strategic Priority Alignment			
Economy	32	2	34
Environment	22	4	26
Quality of Life	47	7	54
Governance	36	4	40
Total	137	17	154

Of note, the following priority adopted during the Board's 2015 retreat is marked "Rescinded" due to the dissolution of the Economic Development Council (EDC) in January 2016:

> *Develop a unified contract detailing the role of the EDC in administering, staffing needs, and adequate funding, for the implementation of the Blueprint 2020 Economic Development of the sales tax.*

Subsequent to the dissolution of the EDC, the Tallahassee/Leon County Office of Economic Vitality was established through a consolidation of the County and City economic development offices under the Department of PLACE. Funding for the Office of Economic Vitality is contemplated in the County's FY2017 budget. A strategic plan will be presented to the Blueprint Intergovernmental Agency in September 2016 seeking programmatic direction for the newly created office.

Importantly, although 89% of the Strategic Initiatives are marked as "Complete," many of them will have continued impacts and require ongoing staff efforts (such as the Domestic Partnership Registry, the Citizens Engagement Series, and the expanded community gardens program). These items require no further Board direction, but rather will be carried out as part of staff's work plan.

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

Status in Brief

ECONOMY - Within the area of the Economy, completed initiatives follow. Note all initiatives in this area have been completed.

2012-09	Consider policy to continue suspension of fees for environmental permit extensions
2012-20	Evaluate sales tax extension and associated community infrastructure needs through staff support of the Leon County Sales Tax Committee
2012-22	Identify local regulations that may be modified to enhance business development
2012-23	Implement Leon County 2012 Job Creation Plan
2012-24	Implement strategies to support the Leon County Research and Development Authority at Innovation Park and promote commercialization and technology transfer, including being a catalyst for a stakeholder's forum (rev. 2015)
2012-25	Evaluate competitive sports complex with the engagement of partners such as KCCI
2012-29	Consider policy to waive EMS fees for uninsured or underinsured veterans
2012-46	Develop job search kiosk for veterans
2012-47	Consider policy to allocate a portion of Direct Emergency Assistance funds to veterans
2012-48	Provide job search assistance for County Probation and Supervised Pretrial Release clients through private sector partners
2012-50	Identify revisions to future land uses which will eliminate hindrances or expand opportunities to promote and support economic activity
2012-51	Consider policy to encourage redevelopment of vacant commercial properties
2012-81	Support VIVA FLORIDA 500
2012-82	Develop Capital Cuisine Restaurant Week
2012-83	Support Choose Tallahassee initiative
2013-16	Extend the term of Leon County's Local Preference Ordinance
2014-01	Work with FSU on the Civic Center District Master Plan to include the potential partnership to realize the convention center space desired by the County and to bring back issues related to the County's financial and programming roles and participation for future Board consideration
2014-04	Engage in a needs assessment for the Bradfordville Study Area
2014-05	Ensure projects being considered for funding associated with the infrastructure Sales Tax extension represent geographic diversity throughout the County
2014-06	Ensure projects being considered for funding associated with the infrastructure Sales Tax extension address core infrastructure deficiencies in rural areas
2014-07	Engage with local economic development partners to build and expand upon the success of Entrepreneur Month and community connectors
2014-09	Support sector planning for the area surrounding Veterans Affairs' outpatient clinic
2014-15	Continue to work with FSU to bid and host NCAA cross country national and regional championships at Apalachee Regional Park
2015-03	Evaluate and identify the projected unmet local market for middle-skill job opportunities
2015-04	Based upon the projected unmet local market for middle-skill jobs, and with Board approval, collaborate with community and regional partners to host a new "Leon Works" exposition to educate high school students (15-18 years old) on the diverse and exciting

middle-skill career and jobs anticipated locally, while raising awareness regarding a wide range of career opportunities

2015-10 Work with the City of Tallahassee and Blueprint to implement the Sales Tax extension, including the Economic Development portion

2015-11 Identify projects that may be advance-funded as part of the Sales Tax extension

2015-12 Coordinate efforts, with institutions of higher learning and other partners, to support local entrepreneurs

2016-05 Thorough utilization of $160,000 in BP settlement funds pursue programming for the Capital City Amphitheater at Cascades Park to include subsidies for two to four concerts over the next two years in order to put on marque events featuring well know headlining artists and events that would otherwise be viewed as cost prohibitive.

2016-10 Support the revision of Sec. 125.0104, F.S. to modify the eligibility for levying the local option High Tourism Impact Tax to include counties that are home to Preeminent State Research Universities in order to levy a sixth cent to support the convention center and arena district.

2016-12 Create a proposed structure for an apprenticeship-like program for the Board's consideration during the budget process in support of local existing academic programs in skilled career fields such as fleet management, building maintenance/ construction, computer technology, graphic design, public safety, and other fields that require more than a high school diploma but less than a four-year degree.

2016-13 Engage community partners, such as Leon County Schools and CareerSource, to host the Leon Works Expo in 2016.

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

2016-06 Identify design concepts and cost estimates for weatherization of the stage and shade for the permanent seating area with the funding priority being the stage utilizing $586,692 from the BP settlement. Request the CRA to fund any shortfall related to the weatherization project from the existing $5.0 million in Tourism Development Tax allocation. These design concepts should also contemplate sound mitigation elements to further alleviate neighborhood concerns.

2016-09 Formalize the Leon Investment For Thriving Startups (LIFTS) program. Continue to engage with local entrepreneurs and the startup community to identify ways to provide assistance by giving these businesses a lift.

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

2012-10 Develop Countywide Minimum Environmental Standards

2012-11 Develop minimum natural area and habitat management plan guidelines

2012-12 Integrate low impact development (LID) practices into development review process

2012-13 Update 100-year floodplain data in GIS based on site-specific analysis received during the development review process

2012-14 Develop examples of acceptable standard solutions to expedite environmental permitting for additions to existing single-family homes

2012-21 Evaluate start-up of small business lending guarantee program

2012-31 Complete construction of Leon County Cooperative Extension net-zero energy building

2012-53	Promote concentrated commercial development in Woodville
2012-54	Update Greenways Master Plan
2012-64	Conduct workshop regarding Onsite Sewage Treatment and Disposal and Management Options report
2012-65	Evaluate and construct glass aggregate concrete sidewalk (deleted 2013)
2012-74	Pursue opportunities to fully implement a commercial and residential PACE program
2012-75	Consider policy for supporting new and existing community gardens on County property and throughout the County
2012-76	Develop energy reduction master plan
2012-77	Further develop clean - green fleet initiatives, including compressed natural gas
2012-78	Evaluate Waste Composition Study
2012-79	Identify alternative disposal options
2012-80	Explore renewable energy opportunities at Solid Waste Management Facility
2013-10	Develop examples of acceptable standard solutions to expedite environmental permitting for new construction
2013-23	Expand the community gardens program
2013-24	Seek competitive solicitations for single stream curbside recycling and comprehensively reassess solid waste fees with goals of reducing costs and increasing recycling
2015-08	Protect the rural character of our Rural Land use category

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

2012-52	Consider mobility fee to replace concurrency management system
2012-63	Bring central sewer to Woodville consistent with the Water and Sewer Master Plan, including consideration for funding through Sales Tax Extension
2013-20	Extend central sewer or other effective wastewater treatment solutions to the Primary Springs Protection Zone area within Leon County
2016-17	Reevaluate current market conditions for the opportunity for the County to institute a residential PACE program.

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

2012-01	Participate in American Society for the Prevention of Cruelty to Animals (ASPCA) Partnership
2012-02	Participate in ASPCA ID ME Grant
2012-03	Consolidate dispatch functions
2012-15	Develop unified special event permit process
2012-16	Consider property registration for abandoned real property
2012-17	Develop process by which public may electronically file legal documents related to development review and permitting
2012-18	Investigate expanding internet-based building permitting services to allow additional classifications of contractors to apply for and receive County permits via the internet
2012-19	Investigate feasibility of providing after hours and weekend building inspections for certain

	types of construction projects
2012-30	Pursue funding for community paramedic telemedicine
2012-32	Complete construction of the expanded Lake Jackson Branch Library and new community center
2012-33	Redevelop Huntington Oaks Plaza, which will house the expanded Lake Jackson Branch Library and new community center, through a sense of place initiative
2012-34	Complete construction of Public Safety Complex
2012-35	Evaluate opportunities to maximize utilization of Tourism Development taxes and to enhance effectiveness of County support of cultural activities, including management review of COCA
2012-45	Hold "Operation Thank You!" celebration annually for veterans and service members
2012-49	Relocate library services into the expanded Lake Jackson Branch Library
2012-55	Consider constructing Cascade Park amphitheatre, in partnership with KCCI
2012-56	Implement design studio
2012-57	Implement visioning team
2012-58	Develop performance level design standards for Activity Centers
2012-59	Revise Historic Preservation District Designation Ordinance
2012-60	Develop design standards requiring interconnectivity for pedestrians and non-vehicular access
2012-61	Develop bike route system
2012-62	Establish Bicycle & Pedestrian Advisory Committee
2012-66	Explore the extension of parks and greenways to incorporate 200 acres of Upper Lake Lafayette
2012-67	Develop Miccosukee Greenway Management Plan
2012-68	Develop Alford Greenway Management Plan
2012-69	Complete construction of Miccosukee ball fields
2012-70	Continue to plan acquisition and development of a North East Park
2012-84	Consider programming Cascade Park Amphitheater
2013-01	Consider establishing a Domestic Partnership Registry
2013-02	Seek community involvement with the VIVA FLORIDA 500 Time Capsule
2013-12	Successfully open the Public Safety Complex
2013-17	Implement procedures for residents to take full advantage of the NACO Dental Card Program
2013-18	Develop solutions to promote sustainable growth inside the Lake Protection Zone
2013-19	Promote communication and coordination among local public sector agencies involved in multi-modal transportation, connectivity, walkability, and related matters
2013-22	Conduct a workshop that includes a comprehensive review of sidewalk development and appropriate funding
2013-25	Expand, connect and promote "Trailahassee" and the regional trail system
2014-08	Continue to pursue funding for community paramedic telemedicine
2014-10	Work with the City to celebrate the opening of Cascades Park
2014-11	Focus on improving Leon County's ranking as a bicycle friendly community
2014-12	Institute as Sense of Place for the fairgrounds

2014-13	Further establish community partnerships for youth sports development programs
2015-01	Provide an early budget discussion item regarding primary health care, including mental health care services, and options to maximize resources to meet the healthcare needs of the community including those individuals served through the local criminal justice system
2016-04	Engage vested community partners in the development of a Community Paramedic Program that includes program parameters designed to meet local needs and a sustainable economic model to be presented for consideration during the FY17 budget process.
2016-07	Develop a selection and implementation policy for the LIFE sales tax category funding for consideration during the FY2017 budget process.
2016-18	Develop a public education campaign on bicycle and pedestrian safety with community partners.
2016-19	Coordinate partners in the creation of a North Monroe Corridor Task Force for the purposes of revitalization.

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

2012-71	Develop Apalachee Facility master plan to accommodate year-round events
2012-72	Continue to develop parks and greenways consistent with management plans including Okeeheepkee Prairie Park, Fred George Park and St. Marks Headwater Greenway
2013-21	In partnership with the City of Tallahassee and community partners, conduct a community-wide conversation on upper league competition with the goal of a higher degree of competition and more efficient utilization of limited fields
2015-05	Initiate a comprehensive review and revision to the Land Use Element of the Comprehensive Plan
2016-08	As part of the inclusionary housing review being conducted with the Land Use Element rewrite, evaluate potential impediments or opportunities to infill housing development, particularly within the Southern Strategy Area.
2016-15	Work with the federal Bureau of Prisons to utilize a portion of the federal prison land for the expansion of Tom Brown Park ballfields.
2016-16	Perform a Sense of Place study for the Miccosukee community.

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

2012-04	Conduct LEADS Reviews
2012-05	Develop and update Strategic Plans
2012-06	Develop and offer Citizens Engagement Series
2012-07	Explore posting URL on County vehicles
2012-08	Develop and provide Virtual Town Hall meeting (one time event for 2012; not continued for 2013)
2012-26	Explore providing on Demand – Get Local videos
2012-27	Institute Grants Team
2012-28	Develop and institute an integrated grant application structure
2012-36	Institute financial self-service module, document management, and expanded web-based capabilities in Banner system

2012-37	Revise program performance evaluation and benchmarking
2012-38	Instill Core Practices through providing Customer Experience training for all County employees
2012-39	Instill Core Practices through revising employee orientation process
2012-40	Instill Core Practices through revising employee evaluation processes
2012-41	Expand electronic Human Resources business processes including applicant tracking, timesheets, e-Learning, employee self service
2012-42	Evaluate options for value-based benefit design
2012-43	Revise employee awards and recognition program
2013-03	Convene periodic Chairman's meetings with Constitutional Officers regarding their budgets and opportunities to gain efficiencies
2013-04	Consider options to gain continuity of Commissioners' representation on committees, such as multi-year appointments
2013-05	Identify the next version of "Citizens Engagement" to include consideration of an "Our Town" Village Square concept
2013-06	Pursue expansion for whistleblower notification
2013-07	Pursue Sister County relationships with Prince George's County Maryland and Montgomery County, Maryland
2013-08	Periodically convene community leadership meetings to discuss opportunities for improvement
2013-09	Expand opportunities for increased media and citizen outreach to promote Leon County
2013-11	Develop a proposed economic development component for the Sales Tax extension being considered
2013-13	Identify opportunities whereby vacant, underutilized County-owned property, such as flooded-property acquisitions, can be made more productive through efforts that include community gardens
2013-14	Develop financial strategies to eliminate general revenue subsidies for business operations (i.e., Stormwater, Solid Waste and Transportation programs)
2013-15	Consider approval of the local option to increase the Senior Homestead Exemption to $50,000 for qualified seniors
2014-02	Develop a proposed partnership for the next iteration of Citizen Engagement, possibly with Village Square, which would be renewable after one year
2014-03	Engage with the private sector to develop property at the corner of Miccosukee and Blair Stone, to include the construction of a Medical Examiner facility
2014-14	Create a capital projects priority list for the fifth-cent gas tax (program)
2015-02	Evaluate the long-term policy implications of the following options, taking into consideration the potential fiscal, environmental, operational and neighborhood impacts: a complete closure of the landfill; redirect Class I Solid Waste from the Transfer Station to the landfill; and a hybrid solution that includes both Class I Solid Waste disposal at the landfill and through the Transfer Station
2015-06	Reformat the existing on-line Comprehensive Plan to modernize its appearance and increase usability
2015-07	Evaluate the existing Comprehensive Plan amendment process, and identify opportunities for further streamlining
2015-09	Develop a Leon County "Crisis Management Communication Plan"

2016-01	Engage the City and United Way to expand the eligibility for CHSP and to establish a new funding category for non-direct human service providers.
2016-02	Establish the annual County CHSP funding commitment early in the budget process as a set amount (not as a maximum funding level).

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

2012-44	Utilize new learning technology to help design and deliver Leadership and Advanced Supervisory Training for employees
2012-73	Pursue Public Works' American Public Works Association (APWA) accreditation
2016-03	Establish a formalized approach to utilize the CHSP Executive Committee, as the lead entity for the on-going implementation of the CHSP process by: 1) Eliminating the existing JPB and associated Leadership Team committee; and 2) Working with the City and United Way, prepare the appropriate documents for Board consideration that establishes the committee's and governing partners' responsibilities, including, but not limited to: meeting schedule to provide certainty for continuous agency input; process for making changes to CHSP policies and procedures; establish a technical review committee to evaluate trends and community data for possible recommendations to the Executive Committee.
2016-14	Support Commissioner Desloge during his term as NACo President.

2016 Listening Sessions

During the 2016 LEADS Listening Session cycle, at least one session was held for each work area. The goal of the Listening Sessions was to ask the following question and learn from Leon County Government stakeholders: "How do you experience what we do, and how can we make it better?"

Approximately 30 LEADS Listening Sessions were conducted in 2016, involving more than 350 participants supporting the initiative's success. Listening sessions generated input from key stakeholders, including citizens, representatives from businesses and not-for-profit organizations, representatives from various Constitutional Offices, and a cross-section of County staff from other work areas. Through the Listening Sessions, work areas identified customer perceptions with regard to service delivery, quality, efficiency, relevance, and customer experience. Sessions resulted in the identification of actionable recommendations to improve business operations, employee satisfaction and customer experience. Some recommendations may also reduce costs through increased efficiencies or by streamlining processes.

The 2016 LEADS Listening Sessions resulted in 124 proposed improvements. All proposed improvements are included as Attachment #3. Moving forward, staff is working to pursue recommendations generated through the 2016 LEADS Listening Session cycle that are immediately actionable. With regard to other longer-term recommendations, some are multi-year processes, some may require dedicated funding, and staff may elect not to pursue others after further evaluation. Staff will bring specific recommendations to the Board regarding these initiatives as appropriate. A status report will be presented to the Board next year as part of the annual budget process detailing the County's progress in implementing the recommendations from the 2016 LEADS cycle.

Options:

1. Accept the Strategic Initiatives Status Report.
2. Accept the 2016 LEADS Listening Sessions Summary Report.
3. Board direction.

Recommendation:

Option #1.

Attachments:
1. Summary Strategic Initiatives Status Report
2. Detailed Strategic Initiatives Status Report
3. 2016 LEADS Listening Sessions Work Area Recommendations

Lead	Strategic Initiatives/Actions	Status	Complete by December 2016	Align	Year
Animal Cntrl.	Participate in American Society for the Prevention of Cruelty to Animals (ASPCA) Partnership	Complete	Yes	Q2 Q3	2012
Animal Cntrl.	Participate in ASPCA ID ME Grant	Complete	Yes	Q2 Q3	2012
Comm. & Media	Explore posting URL on County vehicles	Complete	Yes	G1	2012
Comm. & Media	Develop and provide Virtual Town Hall meeting (one time event for 2012; not continued for 2013)	Complete	Yes	G3	2012
Comm. & Media	Expand opportunities for increased media and citizen outreach to promote Leon County	Complete	Yes	G1, G3	2013
Comm. & Media	Develop a Leon County "Crisis Management Communication Plan"	Complete	Yes	Q2	2015
County Admin.	Consolidate dispatch functions	Complete	Yes	Q2	2012
County Admin.	Conduct LEADS Reviews	Complete	Yes	G2	2012
County Admin.	Develop and update Strategic Plans	Complete	Yes	G2	2012
County Admin.	Develop and offer Citizens Engagement Series	Complete	Yes	G3	2012
County Admin.	Consider establishing a Domestic Partnership Registry	Complete	Yes	Q3	2013
County Admin.	Seek community involvement with the VIVA FLORIDA 500 Time Capsule	Complete	Yes	Q4	2013
County Admin.	Convene periodic Chairman's meetings with Constitutional Officers regarding their budgets and opportunities to gain efficiencies	Complete	Yes	G5	2013

Lead	Strategic Initiatives/Actions	Status	Complete by December 2016	Align	Year
County Admin.	Consider options to gain continuity of Commissioners' representation on committees, such as multi-year appointments	Complete	Yes	G5	2013
County Admin.	Identify the next version of "Citizens Engagement" to include consideration of an "Our Town" Village Square concept	Complete	Yes	G3	2013
County Admin.	Pursue expansion for whistleblower notification	Complete	Yes	G1	2013
County Admin.	Pursue Sister County relationships with Prince George's County Maryland and Montgomery County, Maryland	Complete	Yes	G2	2013
County Admin.	Periodically convene community leadership meetings to discuss opportunities for improvement	Complete	Yes	G5	2013
County Admin.	Work with FSU on the Civic Center District Master Plan to include the potential partnership to realize the convention center space desired by the County and to bring back issues related to the County's financial and programming roles and participation for future Board consideration	Complete	Yes	EC1, EC4	2014
County Admin.	Develop a proposed partnership for the next iteration of Citizen Engagement, possibly with Village Square, which would be renewable after one year	Complete	Yes	EC1, EC4	2014
County Admin.	Engage with the private sector to develop property at the corner of Miccosukee and Blair Stone, to include the construction of a Medical Examiner facility	Complete	Yes	EC1 EC4	2014
County Admin.	Support the revision of Sec. 125.0104, F.S. to modify the eligibility for levying the local option High Tourism Impact Tax to include counties that are home to Preeminent State Research Universities in order to levy a sixth cent to support the convention center and arena district.	Complete	Yes	EC3 EC4 EC7	2016
County Admin.	Support Commissioner Desloge during his term as NACo President.	In Progress	No	G2	2016
County Admin.	Work with the federal Bureau of Prisons to utilize a portion of the federal prison land for the expansion of Tom Brown Park ballfields.	In Progress	Yes	Q1 G2	2016
DSEM	Consider policy to continue suspension of fees for environmental permit extensions	Complete	Yes	EC2	2012
DSEM	Develop Countywide Minimum Environmental Standards	Complete	Yes	EN1 EN2	2012

Lead	Strategic Initiatives/Actions	Status	Complete by December 2016	Align	Year
DSEM	Develop minimum natural area and habitat management plan guidelines	Complete	Yes	EN1 EN2	2012
DSEM	Integrate low impact development (LID) practices into development review process	Complete	Yes	EN1 EN2	2012
DSEM	Update 100-year floodplain data in GIS based on site-specific analysis received during the development review process	Complete	Yes	EN1 EN2	2012
DSEM	Develop examples of acceptable standard solutions to expedite environmental permitting for additions to existing single-family homes	Complete	Yes	EN1 EN2 G2	2012
DSEM	Develop unified special event permit process	Complete	Yes	Q4	2012
DSEM	Consider property registration for abandoned real property	Complete	Yes	Q6	2012
DSEM	Develop process by which public may electronically file legal documents related to development review and permitting	Complete	Yes	G2	2012
DSEM	Investigate expanding internet-based building permitting services to allow additional classifications of contractors to apply for and receive County permits via the internet	Complete	Yes	G2 EN4	2012
DSEM	Investigate feasibility of providing after hours and weekend building inspections for certain types of construction projects	Complete	Yes	G2	2012
DSEM	Develop examples of acceptable standard solutions to expedite environmental permitting for new construction	Complete	Yes	EN1 EN2 G2	2013
DSEM	Engage in a needs assessment for the Bradfordville Study Area	Complete	Yes	EC1 Q6 Q7	2014
EMS	Consider policy to waive EMS fees for uninsured or underinsured veterans	Complete	Yes	EC5 Q3	2012
EMS	Pursue funding for community paramedic telemedicine	Complete	Yes	Q2 Q3	2012

Lead	Strategic Initiatives/Actions	Status	Complete by December 2016	Align	Year
EMS	Continue to pursue funding for community paramedic telemedicine	Complete	Yes	Q2 Q3	2014
EMS	Engage vested community partners in the development of a Community Paramedic Program that includes program parameters designed to meet local needs and a sustainable economic model to be presented for consideration during the FY17 budget process.	Complete	Yes	Q2 Q3	2016
EV	Evaluate sales tax extension and associated community infrastructure needs through staff support of the Leon County Sales Tax Committee	Complete	Yes	EC1 G3 G5	2012
EV	Evaluate start-up of small business lending guarantee program	Complete	Yes	EC2	2012
EV	Identify local regulations that may be modified to enhance business development	Complete	Yes	EC2	2012
EV	Implement Leon County 2012 Job Creation Plan	Complete	Yes	EC2	2012
EV	Implement strategies to support the Leon County Research and Development Authority at Innovation Park and promote commercialization and technology transfer, including being a catalyst for a stakeholder's forum (rev. 2015)	Complete	Yes	EC2 EC3	2012
EV	Evaluate competitive sports complex with the engagement of partners such as KCCI	Complete	Yes	EC4 Q1 Q4	2012
EV	Explore providing on Demand – Get Local videos	Complete	Yes	G1	2012
EV	Institute Grants Team	Complete	Yes	G5	2012
EV	Develop and institute an integrated grant application structure	Complete	Yes	G5	2012
EV	Develop a proposed economic development component for the Sales Tax extension being considered	Complete	Yes	EC1 G3 G5	2013
EV	Ensure projects being considered for funding associated with the infrastructure Sales Tax extension represent geographic diversity throughout the County	Complete	Yes	EC1 G5	2014

Lead	Strategic Initiatives/Actions	Status	Complete by December 2016	Align	Year
EV	Ensure projects being considered for funding associated with the infrastructure Sales Tax extension address core infrastructure deficiencies in rural areas	Complete	Yes	EC1 G5	2014
EV	Engage with local economic development partners to build and expand upon the success of Entrepreneur Month and community connectors	Complete	Yes	EC2	2014
EV	Evaluate and identify the projected unmet local market for middle-skill job opportunities	Complete	Yes	EC2 EC6	2015
EV	Based upon the projected unmet local market for middle-skill jobs, and with Board approval, collaborate with community and regional partners to host a new "Leon Works" exposition to educate high school students (15-18 years old) on the diverse and exciting middle-skill career and jobs anticipated locally, while raising awareness regarding a wide range of career opportunities	Complete	Yes	EC2 EC6	2015
EV	Coordinate efforts, with institutions of higher learning and other partners, to support local entrepreneurs	Complete	Yes	EC3	2015
EV	Formalize the Leon Investment For Thriving Startups (LIFTS) program. Continue to engage with local entrepreneurs and the startup community to identify ways to provide assistance by giving these businesses a lift.	In Progress	Yes	EC2 EC7 G2	2016
EV	Develop a unified contract detailing the role of the EDC in administering, staffing needs, and adequate funding, for the implementation of the Blueprint 2020 Economic Development of the sales tax.	Rescinded	No	G5	2016
EV	Create a proposed structure for an apprenticeship-like program for the Board's consideration during the budget process in support of local existing academic programs in skilled career fields such as fleet management, building maintenance/ construction, computer technology, graphic design, public safety, and other fields that require more than a high school diploma but less than a four-year degree.	Complete	Yes	EC2 EC6	2016
EV	Engage community partners, such as Leon County Schools and CareerSource, to host the Leon Works Expo in 2016.	Complete	Yes	EC2 EC3 EC6	2016
Facilities	Complete construction of Leon County Cooperative Extension net-zero energy building	Complete	Yes	EN4	2012
Facilities	Complete construction of the expanded Lake Jackson Branch Library and new community center	Complete	Yes	Q1 EC1 EC6	2012

Lead	Strategic Initiatives/Actions	Status	Complete by December 2016	Align	Year
Facilities	Redevelop Huntington Oaks Plaza, which will house the expanded Lake Jackson Branch Library and new community center, through a sense of place initiative	Complete	Yes	Q1 EC1	2012
Facilities	Complete construction of Public Safety Complex	Complete	Yes	Q2 EC2	2012
Facilities	Successfully open the Public Safety Complex	Complete	Yes	Q2	2013
Facilities	Identify opportunities whereby vacant, underutilized County-owned property, such as flooded-property acquisitions, can be made more productive through efforts that include community gardens	Complete	Yes	G5	2013
Fin. Stw.	Evaluate opportunities to maximize utilization of Tourism Development taxes and to enhance effectiveness of County support of cultural activities, including management review of COCA	Complete	Yes	Q4 EC4 G5	2012
Fin. Stw.	Institute financial self-service module, document management, and expanded web-based capabilities in Banner system	Complete	Yes	G2 EN4	2012
Fin. Stw.	Revise program performance evaluation and benchmarking	Complete	Yes	G5	2012
Fin. Stw.	Develop financial strategies to eliminate general revenue subsidies for business operations (i.e., Stormwater, Solid Waste and Transportation programs)	Complete	Yes	G5	2013
Fin. Stw.	Consider approval of the local option to increase the Senior Homestead Exemption to $50,000 for qualified seniors	Complete	Yes	G5	2013
Fin. Stw.	Extend the term of Leon County's Local Preference Ordinance	Complete	Yes	EC7	2013
HR	Instill Core Practices through providing Customer Experience training for all County employees	Complete	Yes	G1	2012
HR	Instill Core Practices through revising employee orientation process	Complete	Yes	G1	2012
HR	Instill Core Practices through revising employee evaluation processes	Complete	Yes	G1	2012

Lead	Strategic Initiatives/Actions	Status	Complete by December 2016	Align	Year
HR	Expand electronic Human Resources business processes including applicant tracking, timesheets, e-Learning, employee self service	Complete	Yes	G2	2012
HR	Evaluate options for value-based benefit design	Complete	Yes	G4	2012
HR	Revise employee awards and recognition program	Complete	Yes	G4	2012
HR	Utilize new learning technology to help design and deliver Leadership and Advanced Supervisory Training for employees	In Progress	Yes	G4	2012
HSCP	Hold "Operation Thank You!" celebration annually for veterans and service members	Complete	Yes	EC5	2012
HSCP	Develop job search kiosk for veterans	Complete	Yes	EC5 EC6	2012
HSCP	Consider policy to allocate a portion of Direct Emergency Assistance funds to veterans	Complete	Yes	EC5 EC6 Q3	2012
HSCP	Implement procedures for residents to take full advantage of the NACO Dental Card Program	Complete	Yes	Q3	2013
HSCP	Provide an early budget discussion item regarding primary health care, including mental health care services, and options to maximize resources to meet the healthcare needs of the community including those individuals served through the local criminal justice system	Complete	Yes	Q3 G2	2015
HSCP	Engage the City and United Way to expand the eligibility for CHSP and to establish a new funding category for non-direct human service providers.	Complete	Yes	Q3 G5	2016
HSCP	Establish the annual County CHSP funding commitment early in the budget process as a set amount (not as a maximum funding level).	Complete	Yes	G5	2016

Lead	Strategic Initiatives/Actions	Status	Complete by December 2016	Align	Year
HSCP	Establish a formalized approach to utilize the CHSP Executive Committee, as the lead entity for the on-going implementation of the CHSP process by: 1) Eliminating the existing JPB and associated Leadership Team committee; and 2) Working with the City and United Way, prepare the appropriate documents for Board consideration that establishes the committee's and governing partners' responsibilities, including, but not limited to: meeting schedule to provide certainty for continuous agency input; process for making changes to CHSP policies and procedures; establish a technical review committee to evaluate trends and community data for possible recommendations to the Executive Committee.	In Progress	Yes	Q3 G1	2016
Int. Det. Alt.	Provide job search assistance for County Probation and Supervised Pretrial Release clients through private sector partners	Complete	Yes	EC6 Q2	2012
Libraries	Relocate library services into the expanded Lake Jackson Branch Library	Complete	Yes	Q1 EC1 EC6	2012
PLACE	Identify revisions to future land uses which will eliminate hindrances or expand opportunities to promote and support economic activity	Complete	Yes	EC2	2012
PLACE	Consider policy to encourage redevelopment of vacant commercial properties	Complete	Yes	EC2	2012
PLACE	Consider mobility fee to replace concurrency management system	In Progress	Yes	EN1 EN2	2012
PLACE	Promote concentrated commercial development in Woodville	Complete	Yes	EN1 EN2 Q5	2012
PLACE	Update Greenways Master Plan	Complete	Yes	Q1 EC1 EC4	2012
PLACE	Consider constructing Cascade Park amphitheatre, in partnership with KCCI	Complete	Yes	Q4 EC1 EC4	2012
PLACE	Implement design studio	Complete	Yes	Q6 Q7	2012
PLACE	Implement visioning team	Complete	Yes	Q6 Q7	2012

Lead	Strategic Initiatives/Actions	Status	Complete by December 2016	Align	Year
PLACE	Develop performance level design standards for Activity Centers	Complete	Yes	Q6 Q7	2012
PLACE	Revise Historic Preservation District Designation Ordinance	Complete	Yes	Q6	2012
PLACE	Develop design standards requiring interconnectivity for pedestrians and non-vehicular access	Complete	Yes	Q6 Q7	2012
PLACE	Develop bike route system	Complete	Yes	Q7	2012
PLACE	Establish Bicycle & Pedestrian Advisory Committee	Complete	Yes	Q7	2012
PLACE	Develop solutions to promote sustainable growth inside the Lake Protection Zone	Complete	Yes	EN1 EN2 G2	2013
PLACE	Promote communication and coordination among local public sector agencies involved in multi-modal transportation, connectivity, walkability, and related matters	Complete	Yes	Q7 EC1	2013
PLACE	Support sector planning for the area surrounding Veterans Affairs' outpatient clinic	Complete	Yes	EC1 Q6 Q7	2014
PLACE	Work with the City to celebrate the opening of Cascades Park	Complete	Yes	Q4	2014
PLACE	Focus on improving Leon County's ranking as a bicycle friendly community	Complete	Yes	Q1 EC4	2014
PLACE	Institute as Sense of Place for the fairgrounds	Complete	Yes	Q4 EC1 EC4	2014
PLACE	Initiate a comprehensive review and revision to the Land Use Element of the Comprehensive Plan	In Progress	No	Q6 Q7	2015
PLACE	Reformat the existing on-line Comprehensive Plan to modernize its appearance and increase usability	Complete	Yes	G1	2015

Lead	Strategic Initiatives/Actions	Status	Complete by December 2016	Align	Year
PLACE	Evaluate the existing Comprehensive Plan amendment process, and identify opportunities for further streamlining	Complete	Yes	G1	2015
PLACE	Protect the rural character of our Rural Land use category	Complete	Yes	Q6 Q7	2015
PLACE	Work with the City of Tallahassee and Blueprint to implement the Sales Tax extension, including the Economic Development portion	Complete	Yes	EC1 G5	2015
PLACE	Identify projects that may be advance-funded as part of the Sales Tax extension	Complete	Yes	EC1 G5	2015
PLACE	Identify design concepts and cost estimates for weatherization of the stage and shade for the permanent seating area with the funding priority being the stage utilizing $586,692 from the BP settlement. Request the CRA to fund any shortfall related to the weatherization project from the existing $5.0 million in Tourism Development Tax allocation. These design concepts should also contemplate sound mitigation elements to further alleviate neighborhood concerns.	In Progress	Yes	Q4 EC4	2016
PLACE	As part of the inclusionary housing review being conducted with the Land Use Element rewrite, evaluate potential impediments or opportunities to infill housing development, particularly within the Southern Strategy Area.	In Progress	No	EN2 Q6	2016
PLACE	Perform a Sense of Place study for the Miccosukee community.	In Progress	Yes	Q5 EC1	2016
PLACE	Develop a public education campaign on bicycle and pedestrian safety with community partners.	Complete	Yes	Q2 Q7 EN3	2016
PLACE	Coordinate partners in the creation of a North Monroe Corridor Task Force for the purposes of revitalization.	Complete	Yes	Q7 EN2 EC1	2016
PW	Bring central sewer to Woodville consistent with the Water and Sewer Master Plan, including consideration for funding through Sales Tax Extension	In Progress	No	EN1 Q5	2012
PW	Conduct workshop regarding Onsite Sewage Treatment and Disposal and Management Options report	Complete	Yes	EN1 EC4	2012
PW	Evaluate and construct glass aggregate concrete sidewalk (deleted 2013)	Complete	Yes	EN4	2012

Lead	Strategic Initiatives/Actions	Status	Complete by December 2016	Align	Year
PW	Explore the extension of parks and greenways to incorporate 200 acres of Upper Lake Lafayette	Complete	Yes	Q1 EC1 EC4	2012
PW	Develop Miccosukee Greenway Management Plan	Complete	Yes	Q1 EC1 EC4	2012
PW	Develop Alford Greenway Management Plan	Complete	Yes	Q1 EC1 EC4	2012
PW	Complete construction of Miccosukee ball fields	Complete	Yes	Q1 Q5 EC1 EC4	2012
PW	Continue to plan acquisition and development of a North East Park	Complete	Yes	Q1 EC1 EC4	2012
PW	Develop Apalachee Facility master plan to accommodate year-round events	In Progress	No	Q1 EC1 EC4	2012
PW	Continue to develop parks and greenways consistent with management plans including Okeeheepkee Prairie Park, Fred George Park and St. Marks Headwater Greenway	In Progress	Yes	Q1 Q5 EC1 EC4	2012
PW	Pursue Public Works' American Public Works Association (APWA) accreditation	In Progress	No	G4 G1	2012
PW	Extend central sewer or other effective wastewater treatment solutions to the Primary Springs Protection Zone area within Leon County	In Progress	No	EN1	2013
PW	In partnership with the City of Tallahassee and community partners, conduct a community-wide conversation on upper league competition with the goal of a higher degree of competition and more efficient utilization of limited fields	In Progress	Yes	Q1 EC1	2013
PW	Conduct a workshop that includes a comprehensive review of sidewalk development and appropriate funding	Complete	Yes	Q6 Q7	2013
PW	Further establish community partnerships for youth sports development programs	Complete	Yes	Q4	2014
PW	Create a capital projects priority list for the fifth-cent gas tax (program)	Complete	Yes	G5 EC1	2014

Lead	Strategic Initiatives/Actions	Status	Complete by December 2016	Align	Year
PW	Develop a selection and implementation policy for the LIFE sales tax category funding for consideration during the FY2017 budget process.	Complete	Yes	Q2 Q5 G1	2016
Res. Stw.	Pursue opportunities to fully implement a commercial and residential PACE program	Complete	Yes	EN2 EN3 EN4	2012
Res. Stw.	Consider policy for supporting new and existing community gardens on County property and throughout the County	Complete	Yes	EN3 Q5 EC6	2012
Res. Stw.	Develop energy reduction master plan	Complete	Yes	EN4 G5	2012
Res. Stw.	Further develop clean - green fleet initiatives, including compressed natural gas	Complete	Yes	EN4	2012
Res. Stw.	Evaluate Waste Composition Study	Complete	Yes	EN4	2012
Res. Stw.	Identify alternative disposal options	Complete	Yes	EN4	2012
Res. Stw.	Explore renewable energy opportunities at Solid Waste Management Facility	Complete	Yes	EN4	2012
Res. Stw.	Expand the community gardens program	Complete	Yes	EN3 Q5 EC6	2013
Res. Stw.	Seek competitive solicitations for single stream curbside recycling and comprehensively reassess solid waste fees with goals of reducing costs and increasing recycling	Complete	Yes	EN4	2013
Res. Stw.	Evaluate the long-term policy implications of the following options, taking into consideration the potential fiscal, environmental, operational and neighborhood impacts: a complete closure of the landfill; redirect Class I Solid Waste from the Transfer Station to the landfill; and a hybrid solution that includes both Class I Solid Waste disposal at the landfill and through the Transfer Station	Complete	Yes	G5 Q1 EN4	2015
Res. Stw.	Reevaluate current market conditions for the opportunity for the County to institute a residential PACE program.	In Progress	Yes	EN2 EN3 EN4	2016
Tourism	Support VIVA FLORIDA 500	Complete	Yes	EC4	2012

Lead	Strategic Initiatives/Actions	Status	Complete by December 2016	Align	Year
Tourism	Develop Capital Cuisine Restaurant Week	Complete	Yes	EC4	2012
Tourism	Support Choose Tallahassee initiative	Complete	Yes	EC4	2012
Tourism	Consider programming Cascade Park Amphitheater	Complete	Yes	Q4 EC4	2012
Tourism	Expand, connect and promote "Trailahassee" and the regional trail system	Complete	Yes	Q1 Q5 EC1 EC4	2013
Tourism	Continue to work with FSU to bid and host NCAA cross country national and regional championships at Apalachee Regional Park	Complete	Yes	EC4 Q1	2014
Tourism	Thorough utilization of $160,000 in BP settlement funds pursue programming for the Capital City Amphitheater at Cascades Park to include subsidies for two to four concerts over the next two years in order to put on marque events featuring well know headlining artists and events that would otherwise be viewed as cost prohibitive.	Complete	Yes	Q4 EC4	2016

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2012-01	**Animal Cntrl.**	**Participate in American Society for the Prevention of Cruelty to Animals (ASPCA) Partnership**	**Complete**		**Yes**	**Q2 Q3**
2012-01.1		Approval of Proposed Agreement	Action Completed	Initial annual agreement approved 9/13/11; agreement effective 1/12/12. Second agreement approved 2/12/13; agreement effective 01/1/13 thru 12/31/13		
2012-02	**Animal Cntrl.**	**Participate in ASPCA ID ME Grant**	**Complete**		**Yes**	**Q2 Q3**
2012-02.1		Acceptance of Grant	Action Completed	Accepted 02/14/12		
2012-03	**County Admin.**	**Consolidate dispatch functions**	**Complete**		**Yes**	**Q2**
2012-03.1		County, City and Sheriff agreed to create joint dispatch operation for public safety agencies	Action Completed	April 2006		
2012-03.2		Public Safety Communications Board approved Owners' project requirements for a Public Safety Complex	Action Completed			
2012-03.3		Clemons Rutherford Associates and Morris/Allen, a joint venture, commissioned to design the Public Safety Complex	Action Completed	Selection approved 5/12/09; contract entered into 11/02/09		
2012-03.4		Ajax Building Corporation & Construction Support Southeast, a joint venture, commissioned to provide pre-construction and construction services for the Public Safety Complex	Action Completed	Approved selection 10/09; contract entered into 02/02/10; first amendment 09/11/11		
2012-03.5		Approval of Amended Memorandum of Agreement, with City of Tallahassee and Leon County Sheriff, regarding establishment of the Public Safety Communications Board, providing for a termination date of December 31, 2012 (Contract period 11/03/11 to 12/31/12)	Action Completed	Board approved 10/25/2011		
2012-03.6		Approve Interlocal Agreement, with the City of Tallahassee and Leon County Sheriff, for the Operational Consolidation of Dispatch	Action Completed	Board approved 05/22/2012		
2012-03.7		Approval of Interlocal Agreement, with the City of Tallahassee and Leon County Sheriff, regarding telecommunications and technology infrastructure	Action Completed	5/14/13 Agenda Item		
2012-03.8		Approval of Interlocal Agreement with the City of Tallahassee regarding the operations and maintenance of the Public Safety Complex (Joint Management and Use Agreement)	Action Completed	5/14/13 Agenda Item		
2012-03.9		First Amendment to the Interlocal Agreement (Public Safety Dispatch Communications Agreement)	Action Completed	Entered into 10/4/12: Changed commencement date from 10/01/12 to 4/01/13; term remains 10 years.		
2012-03.10		Second Amendment to the Interlocal Agreement (Public Safety Dispatch Communications Agreement)	Action Completed	Entered into 3/27/13: Addressed concerns raised by FRS so City could be designated as administrator of FRS for Consolidated Dispatch Agency (CDA)		
2012-03.11		Third Amendment to the Interlocal Agreement (Public Safety Dispatch Communications Agreement)	Action Completed	5/14/13 Agenda Item: Addresses City and County responsibilities as it relates to technology needs for CDA		
2012-03.12		Consolidated Dispatch Agency fully operational	Action Completed	CDA became fully operational and a new 606-5800 number was announced 9/17/13		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2012-04	**County Admin.**	**Conduct LEADS Reviews**	**Complete**		**Yes**	**G2**
2012-04.1		Approval and Ratification of Recommendations and Direction Provided During the August 23, 2011 Workshop on Performance & Community Relevance: County Administrator's Proposed Strategic Approach to Carryout the Board's Vision, Goals and Objectives	Action Completed	Ratified 09/13/11		
2012-04.2		Approval of the FY 11/12 Board Retreat Agenda and the Process to Establish the Board's Vision and Strategic Priorities	Action Completed	Approved 10/25/11		
2012-04.3		LEADS Review Handbook developed	Action Completed	Distributed 01/12/12		
2012-04.4		Training Held	Action Completed	02/02/12 and 02/08/12		
2012-04.5		LEADS Reviews Conducted	Action Completed	27 LEADS Review meetings held in January and February, 2012		
2012-04.6		LEADS Cross Departmental Action Team appointed to identify efficiencies and/or cost savings for the budget development process	Action Completed	Team presented its final report to the Executive Team 5/30/2013, for consideration as part of the Executive Budget Hearings held 6/2013		
2012-04.7		LEADS Cross Departmental Action Team report recommendation presented to the Board	Action Completed	Included as part of the FY 2014 Budget Workshop		
2012-04.8		Conduct 2014 LEADS Reviews and Establish 2014 Cross Departmental Action Teams	Action Completed	Processes were repeated in preparation for the FY 2014/15 budget process		
2012-05	**County Admin.**	**Develop and update Strategic Plans**	**Complete**		**Yes**	**G2**
2012-05.1		Approval and Ratification of Recommendations and Direction Provided During the August 23, 2011 Workshop on Performance & Community Relevance: County Administrator's Proposed Strategic Approach to Carryout the Board's Vision, Goals and Objectives	Action Completed	Ratified 09/13/11		
2012-05.2		Approval of the FY 11/12 Board Retreat Agenda and the Process to Establish the Board's Vision and Strategic Priorities	Action Completed	Approved 10/25/11		
2012-05.3		Pre-Retreat Meetings (October – December)	Action Completed	Individual meetings held Oct-Dec 2012		
2012-05.4		Board Retreat	Action Completed	Held 12/12/11		
2012-05.5		Ratification of Board Actions Taken at the December 12, 2011 Board Retreat (including initial FY 2012 and FY 2013 Strategic Plan)	Action Completed	Ratified 12/13/11		
2012-05.6		Approval of Strategic Initiatives for FY 2012 and FY 2013 (including updated Strategic Plan FY 2012 and FY 2013)	Action Completed	Approved 02/28/12		
2012-05.7		Acceptance of Work Area's Draft Strategic Plans	Action Completed	Approved 5/22/12 (Budget Workshop)		
2012-05.8		Approval of Strategic Plan Update, as part of the 2012 Board Retreat	Action Completed	Update report provided as part of the Board Retreat materials		
2012-05.9		FY 2012 - FY 2016 Strategic Plan revised 01/21/14	Action Completed			

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2012-06	**County Admin.**	**Develop and offer Citizens Engagement Series**	**Complete**		**Yes**	**G3**
2012-06.1		Approval and Ratification of Recommendations and Direction Provided During the August 23, 2011 Workshop on Performance & Community Relevance: County Administrator's Proposed Strategic Approach to Carryout the Board's Vision, Goals and Objectives	Action Completed	Ratified 09/13/11		
2012-06.2		First of the 2012 series, Leon County Basics: Our Government, Our Community	Action Completed	Held 01/16/12		
2012-06.3		Balancing Budgets and Exercising Fiscal Stewardship: Making Hard Choices in Challenging Times	Action Completed	Held 03/15/12		
2012-06.4		Emergency Medical Services: Preserving Life, Improving Health, Promoting Safety	Action Completed	Held 05/31/12		
2012-06.5		Remainder of 2012 Series: More Than Books: Leon County Library Services On the Frontline: Leon County Solid Waste – Where does all that stuff go?	Action Completed	Library (A Love of Reading, a Life of Learning) - Held 08/30/12; Solid Waste - Held 10/18/12		
2012-06.6		Tourist Development: Leon County Tourism Work$: Attracting Visitors, Creating Jobs	Action Completed	Held 1/31/13		
2012-06.7		Creating and Sustaining This Special Place: Visioning, Planning, and Developing our Future (Planning & DSEM)	Action Completed	Held 6/20/13		
2012-07	**Comm. & Media**	**Explore posting URL on County vehicles**	**Complete**		**Yes**	**G1**
2012-07.1		If pursued, seek funding as part of the FY 2014 budget process, if necessary	Action Completed	Design completed; funding source identified; being installed		
2012-08	**Comm. & Media**	**Develop and provide Virtual Town Hall meeting (one time event for 2012; not continued for 2013)**	**Complete**		**Yes**	**G3**
2012-08.1		Board directed staff to prepare agenda item	Action Completed	Requested during 11/15/11 meeting		
2012-08.2		Approved scheduling virtual town hall meeting for June 5, 2012	Action Completed	Scheduling approved 04/10/12		
2012-08.3		Approval of virtual town hall meeting agenda	Action Completed	Agenda approved 05/08/12		
2012-08.4		Hold virtual town hall meeting	Action Completed	Held 06/05/12		
2012-09	**DSEM**	**Consider policy to continue suspension of fees for environmental permit extensions**	**Complete**		**Yes**	**EC2**
2012-09.1		Provide Informational consent agenda item to the Board regarding Legislative action that suspends fees for environmental permit extensions for 2012	Action Completed	Approved 06/26/12		
2012-10	**DSEM**	**Develop Countywide Minimum Environmental Standards**	**Complete**		**Yes**	**EN1 EN2**
2012-10.1		Draft Ordinance for Board adoption at Public Hearing	Action Completed	Approved 05/08/12		
2012-11	**DSEM**	**Develop minimum natural area and habitat management plan guidelines**	**Complete**		**Yes**	**EN1 EN2**
2012-11.1		No further Board action	Action Completed			
2012-11.2		Develop guidelines	Action Completed	Guidelines finalized 6/2012		
2012-11.3		Distribute guidelines to staff and to the general public	Action Completed	Guidelines posted on the Department's webpage 7/2012		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2012-12	**DSEM**	**Integrate low impact development (LID) practices into development review process**	**Complete**		**Yes**	**EN1 EN2**
2012-12.1		Present status report to the Board	Action Completed	A status report agenda item was presented to the Board on 3/12/13, requesting that the Board direct staff to draft an Ordinance to provide for LID standards and incentives.		
2012-12.2		Draft LID Ordinance	Action Completed	Completed 10/28/13		
2012-12.3		Engage the community to obtain feedback	Action Completed			
2012-12.4		Board adoption of Ordinance	Action Completed	First and Only Public Hearing to Consider Adoption of Proposed Ordinance to Establish Low Impact Development Standards and Incentives held 12/10/13		
2012-13	**DSEM**	**Update 100-year floodplain data in GIS based on site-specific analysis received during the development review process**	**Complete**		**Yes**	**EN1 EN2**
2012-13.1		No further Board action	Action Completed			
2012-13.2		Coordinate with County GIS	Action Completed	Being implemented on a case-by-case basis. Still coordinating with GIS to develop consistent procedures.		
2012-13.3		Present Status Report to the Board	Action Completed	December 10, 2013 Status Report update presented to the Board.		
2012-13.4		Finalize procedures and implement	Action Completed			
2012-14	**DSEM**	**Develop examples of acceptable standard solutions to expedite environmental permitting for additions to existing single-family homes**	**Complete**		**Yes**	**EN1 EN2 G2**
2012-14.1		Present status report	Action Completed	Vested single family lots have been determined to be exempted from having to provide closed basin volume control standards onsite. The Board accepted a status report regarding this exemption on 8/28/12.		
2012-15	**DSEM**	**Develop unified special event permit process**	**Complete**		**Yes**	**Q4**
2012-15.1		Present agenda item to the Board regarding new unified application and application process	Action Completed	Board approved 8/28/12		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2012-16	**DSEM**	**Consider property registration for abandoned real property**	**Complete**		**Yes**	**Q6**
2012-16.1		Request to schedule a Public Hearing to consider an Ordinance to require property registration for abandoned real property	Action Completed	An agenda item was presented to the Board on 2/12/13 to request the Public Hearing to consider an Ordinance to require property registration for abandoned real property; services to be provided by in-house by staff.		
2012-16.2		First and only Public Hearing to consider adoption of proposed Ordinance to require property registration for abandoned real property	Action Completed	Public Hearing conducted 3/12/13		
2012-16.3		County Attorney to provide the Board a report regarding the policy	Action Completed	Board direction 9/10/13 Board meeting		
2012-17	**DSEM**	**Develop process by which public may electronically file legal documents related to development review and permitting**	**Complete**		**Yes**	**G2**
2012-17.1		Approval of a Submitter License Agreement between Leon County and Simplifile, LLC	Action Completed	Board approved 4/24/12; contract executed (#3796)		
2012-17.2		Coordination with other County agencies such as MIS, OMB and Finance to establish account numbers and track funds	Action Completed	Completed 3/12		
2012-17.3		Coordinate with Simplifile to provide staff training	Action Completed	Completed 5/23/12		
2012-18	**DSEM**	**Investigate expanding internet-based building permitting services to allow additional classifications of contractors to apply for and receive County permits via the internet**	**Complete**		**Yes**	**G2 EN4**
2012-18.1		No further Board action	Action Completed			
2012-18.2		Investigate with other permitting jurisdictions that offer web-based permitting to determine initiative viability, further research the Florida Building Code and statutory requirements for legality of possible implementation strategies	Action Completed	Investigations completed in July 2012; determined that the initiative could not be implemented as proposed.		
2012-18.3		Provide memorandum to the Board regarding the results of the investigation	Action Completed	Memorandum provided to the Board on 08/06/12		
2012-19	**DSEM**	**Investigate feasibility of providing after hours and weekend building inspections for certain types of construction projects**	**Complete**		**Yes**	**G2**
2012-19.1		Coordinate with Human Resources for "on-call" pay procedures	Action Completed	Procedures established pursuant to Sec. 5.12 of the Human Resources Policies and Procedures Manual. Action completed 5/12.		
2012-19.2		DSEM division coordination and staff training regarding implementation procedures	Action Completed	Potential regulatory conflicts addressed when an amendment to the Noise Abatement Ordinance was adopted by the Board on 2/12/13		
2012-19.3		Submit proposal to the Board for approval	Action Completed	On 4/9/13 the Board accepted a status report and approved a proposal to provide after-hours and weekend building inspections for certain types of construction projects		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2012-20	**EV**	**Evaluate sales tax extension and associated community infrastructure needs through staff support of the Leon County Sales Tax Committee**	**Complete**		**Yes**	**EC1 G3 G5**
2012-20.1		Appointed joint County/City Citizen Advisory Committee (Committee) on the sales tax extension, with Leon County serving as the lead staff	Action Completed	Board approved 11/08/11		
2012-20.2		Request to schedule a workshop with the Board to prepare a workshop on the economic development component of the sales tax extension (per the Board's direction on April 26, 2011)	Action Completed	Board approved 4/24/12		
2012-20.3		Board workshop on the economic development opportunities associated with the sales tax extension	Action Completed	Workshop held 7/10/12; actions ratified 7/10/12		
2012-20.4		Consideration of refined County projects list for consideration by the Committee	Action Completed	Presented 10/2012		
2012-20.5		Review of Committee's recommendation for utilization of sales tax extension funds	Action Completed	5/14/2013 Agenda Item extended completion date to 1/31/14		
2012-20.6		Board approved participation of Imagine Tallahassee in the sales tax extension process, with the support of County staff	Action Completed	2/12/13 Board meeting (refer to 2013-11, ED-J)		
2012-20.7		Consideration of setting referendum date for the sales tax extension	Action Completed	Sales Tax extension approved 11/04/14 by 65% of voters		
2012-21	**EV**	**Evaluate start-up of small business lending guarantee program**	**Complete**		**Yes**	**EC2**
2012-21.1		Approval to schedule a workshop to consider participating with the state and federal government in a small business loan guaranty program whereby the County and City would guarantee a portion of loans made by banks	Action Completed	Approved 01/24/12		
2012-21.2		Board workshop on a small business lending guarantee program	Action Completed	Workshop held 2/28/12. Awaiting City participation in program.		
2012-21.3		Ratification of Board actions taken at the workshop on a small business lending guarantee program	Action Completed	Workshop actions ratified 3/13/12		
2012-21.4		Consideration of a budget discussion item on a small business lending guarantee program	Action Completed	Budget workshop held 7/09/12; ratified 7/10/12		
2012-21.5		Discussed at City's Financial Viability Target Issues Committee; referred back to City Staff. Request Chairman schedule for discussion at Mayor/Chair meeting.	Action Completed	3/12/13 Status Report/Agenda Item; Mayor/Chair meeting canceled; need to reschedule discussion		
2012-22	**EV**	**Identify local regulations that may be modified to enhance business development**	**Complete**		**Yes**	**EC2**
2012-22.1		Ratification of the Board's actions taken at the 9/13/11 economic development workshop and the appointment of the Economic Development Regulatory Review (EDRR) LEADS Team	Action Completed	Workshop held 9/13/11; actions ratified 10/11/11		
2012-22.2		Status report on the local regulations that may be modified to enhance business development	Action Completed	Anticipate completion and Board acceptance in December 2015.		
2012-23	**EV**	**Implement Leon County 2012 Job Creation Plan**	**Complete**		**Yes**	**EC2**
2012-23.1		Ratification of the Board's actions taken at the September 13, 2011 economic development workshop and the appointment of the Economic Development Regulatory Review (EDRR) LEADS Team	Action Completed	Workshop held 09/13/11; actions ratified 10/11/11		
2012-23.2		Approval of the Leon County 2012 Job Creation Plan	Action Completed	Approved 03/13/12		
2012-23.3		Status report on the Leon County 2012 Job Creation Plan	Action Completed	Approved 1/29/13 and 9/24/13		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2012-24	**EV**	**Implement strategies to support the Leon County Research and Development Authority at Innovation Park and promote commercialization and technology transfer, including being a catalyst for a stakeholder's forum (rev. 2015)**	**Complete**		**Yes**	**EC2 EC3**
2012-24.1		Prepare a stakeholders' forum to serve as a catalyst in harvesting commercialization and technology transfer opportunities	Action Completed	On 4/24/12 the Board approved conducting a workshop on LCRDA for 12/11/12. Stakeholder forum held on 11/16/12.		
2012-24.2		Present Agenda Item	Action Completed	Presented status report to the Board 1/29/13		
2012-24.3		Budget discussion item regarding urban incubator	Action Completed	Staff report accepted at 7/8/13 Budget Workshop, approved $250,000 CIP, and directed staff to finalize structure and secure commitments from partner organizations. Ratified 7/9/13.		
2012-24.4		Proposed agreement with Domi Education to operate the Urban Incubator	Action Completed	Approved by the Board 10/29/13		
2012-25	**EV**	**Evaluate competitive sports complex with the engagement of partners such as KCCI**	**Complete**		**Yes**	**EC4 Q1 Q4**
2012-25.1		Request to schedule a joint meeting of the County and City Commissions following the Board's receipt of market analysis for the sports complex. The proposed meeting will include discussions on the market analysis, the proposed performing arts center, and opportunities for a convention center.	Action Completed			
2012-25.2		Consideration of market analysis performed by Real Estate Insync on the proposed sports complex	Action Completed	Feasibility Assessment Accepted by Board on 7/10/12 Agenda Item; and Assessment to be included in proposed 9/18/12 joint County/City Commission meeting		
2012-25.3		Joint meeting of the County and City Commissions to discuss the market analysis for the sports complex, the proposed performing arts center, and opportunities for a convention center	Action Completed	CRA tabled the discussion of these projects at its 9/24/12 meeting.		
2012-26	**EV**	**Explore providing on Demand – Get Local videos**	**Complete**		**Yes**	**G1**
2012-26.1		No further Board action - staff will further pursue adding video content to Comcast On-Demand highlighting the role of the County and EDC in economic development	Action Completed	Pursued, however staff was unable to secure without cost to the County		
2012-27	**EV**	**Institute Grants Team**	**Complete**		**Yes**	**G5**
2012-27.1		No further Board action - staff will formalize a Grants Team from various County departments to help maximize funding opportunities	Action Completed	The Grant Committee met for first time 10/19/12		
2012-28	**EV**	**Develop and institute an integrated grant application structure**	**Complete**		**Yes**	**G5**
2012-28.1		Approval of grants management software as part of Annual Budget	Action Completed	Funding received; SOP module being developed		
2012-29	**EMS**	**Consider policy to waive EMS fees for uninsured or underinsured veterans**	**Complete**		**Yes**	**EC5 Q3**
2012-29.1		Adopt Proposed Policy	Action Completed	Policy adopted 08/28/12		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2012-30	**EMS**	**Pursue funding for community paramedic telemedicine**	**Complete**		**Yes**	**Q2 Q3**
2012-30.1		Performance & Community Relevance Workshop	Action Completed	Held 8/23/11		
2012-30.2		Ratification of Board Actions Taken at Performance & Community Relevance Workshop	Action Completed	Ratified 9/13/11		
2012-30.3		Acceptance of FY11/12 First Quarter Grant Program Leveraging Status Report	Action Completed	Accepted 4/10/12		
2012-30.4		Acceptance of grant	Delete Action	Health Innovation grant not awarded/funded. Robert Wood Johnson Foundation grant not awarded/funded.		
2012-30.5		Will continue to pursue if another source of funding is identified.	Action Completed	Other grant opportunities are being sought; will pursue if another funding source is identified		
2012-31	**Facilities**	**Complete construction of Leon County Cooperative Extension net-zero energy building**	**Complete**		**Yes**	**EN4**
2012-31.1		Project complete	Action Completed	Public notification retrofit completion 4/12		
2012-31.2		Grand opening and ribbon cutting	Action Completed	The Grand Opening for the Sustainable Demonstration Center was conducted on 9/14/12		
2012-32	**Facilities**	**Complete construction of the expanded Lake Jackson Branch Library and new community center**	**Complete**		**Yes**	**Q1 EC1 EC6**
2012-32.1		Approval of agreement awarding bid	Action Completed	Ram Construction awarded bid 10/25/11; contract executed (contract #3727)		
2012-32.2		Grand opening and ribbon cutting for the Community Center	Action Completed	The library and community center are both complete and operational. The Grand Opening and Ribbon Cutting for the Community Center occurred 2/21/13. Also refer to 2012-49, LI-A regarding library opening.		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2012-33	**Facilities**	**Redevelop Huntington Oaks Plaza, which will house the expanded Lake Jackson Branch Library and new community center, through a sense of place initiative**	**Complete**		**Yes**	**Q1 EC1**
2012-33.1		Approval of agreement awarding bid (Facilities)	Action Completed	Ram Construction awarded bid 10/25/11; contract executed (contract #3727)		
2012-33.2		Staff held Huntington Oaks Plaza - Sense of Place Initiative – public workshop	Action Completed	Public workshop held 4/16/12		
2012-33.3		Staff to submit a status report to the Board on the Huntington Oaks "Sense of Place" initiative, and seek approval to rename the Huntington Oaks Plaza to "Lake Jackson Town Center at Huntington"	Action Completed	4/09/13 agenda item; renaming approved		
2012-33.4		Accepted the Lake Jackson Town Center at Huntington "Sense of Place" initiative, directed $100,000 as part of the FY 2014 CIP program, followed by $50,000 annually for plan implementation, and authorized coordination with potential partners such as the City and FDOT.	Action Completed	Public Meeting conducted in 2/12; Library completed 7/12; Library opened 8/21/12; Administrator approved initial Sense of PLACE Initiatives for the Huntington Oaks Plaza 10/2012; Bids for site work approved by Board on 12/11/12; Improved facade, landscaping and pedestrian connections completed as of 5/13. The Huntington "Sense of Place" Initiative report and initial funding request was approved as part of the Board's 6/18/13 agenda. Implementation will be phased-in as funds are made available. Presentation made during the 7/9/13 Board meeting		
2012-34	**Facilities**	**Complete construction of Public Safety Complex**	**Complete**		**Yes**	**Q2 EC2**
2012-34.1		Acceptance of Status Report	Action Completed	3/13/12 Presentation to the Board		
2012-34.2		Approval as part of annual budget - operating expenses	Action Completed	Operating budget was approved between City and County, with County's 50% share funded by the Board on 10/1/12		
2012-34.3		Contractor's Substantial Completion; Facilities Mgmt. in possession of facility, and City/County service contracts active	Action Completed	Substantial completion achieved 5/20/13		
2012-34.4		Certificate of Occupancy; Contractor's final completion	Action Completed	Final inspections and COFO 6/2013 for Public Safety Complex Main Building and EMS Logistics Building; completed under budget and on time		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2012-35	**Fin. Stw.**	**Evaluate opportunities to maximize utilization of Tourism Development taxes and to enhance effectiveness of County support of cultural activities, including management review of COCA**	**Complete**		**Yes**	**Q4 EC4 G5**
2012-35.1		Present findings and recommendations to the Board	Action Completed	COCA management review presented to the Board on 11/13/12. Issues concerning funding for Arts Exchange, in conjunction with County contracts with COCA, are under review by County and Clerk's internal auditor.		
2012-36	**Fin. Stw.**	**Institute financial self-service module, document management, and expanded web-based capabilities in Banner system**	**Complete**		**Yes**	**G2 EN4**
2012-36.1		Address through the budget approval process	Action Completed	Funding provided within limits for capital improvements to be carried out by MIS and other affected divisions as necessary		
2012-37	**Fin. Stw.**	**Revise program performance evaluation and benchmarking**	**Complete**		**Yes**	**G5**
2012-37.1		Address through the budget approval process	Action Completed	Plans will be updated as part of the FY 2014 budget process		
2012-37.2		Presentation of the Annual Financial and Performance Report	Action Completed	12/10/13 agenda item.		
2012-38	**HR**	**Instill Core Practices through providing Customer Experience training for all County employees**	**Complete**		**Yes**	**G1**
2012-38.1		No Further Board Action. Customer Experience training program currently being developed.	Action Completed	The Customer Experience Training has been completed countywide to all county employees. Trainings conducted between 12/12 -2/13. Will conduct additional sessions annually in May, September and January.		
2012-39	**HR**	**Instill Core Practices through revising employee orientation process**	**Complete**		**Yes**	**G1**
2012-39.1		No Further Board Action. Components of Customer Experience training program and Leon LEADS to be incorporated into new employee orientation.	Action Completed	New Employees are currently receiving Leon Leads Culture material at the time of hire. Leon LEADS values have been incorporated into the advertising and recruitment process as well as offer letters. Additionally, the County Administrator will personally present the Leon LEADS Culture during new employee orientation. A brief overview of the Customer Experience Training has also been incorporated into New Employee Orientation.		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2012-40	**HR**	**Instill Core Practices through revising employee evaluation processes**	**Complete**		**Yes**	**G1**
2012-40.1		No Further Board Action. Employee evaluation tool currently being updated to incorporate principles of Leon LEADS	Action Completed	The revised Employee Evaluation has been developed and completed for Career Service and Senior Management employees and incorporates the Core Values and Core Practices of Leon LEADS. Employees received training on the new evaluation form during Customer Experience Training.		
2012-41	**HR**	**Expand electronic Human Resources business processes including applicant tracking, timesheets, e-Learning, employee self service**	**Complete**		**Yes**	**G2**
2012-41.1		No Further Board Action. Employee Self Service program is currently being enhanced to include electronic timesheets. E-Learning solutions being reviewed.	Action Completed	Employees are using the Banner Self-Service (employee and manager), electronic paycheck stub, upgrades to Halogen E-appraisals and Position Control. The new E-timesheet system is currently being used by HR and MIS employees, with approximately 65% of employees utilizing by 12/2013, and remaining by 6/2014. E-recruitment and E-learning have been purchased and are being rolled out.		
2012-41.2		Approval in Annual Budget Process for Applicant Tracking Software	Action Completed	Applicant Tracking Software has been purchased.		
2012-42	**HR**	**Evaluate options for value-based benefit design**	**Complete**		**Yes**	**G4**
2012-42.1		Consideration of value based benefit design in health insurance program (to be discussed at Budget Workshop)	Action Completed	Presented as part of the budget workshop held 07/09/12; actions ratified 07/10/12. Value Based Design for Health Insurance included in 2013 Plan Design.		
2012-43	**HR**	**Revise employee awards and recognition program**	**Complete**		**Yes**	**G4**
2012-43.1		No Further Board Action. Incorporate Leon LEADS principles into awards and recognition program.	Action Completed	Leon LEADS Core Values and Core Practices are currently being incorporated into Awards and Recognition Program. LEADS Award proposed as part of the FY 2014/15 Budget process.		
2012-44	**HR**	**Utilize new learning technology to help design and deliver Leadership and Advanced Supervisory Training for employees**	**In Progress**		**Yes**	**G4**
2012-44.1		No Further Board Action. Research new learning technologies available for providing leadership and supervisory training programs.	Action on Track	Staff continues to research new learning technologies for supervisory and leadership training and is in the process of further developing this multi-year initiative.		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2012-45	**HSCP**	**Hold "Operation Thank You!" celebration annually for veterans and service members**	**Complete**		**Yes**	**EC5**
2012-45.1		County Commissioners passed a motion 7-0 to approve the proposed Operation Thank You event to honor the service of post-9/11 local armed forces members and veterans. The Board authorized and approved the associated Budget Amendment Request.	Action Completed	Approved 3/13/12		
2012-45.2		No Further Board Action Required. Event scheduled for May 18, 2012.	Action Completed	Operation Thank You event held 5/18/12		
2012-45.3		Operation Thank You - Vietnam-era Veterans	Action Completed	Welcome Home ceremony followed by breakfast served by Leon County Commissioners held 3/30/13		
2012-45.4		Welcome Home Veterans held at Westminster Oaks	Action Completed	Held 5/20/13		
2012-45.5		Honoring WWII Veterans and Remembering the 70th Anniversary of D-Day	Action Completed	Held 6/06/2014		
2012-46	**HSCP**	**Develop job search kiosk for veterans**	**Complete**		**Yes**	**EC5 EC6**
2012-46.1		County Commissioners passed a motion 7-0 to authorize staff to proceed with the establishment of a Leon County Veterans Resource Center. The Board approved the Budget Amendment Request for the associated costs.	Action Completed	Approved 3/13/12		
2012-46.2		Ceremonial ribbon cutting	Action Completed	Held 7/11/12		
2012-47	**HSCP**	**Consider policy to allocate a portion of Direct Emergency Assistance funds to veterans**	**Complete**		**Yes**	**EC5 EC6 Q3**
2012-47.1		Consider funding during the budget process	Action Completed	Board approved on 10/23/12		
2012-47.2		Agenda item to consider policy to allocate a portion of Direct Emergency Assistance funds to veterans	Action Completed	Board approved on 10/23/12		
2012-48	**Int. Det. Alt.**	**Provide job search assistance for County Probation and Supervised Pretrial Release clients through private sector partners**	**Complete**		**Yes**	**EC6 Q2**
2012-48.1		No Further Board Action Required. Contract with private sector vendor for GPS Tracking and Electronic Monitoring Services effective October 1, 2011, and expires September 30, 2013.	Action Completed	Contract with Sentinel Offender Services approved 9/13/11; effective 10/01/11 (contract # 3133A)		
2012-49	**Libraries**	**Relocate library services into the expanded Lake Jackson Branch Library**	**Complete**		**Yes**	**Q1 EC1 EC6**
2012-49.1		Relocate library services into the expanded Lake Jackson Branch Library	Action Completed	Grand Opening held 8/21/12		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2012-50	**PLACE**	**Identify revisions to future land uses which will eliminate hindrances or expand opportunities to promote and support economic activity**	**Complete**		**Yes**	**EC2**
2012-50.1		Direct Staff to initiate text amendment to and develop program for future land use category changes	Action Completed	9/24/13 agenda item. Board authorized staff to draft a Board-initiated Comprehensive Plan map amendment regarding revisions to future land uses eliminating areas from the Heavy Industrial Zoning Category, and to bring back a proposed ordinance to expand complementary uses in the Light Industrial (M-1) zoning district		
2012-51	**PLACE**	**Consider policy to encourage redevelopment of vacant commercial properties**	**Complete**		**Yes**	**EC2**
2012-51.1		Board accepts status report.	Action Completed	Board accepted status report 5/14/13. All reasonable possible incentives for redeveloping vacant commercial properties are in effect at this time. Additional incentivization measures would either require subsidization of the projects (via funding or waivers of fees) or, in order to further expedite application reviews, increased staff levels. This conclusion is consistent with that of the City of Tallahassee's Growth Management Department, which underwent a similar "dark buildings" study.		
2012-52	**PLACE**	**Consider mobility fee to replace concurrency management system**	**In Progress**		**Yes**	**EN1 EN2**
2012-52.1		Discuss the issue with the Tallahassee Chamber of Commerce, with respect to impacts on the private sector	Action Completed			
2012-52.2		Determination as to whether to initiate a mobility fee program study	Action Completed	Action requires participation both the City and County. An agenda item was presented to the BCC on 3/12/15 at which time the Board voted to continue the issue to a future date.		
2012-52.3		Prepare budget request for FY17 to fund the study.	Action Completed	Board approved funding at 4/26/16 FY 2017 Budget Workshop		
2012-52.4		Contingent upon budget, develop a scope of services and issue an RFP.				

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2012-53	**PLACE**	**Promote concentrated commercial development in Woodville**	**Complete**		**Yes**	**EN1 EN2 Q5**
2012-53.1		Present status report to the Board	Action Completed	Staff has completed a study of options, with status report on 6/18/2013 Board meeting agenda. Further expansion of concentrated commercial development in Woodville is contingent upon the expansion of central sewer into Woodville, which has been presented as a proposed sales tax extension project (refer to Strategic Initiatives 2012-20 (ED-A) and 2012-63 (PW-A))		
2012-54	**PLACE**	**Update Greenways Master Plan**	**Complete**		**Yes**	**Q1 EC1 EC4**
2012-54.1		Presentation to Commission	Action Completed	Mapping of improvements is complete. Public meetings in 1/2013 were combined with Bike Routes Plan outreach. Presentation to Board planned for 5/14/13.		
2012-54.2		Approve update	Action Completed	Updated Tallahassee-Leon County Greenways Master Plan adopted by the Board 5/14/13		
2012-55	**PLACE**	**Consider constructing Cascade Park amphitheatre, in partnership with KCCI**	**Complete**		**Yes**	**Q4 EC1 EC4**
2012-55.1		Approve Amphitheatre management plan	Action Completed	Approved by County 8/28/12; City seeks modification prior to its approval. City approved on 7/10/13 and Interlocal Agreement executed 7/11/12 and filed with the Clerk of Court on 8/13/13.		
2012-56	**PLACE**	**Implement design studio**	**Complete**		**Yes**	**Q6 Q7**
2012-56.1		No further Board action; DesignWorks studio in place and functioning	Action Completed	Grand opening held 3/7/13		
2012-57	**PLACE**	**Implement visioning team**	**Complete**		**Yes**	**Q6 Q7**
2012-57.1		No further Board actions; staff has received appropriate direction and will implement by May 30, 2012	Action Completed	Committee assembled; initial meeting held		
2012-58	**PLACE**	**Develop performance level design standards for Activity Centers**	**Complete**		**Yes**	**Q6 Q7**
2012-58.1		Status report to the Board.	Action Completed	Status report accepted by the Board 9/24/13		
2012-59	**PLACE**	**Revise Historic Preservation District Designation Ordinance**	**Complete**		**Yes**	**Q6**
2012-59.1		Proposed ordinance and approval to schedule a Public Hearing	Action Completed	Approved 2/26/13 Board meeting		
2012-59.2		Presentation to Board on proposed Ordinance	Action Completed	Ordinance drafted and in review by DSEM and ARB. Planning Commission hearing 5/2013.		
2012-59.3		Approve revision to Ordinance	Action Completed	First and only Public Hearing continued from 5/14/13 to 5/28/13; Public Hearing held and proposed Ordinance approved		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2012-60	**PLACE**	**Develop design standards requiring interconnectivity for pedestrians and non-vehicular access**	**Complete**		**Yes**	**Q6 Q7**
2012-60.1		Status report to the Board.	Action Completed	Standards are in place, staff is reviewing effectiveness. Status report on Board's 6/18/13 meeting agenda. No further Board actions anticipated to be necessary subsequent to status report.		
2012-61	**PLACE**	**Develop bike route system**	**Complete**		**Yes**	**Q7**
2012-61.1		Direct staff to implement bike route system	Action Completed	Community meeting held. Final data and graphics complete. Coordinated with TDC. Bike route system presented to and adopted by the Board on 5/14/13.		
2012-62	**PLACE**	**Establish Bicycle & Pedestrian Advisory Committee**	**Complete**		**Yes**	**Q7**
2012-62.1		No further Board action – staff has received appropriate direction and will implement by August 30, 2012	Action Completed	Group assembled and initial meeting held.		
2012-63	**PW**	**Bring central sewer to Woodville consistent with the Water and Sewer Master Plan, including consideration for funding through Sales Tax Extension**	**In Progress**		**No**	**EN1 Q5**
2012-63.1		Ratification of Board Actions Taken at the Workshop on Infrastructure Sales Tax Extension and Consideration of the Water and Sewer Master Plans	Action Completed	Workshop held 4/12/11; and actions ratified 4/26/11.		
2012-63.2		Additional actions pending results of the Sales Tax Committee Recommendations	Action Completed	Refer to Strategic Initiative 2012-20 (ED-A). Sales Tax extension approved 11/04/14 by 65% of the voters.		
2012-63.3		Submitted for state funding for design of master lift station and force main	Action Completed	Staff has submitted legislative and grant funding requests in accordance with the Board's legislative priorities		
2012-63.4		Seek grants and other funding opportunities to leverage Sales Tax Extension funding.	Action on Track	Explore opportunities to leverage Florida Water and Land Conservation Initiative (Amendment 1-2014) funding with Sales Tax Extension funds.		
2012-64	**PW**	**Conduct workshop regarding Onsite Sewage Treatment and Disposal and Management Options report**	**Complete**		**Yes**	**EN1 EC4**
2012-64.1		Request to Schedule a Workshop regarding Onsite Sewage Treatment and Disposal and Management Options Report	Action Completed	Requested on 11/13/12		
2012-64.2		Conduct a Workshop regarding Onsite Sewage Treatment and Disposal and Management Options Report	Action Completed	Workshop held on 1/29/13		
2012-64.3		Ratification of Board Actions Taken at the Workshop regarding Onsite Sewage Treatment and Disposal and Management Options Report	Action Completed	Ratified on 2/12/13		
2012-65	**PW**	**Evaluate and construct glass aggregate concrete sidewalk (deleted 2013)**	**Complete**		**Yes**	**EN4**
2012-65.1		The Board tabled the issue during its 5/8/12 Board meeting.	Delete Action	Deleted at 2012 Board Retreat		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2012-66	**PW**	**Explore the extension of parks and greenways to incorporate 200 acres of Upper Lake Lafayette**	**Complete**		**Yes**	**Q1 EC1 EC4**
2012-66.1		Approval of Strategic Initiatives for FY 2012 and FY 2013	Action Completed	Approved 2/28/12		
2012-66.2		Additional actions pending results of the Sales Tax Committee Recommendations	Action Completed	Refer to Strategic Initiative 2012-20 (ED-A). Sales Tax extension approved 11/04/14 by 65% of the voters.		
2012-66.3		Seek grants and other funding opportunities to leverage Sales Tax Extension funding.	Action Completed	Blueprint has committed $1,050,000 for the acquisition and trail construction of 85 acres for the Upper Lake Lafayette Greenway, contingent on the State securing Florida Forever funds to purchase the property.		
2012-67	**PW**	**Develop Miccosukee Greenway Management Plan**	**Complete**		**Yes**	**Q1 EC1 EC4**
2012-67.1		Established the Citizens Advisory Committee	Action Completed	Resolution adopted 08/17/10		
2012-67.2		Acceptance of a Status Report on the Work of the Miccosukee Canopy Road Greenway Citizens Advisory Committee and the Draft Land Management Plan	Action Completed	Accepted 2/14/12		
2012-67.3		Approval of Final Miccosukee Canopy Road Greenway Land Management Plan for Submittal to the Florida Department of Environmental Protection's Office of Greenways and Trails	Action Completed	Board accepted 8/28/12; Acquisition and Restoration Council (ARC) approved 4/19/13		
2012-68	**PW**	**Develop Alford Greenway Management Plan**	**Complete**		**Yes**	**Q1 EC1 EC4**
2012-68.1		Established the Citizens Advisory Committee	Action Completed	Resolution adopted 8/17/10		
2012-68.2		Acceptance of a Status Report on the Work of the J.R. Alford Greenway Citizens Advisory Committee and the Draft Land Management Plan	Action Completed	Accepted 10/23/12		
2012-68.3		Approval of Final J.R. Alford Greenway Land Management Plan for Submittal to the Florida Department of Environmental Protection's Office of Greenways and Trails	Action Completed	Board accepted 5/14/13; submitted to Acquisition and Restoration Council (ARC), and on ARC's 12/13/13 agenda for final review and approval		
2012-69	**PW**	**Complete construction of Miccosukee ball fields**	**Complete**		**Yes**	**Q1 Q5 EC1 EC4**
2012-69.1		Approval as Part of the Annual Budget	Action Completed	Planned for FY2013 construction per 7/09/12 budget workshop		
2012-69.2		Approval of Agreement Awarding Bid for Field Construction and Renovations	Action Completed	Bid Delayed until 4/13. Intended bid award issued 6/10/13. Bid awarded to, and agreement approved with, Advon Corporation on 7/9/13. Construction has not commenced due to a conservation easement issue that is being addressed with the School Board. Anticipate resolution in December, with construction resuming soon thereafter. Construction will continue until after 12/2013, but no additional Board action anticipated.		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2012-70	**PW**	**Continue to plan acquisition and development of a North East Park**	**Complete**		**Yes**	**Q1 EC1 EC4**
2012-70.1		Consideration of Purchase of Celebration Baptist Church Property	Action Completed	Authorized to enter into an option contract 1/24/11		
2012-70.2		Acceptance of a Status Report Regarding the Acquisition of the Celebration Baptist Church Property for Development of a North East Park	Action Completed	Authorized to execute Purchase and Sale Agreement		
2012-70.3		Land Acquisition (second of three payments) - Approval as Part of the Annual Budget	Action Completed	Land acquisition funded in the FY2013 budget. Development costs were presented to the Sales Tax Committee per Board direction.		
2012-70.4		Land Acquisition (third of three payments) - Approval as Part of the Annual Budget	Action Completed	Approved as part of the FY2014 budget; final payment made 10/2/2013 and closing completed 10/3/2013. Project development continues to be addressed through the Sales Tax Committee.		
2012-71	**PW**	**Develop Apalachee Facility master plan to accommodate year-round events**	**In Progress**		**No**	**Q1 EC1 EC4**
2012-71.1		Approval as Part of the Annual Budget	Action Completed			
2012-71.2		Apply with FDEP for regulatory closure of the Solid Waste facility	Action Completed	Board directed closure of landfill in 4/28/15 Budget Workshop		
2012-71.3		Receive FDEP approval for regulatory closure of the Solid Waste facility	Action Completed			
2012-71.4		Master Plan developed for Board consideration	Action on Track	Staff is hosting stakeholder and general public meetings		
2012-72	**PW**	**Continue to develop parks and greenways consistent with management plans including Okeeheepkee Prairie Park, Fred George Park and St. Marks Headwater Greenway**	**In Progress**		**Yes**	**Q1 Q5 EC1 EC4**
2012-72.1		Sitting as part of the IA, the Board will be asked to consider allocating Blueprint funds for construction of trailheads, trails and other amenities at the Fred George Greenway and St. Marks Headwater Greenway	Action Completed	Funding transfer was effectuated immediately		
2012-72.2		Approval of Agreement Awarding Bid for Boardwalk and Parking Facilities Construction at the Okeeheepkee Prairie Park (for construction to begin in 2013)	Action Completed	Board awarded bid on 4/14/15, expected completion by 12/15		
2012-72.3		Approval of Agreement Awarding Bid for Construction and Improvements at the Fred George Greenway	Action Completed	Board approved construction agreement 12/9/14, expected completion by 12/15		
2012-72.4		Approval of Agreement Awarding Bid for Construction and Improvements at the St. Marks Headwater Greenway	Action on Track	Phase I (opening of Baum Road trail head) is in currently design and permitting. Phase I is anticipated to open by end of 2016. Phase II (Buck Lake trail head) to follow.		
2012-72.5		Transfer 174-acre property from BP2000 to Leon County for connectivity to J.R. Alford Arm Greenway	Action Completed	Board accepted transfer on 9/23/14		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2012-73	**PW**	**Pursue Public Works' American Public Works Association (APWA) accreditation**	**In Progress**		**No**	**G4 G1**
2012-73.1		No Board action required in this two year strategic plan period. Public Works will be going through the self-assessment process.		Staff has initiated the first step in the accreditation process, self-assessment. This step is expected to take 2 years to complete. Next is a site visit by the APWA Winter 2016.		
2012-74	**Res. Stw.**	**Pursue opportunities to fully implement a commercial and residential PACE program**	**Complete**		**Yes**	**EN2 EN3 EN4**
2012-74.1		First and only Public Hearing to consider adoption of ordinance (residential)	Action Completed	Adopted Ordinance creating and enacting the Energy Improvement District on 4/13/10. Ordinance was amended on 7/13/10.		
2012-74.2		Ceremonial program kick-off (residential)	Action Completed	Kickoff ceremony 7/14/10		
2012-74.3		Authorization to institute litigation against FHFA	Action Completed	Authorized to institute litigation concerning PACE Financing Program 9/21/10		
2012-74.4		Adopt Resolution in support of PACE	Action Completed	Resolution adopted 8/23/11		
2012-74.5		First and only Public Hearing amending ordinance (commercial)	Action Completed	Amended Ordinance with respect to its application to commercial properties 2/14/12		
2012-74.6		Acceptance of Status Report (commercial)	Action Completed	8/28/12 agenda item		
2012-74.7		Approval of proposed program (commercial)	Action Completed	10/26/2012 agenda item provided approval to issue third-party RFP		
2012-74.8		Acceptance of litigation status report (residential)	Action Completed	Agenda item to Board. RFP to solicit 3rd party admin. for commercial PACE being developed. Residential PACE no longer being pursued.		
2012-74.9		Agenda item to award contract for Commercial Property Clean Energy (PACE) Administrator	Action Completed	RFP issued, with a 4/25/13 closing date. Agenda item seeking authorization to negotiate and execute a contract for 3rd party admin. for commercial PACE on 6/18/13 agenda (Ygreene Energy Fund to act as the Third-Party Administrator for Leon County Energy Improvement District Commercial PACE Program). See also 9/10/13 meeting follow-up.		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2012-75	**Res. Stw.**	**Consider policy for supporting new and existing community gardens on County property and throughout the County**	**Complete**		**Yes**	**EN3 Q5 EC6**
2012-75.1		Adopt proposed policy	Action Completed	Adopted 6/12/12.		
2012-75.2		First Public Hearing to amend Chapter 10, Article VI, Leon County Code of Laws, "Community Gardens"	Action Completed	It has been determined by the County Attorney's Office that the Code needs to be amended. Activity being led by DSEM. Amendment is administrative in nature and not substantial. Hearing held 11/13/12.		
2012-75.3		Second Public Hearing to amend Chapter 10, Article VI, Leon County Code of Laws, "Community Gardens"	Action Completed	Hearing held 12/11/12.		
2012-76	**Res. Stw.**	**Develop energy reduction master plan**	**Complete**		**Yes**	**EN4 G5**
2012-76.1		Acceptance of master plan status report	Action Completed	Plans to develop will be phased in during 2014. Completed 4/22/14 Board meeting. Status report, include master plan, was accepted.		
2012-77	**Res. Stw.**	**Further develop clean - green fleet initiatives, including compressed natural gas**	**Complete**		**Yes**	**EN4**
2012-77.1		Adopt proposed policy	Action Completed	Adopted 04/24/12		
2012-78	**Res. Stw.**	**Evaluate Waste Composition Study**	**Complete**		**Yes**	**EN4**
2012-78.1		Board workshop to provide staff direction on developing strategies to reach 75% recycling goal and other solid waste issues	Action Completed	7/09/12 Budget Workshop; actions ratified 7/10/12		
2012-79	**Res. Stw.**	**Identify alternative disposal options**	**Complete**		**Yes**	**EN4**
2012-79.1		Authorize hiring of a consultant to conduct a Waste Alternatives study	Action Completed	12/13/11 Agenda Item #24		
2012-79.2		Board workshop to provide staff direction on developing strategies to reach 75% recycling goal and other solid waste issues	Action Completed	7/09/12 Budget Workshop; actions ratified 7/10/12		
2012-80	**Res. Stw.**	**Explore renewable energy opportunities at Solid Waste Management Facility**	**Complete**		**Yes**	**EN4**
2012-80.1		Board workshop to provide staff direction on developing strategies to reach 75% recycling goal and other solid waste issues	Action Completed	7/09/12 Budget Workshop; actions ratified 7/10/12		
2012-81	**Tourism**	**Support VIVA FLORIDA 500**	**Complete**		**Yes**	**EC4**
2012-81.1		Approval as part of Annual Budget	Action Completed	Funded as part of FY2013 budget		
2012-82	**Tourism**	**Develop Capital Cuisine Restaurant Week**	**Complete**		**Yes**	**EC4**
2012-82.1		Approval as part of Annual Budget	Action Completed	Held May 2012		
2012-82.2		Approval as part of Annual Budget	Action Completed	Funded as part of FY2013 budget. Event held 5/16-5/28/13.		
2012-83	**Tourism**	**Support Choose Tallahassee initiative**	**Complete**		**Yes**	**EC4**
2012-83.1		Approval of Funding Request (FY2012)	Action Completed	Approved 1/24/12		
2012-83.2		Approval as part of Annual Budget	Action Completed	Funded as part of FY2013 budget		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2012-84	**Tourism**	**Consider programming Cascade Park Amphitheater**	**Complete**		**Yes**	**Q4 EC4**
2012-84.1		Approval of Interlocal Agreement with City	Action Completed	Approved by County 8/28/12; City seeks modification prior to its approval. Anticipate coming back to the Board 4/13.		
2012-84.2		Approval of Interlocal Agreement with Amendments Requested by the City	Action Completed	Waiting on presentation of noise study to Myers Park residents and possible noise abatement enhancements. Noise study has been completed and presented to the neighborhood association.		
2012-84.3		Approval of Funding Request (if necessary)	Action Completed	Funding for program management is included in the FY2013/14 tentative budget		
2012-84.4		Approval by the IA to move forward with the Amphitheater and Cascade Park Completions, with additional BluePrint 2000 Funding	Action Completed	Approved 2/25/13		
2012-84.5		Proposed revised Interlocal to the IA	Action Completed	Anticipated 6/19/13		
2012-84.6		Proposed revised Interlocal to the City and County Commissions	Action Completed	Approval of Interlocal Agreement and Enabling Resolution Creating STAGE Advisory Committee 7/09/13		
2012-84.7		Status report to the Board on the Amphitheater Concerts	Action Completed	July 8, 2014 Status Report presented to the Board		
2013-01	**County Admin.**	**Consider establishing a Domestic Partnership Registry**	**Complete**		**Yes**	**Q3**
2013-01.1		Ratify new 2013 Strategic Initiative to consider establishing a Domestic Partnership Registry (DPR)	Action Completed	1/29/13 agenda item		
2013-01.2		Board authorization to schedule a Public Hearing to consider Ordinance establishing a DPR	Action Completed	2/12/13 agenda item		
2013-01.3		Conduct the Public Hearing to consider a proposed Ordinance to establish a DPR	Action Completed	3/12/13 agenda item (Public Hearing)		
2013-01.4		Prepare requisite affidavits to enter into, amend, and terminate a DPR	Action Completed	Prepared; submitted to the Clerk's office; posted online (completed 3/21/13)		
2013-01.5		Prepare a FAQ regarding the DPR and website presence	Action Completed	Prepared; submitted to the Clerk's office; posted online (completed 3/21/13)		
2013-01.6		Domestic Partnership Registry opens	Action Completed	Opened 5/1/213		
2013-02	**County Admin.**	**Seek community involvement with the VIVA FLORIDA 500 Time Capsule**	**Complete**		**Yes**	**Q4**
2013-02.1		Ratify new 2013 Strategic Initiative to seek community involvement with the Viva Florida 500 Time Capsule	Action Completed	1/29/13 agenda item		
2013-02.2		Consideration of enabling Resolution to establish the Leon County Viva Florida 500 Time Capsule Committee	Action Completed	1/29/13 agenda item		
2013-02.3		Viva Florida 500 Time Capsule Committee Report approved by the Board	Action Completed	10/8/13 agenda item; time capsule sealing ceremony held 10/25/13 at the Leon County Courthouse		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2013-03	**County Admin.**	**Convene periodic Chairman's meetings with Constitutional Officers regarding their budgets and opportunities to gain efficiencies**	**Complete**		**Yes**	**G5**
2013-03.1		Ratify new 2013 Strategic Initiative to convene periodic Chairman's meetings	Action Completed	1/29/13 agenda item		
2013-03.2		Initial meeting	Action Completed	Meeting held		
2013-04	**County Admin.**	**Consider options to gain continuity of Commissioners' representation on committees, such as multi-year appointments**	**Complete**		**Yes**	**G5**
2013-04.1		Ratify new 2013 Strategic Initiative to consider options to gain continuity of Commissioners' representation on committees	Action Completed	1/29/13 agenda item		
2013-04.2		Agenda item for the Board's consideration of options	Action Completed	Revised Policy No. 11-2 adopted 4/23/13		
2013-05	**County Admin.**	**Identify the next version of "Citizens Engagement" to include consideration of an "Our Town" Village Square concept**	**Complete**		**Yes**	**G3**
2013-05.1		Ratify new 2013 Strategic Initiative to identify the next version of "Citizens Engagement"	Action Completed	1/29/13 agenda item		
2013-05.2		Approval of the December 2013 Board Retreat Agenda, including plans to discuss the next version of Citizens Engagement at the retreat	Action Completed	09/24/13 agenda item		
2013-05.3		Identify proposal for the next version of Citizen Engagement	Action Completed	Included as part of the 12/09/13 Board retreat (refer to Strategic Initiative 2014-2)		
2013-06	**County Admin.**	**Pursue expansion for whistleblower notification**	**Complete**		**Yes**	**G1**
2013-06.1		Ratify new 2013 Strategic Initiative to pursue expansion for whistleblower notification	Action Completed	1/29/13 agenda item		
2013-06.2		Add notification information to County's website	Action Completed	Committee established, met and provided input. 3rd draft developed; finalized		
2013-07	**County Admin.**	**Pursue Sister County relationships with Prince George's County Maryland and Montgomery County, Maryland**	**Complete**		**Yes**	**G2**
2013-07.1		Ratify new 2013 Strategic Initiative regarding Sister County relationships	Action Completed	1/29/13 agenda item		
2013-07.2		Agenda item with recommendations for the Board's consideration	Action Completed	2/26/13 agenda item		
2013-08	**County Admin.**	**Periodically convene community leadership meetings to discuss opportunities for improvement**	**Complete**		**Yes**	**G5**
2013-08.1		Ratify new 2013 Strategic Initiative regarding community leadership meetings	Action Completed	1/29/13 agenda item		
2013-08.2		Agenda item with recommendations for the Board's consideration	Action Completed	10/29/13 agenda item		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2013-09	**Comm. & Media**	**Expand opportunities for increased media and citizen outreach to promote Leon County**	**Complete**		**Yes**	**G1, G3**
2013-09.1		Prepared budget discussion item and will respond in accordance with Board direction to include $32,170 in increased funding for community outreach in the FY 2014 Budget to support expanded social media efforts through a dedicated part-time OPS	Action Completed	Consideration of Diversifying and Enhancing Community Outreach Methods / Media and the Fiscal Impacts, approved as part of the FY 2014 Budget Workshop, and ratified 7/9/13		
2013-10	**DSEM**	**Develop examples of acceptable standard solutions to expedite environmental permitting for new construction**	**Complete**		**Yes**	**EN1 EN2 G2**
2013-10.1		Status Report on the application of stormwater standards to single-family lots under single ownership in closed basins	Action Completed	The current practice and policy requires that "DSEM not apply stormwater volume control standards to a vested single-family lot which is under one owner (whether the lot was the construction of a new residential dwelling unit, or the expansion of an existing residential dwelling unit), even if the property is located within a closed basin." The Board accepted a status report regarding this exemption on 8/28/12.		
2013-11	**EV**	**Develop a proposed economic development component for the Sales Tax extension being considered**	**Complete**		**Yes**	**EC1 G3 G5**
2013-11.1		Request to schedule a workshop with the Board (per the Board's 4/16/11 direction)	Action Completed	4/24/12 agenda item		
2013-11.2		Board Workshop on the Economic Development Portion of the Local Government Infrastructure Sales Surtax	Action Completed	7/10/12 agenda item		
2013-11.3		Ratification of actions taken during the Board's 07/10/12 Workshop on the Economic Development Portion of the Local Government Infrastructure Sales Surtax	Action Completed	7/10/12 agenda item		
2013-11.4		Enter into a Public/Private Partnership with Imagine Tallahassee for the utilization of staff resources to conduct a community visioning exercise and action plan for the economic development portion of the infrastructure sales tax plan	Action Completed	2/12/13 agenda item		
2013-11.5		Present the Sales Tax Committee's recommendations to the Board	Action Completed	5/14/2013 Agenda Item extended completion date to 1/31/14; presentation date TBD (also refer to 2012-22, ED-A)		
2013-11.6		Consideration of setting referendum date for the sales tax extension	Action Completed	Sales Tax extension approved 11/04/14 by 65% of voters		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2013-12	**Facilities**	**Successfully open the Public Safety Complex**	**Complete**		**Yes**	**Q2**
2013-12.1		Approval of Interlocal Agreements (Joint Management and Use; Telecommunications and Technology; and Consolidation of Public Safety Dispatch Communications)	Action Completed	Tracked under Strategic Initiative CA-A, consolidate dispatch functions		
2013-12.2		Advertise Operations Manager Position (HR)	Action Completed	Position advertised; applications requested; open until filled		
2013-12.3		Recommendation and Approval of Operations Manager	Action Completed			
2013-12.4		Operations Manager to commence work	Action Completed			
2013-12.5		PSC opening ceremony held 7/11/13, and EMS Welcome Home celebration held 7/26/13	Action Completed			
2013-13	**Facilities**	**Identify opportunities whereby vacant, underutilized County-owned property, such as flooded-property acquisitions, can be made more productive through efforts that include community gardens**	**Complete**		**Yes**	**G5**
2013-13.1		Status report regarding County-owned real estate	Action Completed	1/29/13 agenda item		
2013-13.2		Agenda Item seeking approval to schedule Public Hearing to adopt a resolution and approve a list of additional County-owned properties appropriate for affordable housing	Action Completed	6/18/13 agenda item to schedule 7/9/13 Public Hearing		
2013-14	**Fin. Stw.**	**Develop financial strategies to eliminate general revenue subsidies for business operations (i.e., Stormwater, Solid Waste and Transportation programs)**	**Complete**		**Yes**	**G5**
2013-14.1		Request to schedule Stormwater workshop for 3/12, and Solid Waste workshop on 4/23	Action Completed	11/13/12 agenda item		
2013-14.2		Consolidated workshops into one planned for 4/23/13 (will present studies conducted for the cost of providing solid waste and stormwater services, and the amount necessary to charge in order to eliminate the general revenue subsidy)	Action Completed	2/25/13 email		
2013-14.3		Workshop item will be scheduled regarding the necessary timelines to enact the five-cent gas tax	Action Completed	4/23/13 workshop		
2013-14.4		Ratified actions taken during the 4/23/13 Workshop	Action Completed	Ratified 4/23/13		
2013-14.5		Conduct Public Hearing (re: Stormwater Non-ad Valorem Assessment Fee, and Amending Solid Waste Ordinance)	Action Completed	Conducted 5/28/13 Public Hearing		
2013-14.6		First and Only Public Hearing Non-ad Valorem Assessment Roll for Solid Waste Disposal Services Assessment	Action Completed	9/10/13 - No change to Solid Waste Annual Disposal Service Charge		
2013-14.7		First and Only Public Hearing to Adopt the 2nd Local Option Fuel Tax (Five-Cent Gas Tax) Ordinance	Action Completed	Conducted 9/17/13 Public Hearing		
2013-14.8		Final Budget Approved	Action Completed	Second and Final Hearing for Adoption of FY14 Budget held 09/24/13		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2013-15	**Fin. Stw.**	**Consider approval of the local option to increase the Senior Homestead Exemption to $50,000 for qualified seniors**	**Complete**		**Yes**	**G5**
2013-15.1		Request to schedule Public Hearing to Consider an Additional Homestead Exception of up to $249,999 for Eligible Low-Income Senior Citizens who Own and have Lived in Homesteaded Property for 25 Years	Action Completed			
2013-15.2		First and Only Public Hearing to Consider an Additional Homestead Exception of up to $249,999 for Eligible Low-Income Senior Citizens who Own and have Lived in Homesteaded Property for 25 Years	Action Completed			
2013-16	**Fin. Stw.**	**Extend the term of Leon County's Local Preference Ordinance**	**Complete**		**Yes**	**EC7**
2013-16.1		First and Only Public Hearing to Adopt and Ordinance Extending the Provision of the Local Preference Ordinance in Relation to Bidding of Construction Services for More Than $250,000	Action Completed	Public Hearing held 1/29/13		
2013-17	**HSCP**	**Implement procedures for residents to take full advantage of the NACO Dental Card Program**	**Complete**		**Yes**	**Q3**
2013-17.1		Board approval of the NACO Dental Card Program	Action Completed	10/09/12 agenda item		
2013-17.2		Program rollout	Action Completed	Received marketing materials 06/2013; rolled out 07/13 (7/30/13 news release)		
2013-18	**PLACE**	**Develop solutions to promote sustainable growth inside the Lake Protection Zone**	**Complete**		**Yes**	**EN1 EN2 G2**
2013-18.1		Initiate Comprehensive Plan amendments for properties along Timberlane Road (Cycle 2013-1)	Action Completed	2/5/13 Planning Agency meeting; preliminary recommendation of amendment from "Lake Protection" to "Suburban" on expanded number of properties		
2013-18.2		Joint City-County Transmittal Public Hearing (Timberlane Road near Market District)	Action Completed	Approved during 4/09/13 Joint City-County meeting (Timberlane Road near Market District)		
2013-18.3		Joint City-County Adoption Public Hearing (Timberlane Road near Market District)	Action Completed	Approved during 5/28/13 Joint City-County meeting (Timberlane Road near Market District)		
2013-18.4		Determination by Board as to whether to initiate map amendment for North Monroe Street north of I-10	Action Completed	Direction provided at 11/19/13 Workshop to initiative Comprehensive Plan amendments.		
2013-19	**PLACE**	**Promote communication and coordination among local public sector agencies involved in multi-modal transportation, connectivity, walkability, and related matters**	**Complete**		**Yes**	**Q7 EC1**
2013-19.1		Coordinate with local Chambers of Commerce to get initial input on mobility fee study	Action Completed	Initial meeting scheduled as of 3/13; more in progress		
2013-19.2		Meet with FDOT to discuss mobility fee standards and develop agreed upon development standards. Include City/County Public Works, CRTPA, etc.	Action Completed	Initial City issues meeting held 2/13; more will be scheduled, and will expand to County meetings.		
2013-19.3		Planning staff begin attending CRTPA meetings	Action Completed	Initiated as of 3/13		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2013-20	**PW**	**Extend central sewer or other effective wastewater treatment solutions to the Primary Springs Protection Zone area within Leon County**	**In Progress**		**No**	**EN1**
2013-20.1		Ratification of Board Actions Taken at the Workshop on Infrastructure Sales Tax Extension and Consideration of the Water and Sewer Master Plans	Action Completed	Workshop held 4/12/11 and actions ratified 4/26/11.		
2013-20.2		Request to schedule a workshop regarding options to reduce nitrate load to Wakulla Springs from septic systems, where central sewer is not available	Action Completed	11/13/12 agenda item		
2013-20.3		Conduct workshop regard options to reduce nitrate load to Wakulla Springs from septic systems, where central sewer is not available	Action Completed	1/29/13 Board workshop		
2013-20.4		Ratify actions taken at workshop, including continued pursuit of proposed sales tax extension project #10, Woodville Water Quality, and amendment of the Code of Laws to establish AWT nitrogen standard for new construction within the Primary Springs Protection Zone (PSPZ)	Action Completed	2/12/13 agenda item		
2013-20.5		Seek approval to schedule Public Hearing on proposed Ordinance to amend the Code of Laws to establish AWT nitrogen standard for new construction within the PSPZ	Action Delayed			
2013-20.6		Conduct Public Hearing on proposed Ordinance to amend the Code of Laws to establish AWT nitrogen standard for new construction within the PSPZ	Action Delayed			
2013-20.7		Present the Sales Tax Committee's recommendations to the Board	Action Completed	Refer to Strategic Initiative 2012-20 (ED-A)		
2013-20.8		Consideration of setting referendum date for the sales tax extension	Action Completed	Refer to Strategic Initiative 2012-20 (ED-A). Sales Tax extension approved by 65% of voters.		
2013-20.9		Received FDEP grant to design Woodville Heights	Action Completed	Board approved grant 9/23/14		
2013-21	**PW**	**In partnership with the City of Tallahassee and community partners, conduct a community-wide conversation on upper league competition with the goal of a higher degree of competition and more efficient utilization of limited fields**	**In Progress**		**Yes**	**Q1 EC1**
2013-21.1		Convene a meeting of community baseball representatives/leadership, including City management staff	Action Completed	Explored programmatic consolidation with sports provider groups. Interest in meeting did not materialize. Interest in consolidating leagues did not materialize.		
2013-21.2		Present status report to Board regarding the meeting and obtain Board direction on further actions	Action on Track	Status report to be delivered to the Board in fall 2016		
2013-22	**PW**	**Conduct a workshop that includes a comprehensive review of sidewalk development and appropriate funding**	**Complete**		**Yes**	**Q6 Q7**
2013-22.1		Agenda request to schedule a workshop on sidewalk policy, priorities and funding options	Action Completed	01/29/13 agenda item		
2013-22.2		Conduct workshop	Action Completed	4/9/13 Workshop conducted		
2013-22.3		Ratify actions taken during the workshop	Action Completed	Action ratified 5/14/13		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2013-23	**Res. Stw.**	**Expand the community gardens program**	**Complete**		**Yes**	**EN3 Q5 EC6**
2013-23.1		Status report on the County Community Garden Program, and adoption of Revised Policy No. 12-2, Community Garden Policy	Action Completed	1/29/13 agenda item		
2013-23.2		Status report regarding County-owned real estate	Action Completed	1/29/13 agenda item increased the number of properties suitable for community gardens		
2013-24	**Res. Stw.**	**Seek competitive solicitations for single stream curbside recycling and comprehensively reassess solid waste fees with goals of reducing costs and increasing recycling**	**Complete**		**Yes**	**EN4**
2013-24.1		Award bid to Government Services Group to conduct a Solid Waste Assessment Study	Action Completed	6/26/12 agenda item		
2013-24.2		Request to Schedule a Workshop on Solid Waste Non-ad Valorem Assessments for April 23, 2013	Action Completed	11/13/12 agenda item		
2013-24.3		Approval to issue an ITB for an exclusive franchise to provide waste collection services in the unincorporated area of Leon County	Action Completed	12/11/12 agenda item		
2013-24.4		Approval of a 2nd Amendment to the Agreement with Waste Management, Inc. for solid waste hauling and disposal services	Action Completed	12/11/12 agenda item		
2013-24.5		Approval to issue a RFP for operation of transfer station services	Action Completed	12/11/12 agenda item		
2013-24.6		Authorization to negotiate contract with successful bidder for exclusive franchise to provide waste collection services in unincorporated Leon County	Action Completed	2/12/13 agenda item (authorization to negotiate with Waste Pro)		
2013-24.7		Status report of the issuance of a RFP for operation of transfer station services	Action Completed	2/12/2013 agenda item		
2013-24.8		Workshop on solid waste assessment, collection service level, and request to schedule a public hearing on uniform method of collection	Action Completed	Workshop held 4/23/13		
2013-24.9		Ratification of actions taken during the Solid Waste workshop	Action Completed	Actions ratified 4/23/13		
2013-24.10		Public hearing regarding intent to utilize uniform method of collection	Action Completed	Public Hearing to held 5/28/13 (staff directed to develop user fee for Rural Waste Service Centers; universal collection not required)		
2013-24.11		Request to schedule a public hearing for 6/25/13 to adopt solid waste assessment roll, certify roll to Tax Collector, and to adopt rate study; and mailing of first class letter	Action Completed	Public Hearing held 5/28/13		
2013-24.12		Public hearing to adopt solid waste assessment roll, certify roll to Tax Collector, and to adopt rate study	Action Completed	Public Hearing held 5/28/13		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2013-25	**Tourism**	**Expand, connect and promote "Trailahassee" and the regional trail system**	**Complete**		**Yes**	**Q1 Q5 EC1 EC4**
2013-25.1		Incorporate and emphasize trail connectivity in the County's recommended projects to be considered by the Sales Tax Committee	Action Completed			
2013-25.2		Approve $250,000 for the improvements to the Apalachee Regional Park Trail and Cross Country Course	Action Completed			
2013-25.3		Present the County's recommended projects to the Sales Tax Committee	Action Completed			
2013-25.4		Accept status report and approve budget amendment request of $35,000 to create Trailahassee.com website and brand	Action Completed			
2013-25.5		Select consultant to perform Capital City to the Sea Trails Master Plan and PD&E	Action Completed	CRTPA		
2013-25.6		Approve scope of services for the Capital City to the Sea Trails Master Plan and PD&E; Authorize CRTPA Executive Director to administer contract with Kimley-Horn and Associates	Action Completed	Adopted by CRTPA on 3/25/13 and executed 3/26/13		
2013-25.7		Update Greenways Master Plan	Action Completed	Updated Tallahassee-Leon County Greenways Master Plan adopted 5/14/13		
2013-25.8		"Trailahassee" online presence	Action Completed	News release issued 10/2/13		
2014-01	**County Admin.**	**Work with FSU on the Civic Center District Master Plan to include the potential partnership to realize the convention center space desired by the County and to bring back issues related to the County's financial and programming roles and participation for future Board consideration**	**Complete**		**Yes**	**EC1, EC4**
2014-01.1		Provided direction at the workshop to review the Sales Tax Committee's Final Report and consider the continuation of the Local Government Infrastructure Surtax, specifically including $20 million for construction of a convention center in the Madison Mile Convention District	Action Completed			
2014-01.2		Ratification of workshop item	Action Completed			
2014-01.3		Agenda item for the Board's consideration on the County's financial and programming roles and participation.	Action Completed			
2014-01.4		Intergovernmental Agency meeting to finalize sales tax projects	Action Completed			
2014-01.5		Agenda item for the CRA's consideration to reallocate the one cent of bed taxes currently dedicated to the performing arts center. Based on the Board's direction from April 8th, this may include operational support for the proposed convention center.	Action Completed	CRA agenda item completed and presented in April; issue is ongoing; further direction is pending.		
2014-01.6		Finalize ballot language for the 2014 general election	Action Completed	Sales Tax extension approved 11/04/14 by 65% of the voters.		
2014-01.7		FSU President Select John Thrasher to attend the 2014 Board Retreat	Action Completed	The Board extended an invitation for John Thrasher to attend the Retreat and he has accepted.		
2014-01.8		Present issue paper at the December 2015 Board Retreat on economic development, to include the Civic Center Master Plan and convention center.	Action Completed			

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2014-02	**County Admin.**	**Develop a proposed partnership for the next iteration of Citizen Engagement, possibly with Village Square, which would be renewable after one year**	**Complete**		**Yes**	**EC1, EC4**
2014-02.1		Agenda item to approve a partnership with The Village Square, including establishing and funding the Club of Honest Citizens program	Action Completed			
2014-03	**County Admin.**	**Engage with the private sector to develop property at the corner of Miccosukee and Blair Stone, to include the construction of a Medical Examiner facility**	**Complete**		**Yes**	**EC1 EC4**
2014-03.1		Release Solicitation for the Provision of Medical Examiner Facility in Exchange for Conveyance of Leon County Property	Action Completed	Released ITN 05/07/14. No formal bids received.		
2014-03.2		Board approval to establish the Medical Examiner Facility at the previous Mosquito Control/Animal Control Municipal Way building.	Action Completed	Agenda approved budget workshop ratification 6/7/15		
2014-03.3		Proceed with the sale of the County-owned property at the intersection of Miccosukee and North Blair Stone Roads.	Action Completed	Board approved during 6/23/15 Budget Workshop		
2014-04	**DSEM**	**Engage in a needs assessment for the Bradfordville Study Area**	**Complete**		**Yes**	**EC1 Q6 Q7**
2014-04.1		Establish a Bradfordville Sector Plan (BSP) citizen review committee	Action Completed	Currently in process - anticipate completion by the end of May, 2014		
2014-04.2		Conduct committee meetings to discuss proposed changes to BSP	Action Completed	June - August 2014		
2014-04.3		Request public hearing(s) for consideration of amendments to BSP and Land Development Code (LDC)	Action Completed	September 2014		
2014-04.4		Staff to request scheduling public hearings	Action Completed	Anticipated for 12/09/14 Board Meeting		
2014-04.5		Conduct public hearing(s) on proposed amendments to BSP and LDC	Action Completed	Public Hearings held 1/27/15 and 2/10/15		
2014-05	**EV**	**Ensure projects being considered for funding associated with the infrastructure Sales Tax extension represent geographic diversity throughout the County**	**Complete**		**Yes**	**EC1 G5**
2014-05.1		Provided direction at the Workshop to Review the Sales Tax Committee's Final Report and Consider the Continuation of the Local Government Infrastructure Surtax – specifically moving the Lake Lafayette and West Pensacola projects to Tier I	Action Completed			
2014-05.2		Ratification of workshop item	Action Completed			
2014-05.3		Intergovernmental Agency meeting to finalize sales tax projects	Action Completed	Approved by both Commissions on 04/22/14		
2014-05.4		Finalize ballot language for the 2014 general election	Action Completed	Sales Tax extension approved 11/04/14 by 65% of the voters		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2014-06	**EV**	**Ensure projects being considered for funding associated with the infrastructure Sales Tax extension address core infrastructure deficiencies in rural areas**	**Complete**		**Yes**	**EC1 G5**
2014-06.1		Provided direction at the Workshop to Review the Sales Tax Committee's Final Report and Consider the Continuation of the Local Government Infrastructure Surtax – specifically on an option to allocate 2% to support LIFE	Action Completed			
2014-06.2		Ratification of workshop item included 2% for LIFE	Action Completed			
2014-06.3		Intergovernmental Agency meeting to finalize sales tax projects	Action Completed	Approved by both Commissions on 04/22/14		
2014-06.4		Finalize ballot language for the 2014 general election	Action Completed	Sales Tax extension approved 11/04/14 by 65% of the voters		
2014-07	**EV**	**Engage with local economic development partners to build and expand upon the success of Entrepreneur Month and community connectors**	**Complete**		**Yes**	**EC2**
2014-07.1		Budget discussion item seeking the Board's sponsorship of e-month related activities	Action Completed	Action completed for 2013 & 2014. Will continue into 2015		
2014-08	**EMS**	**Continue to pursue funding for community paramedic telemedicine**	**Complete**		**Yes**	**Q2 Q3**
2014-08.1		Approval of consulting agreement to provide assistance with approach and scope of the Community Paramedic program	Action Completed			
2014-08.2		Authorize the acceptance of State of Florida EMS Matching grant to support Community Paramedic program	Action Completed			
2014-08.3		Authorize the acceptance of awarded grants	Action Completed	Accepted $57,735 DOH Grant and Status Report of Community Paramedic Program 9/2/14 Board Meeting.		
2014-09	**PLACE**	**Support sector planning for the area surrounding Veterans Affairs' outpatient clinic**	**Complete**		**Yes**	**EC1 Q6 Q7**
2014-09.1		Board Acceptance of Report on Land Uses Associated with Veterans' Affairs Clinics a. Comparative review of other communities b. Recommendations for any needed local land use changes c. Initiation of any Comprehensive Plan or LDR Changes, if determined necessary by the report	Action Completed	Set for 11/18/14 Board meeting. No LDR or Comp Plan changes are needed. The Status Report will result in the completion of this initiative.		
2014-09.2		Submission of any Comprehensive Plan or LDR Amendment Applications, if determined necessary	Action Completed	Anticipate 11/18/14 Board meeting status report agenda item. No LDR or Comp Plan changes are needed. The Status Report will result in the completion of this initiative.		
2014-10	**PLACE**	**Work with the City to celebrate the opening of Cascades Park**	**Complete**		**Yes**	**Q4**
2014-10.1		Officially opened with a trio of events: a dedication ceremony and Family Fun Night on Friday March 14 and Discover Cascades Day on Saturday March 15	Action Completed			

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2014-11	**PLACE**	**Focus on improving Leon County's ranking as a bicycle friendly community**	**Complete**		**Yes**	**Q1 EC4**
2014-11.1		Update on Feedback from the Bicycle Friendly Community application	Action Completed	After many attempts, staff finally received feedback from the League of American Cyclists. Due to so many applications nationally, they have adjusted their ranking criteria (but did not make this readily apparent to the public). As a result, staff updated the previous strategy and presented an agenda item to the Board on July 8, 2014.		
2014-11.2		Approval of a plan to improve cycling in Leon County	Action Completed	This action was completed with an 10/28/14 report to the Board.		
2014-12	**PLACE**	**Institute as Sense of Place for the fairgrounds**	**Complete**		**Yes**	**Q4 EC1 EC4**
2014-12.1		Board acceptance of Fairgrounds Sense of Place Initiative	Action Completed	Consultant presentation and Report provided and Board approved 7/7/15. Implementation of recommendations delayed as part of the 2020 Sales Tax.		
2014-12.2		Explore grants and other funding opportunities to leverage Sales Tax Extension funding.				
2014-13	**PW**	**Further establish community partnerships for youth sports development programs**	**Complete**		**Yes**	**Q4**
2014-13.1		Status Report on Partnership with Community Baseball League	Action Completed			
2014-13.2		Adoption of License Agreement with Community Baseball League for Use of J. Lewis Hall Park Baseball Field and Volunteer Services Supporting the County's Little League Program	Action Completed	License agreement approved by the Board 7/8/14.		
2014-14	**PW**	**Create a capital projects priority list for the fifth-cent gas tax (program)**	**Complete**		**Yes**	**G5 EC1**
2014-14.1		Agenda item on programming for the first 2 years, FY14-15	Action Completed			
2014-14.2		Future programming to be provided via the CIP budget process	Action Completed			
2014-15	**Tourism**	**Continue to work with FSU to bid and host NCAA cross country national and regional championships at Apalachee Regional Park**	**Complete**		**Yes**	**EC4 Q1**
2014-15.1		The bid for the national championship was completed and submitted to the NCAA but was not awarded to FSU/Leon County. However, FSU was awarded an NCAA southeast regional championship in both 2014 and 2016. In addition, Tourism Development is working with FAMU to secure a 3-year contract that would award the MEAC championship to Leon County beginning in 2014.	Action Completed			
2014-15.2		Develop a 3-5 year capital improvement plan to provide for a substantial water sources, additional restrooms, concession facility or designated food truck area, sports media and operations facility, additional fiber optic cable, paving the full entrance road.	Action Completed	Parks and Recreation 5-year CIP for the Apalachee Regional Park was adopted by the Board		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2015-01	**HSCP**	**Provide an early budget discussion item regarding primary health care, including mental health care services, and options to maximize resources to meet the healthcare needs of the community including those individuals served through the local criminal justice system**	**Complete**		**Yes**	**Q3 G2**
2015-01.1		Item will be included as part of the Budget Workshop scheduled for 04/29/15	Action Completed	Board approved status report during 4/28/15 Budget Workshop		
2015-02	**Res. Stw.**	**Evaluate the long-term policy implications of the following options, taking into consideration the potential fiscal, environmental, operational and neighborhood impacts: a complete closure of the landfill; redirect Class I Solid Waste from the Transfer Station to the landfill; and a hybrid solution that includes both Class I Solid Waste disposal at the landfill and through the Transfer Station**	**Complete**		**Yes**	**G5 Q1 EN4**
2015-02.1		Board approval of a long-term direction for the Apalachee Solid Waste Facility	Action Completed	Board authorized closure of the landfill during the 4/28/15 Budget Workshop		
2015-03	**EV**	**Evaluate and identify the projected unmet local market for middle-skill job opportunities**	**Complete**		**Yes**	**EC2 EC6**
2015-03.1		Bring forth an agenda item to the Board for consideration to host the Leon Works Expo in the fall after hosting a series of meetings with community partners to determine the challenges in filling the middle-skill labor in our market as well as identifying training, certifications, and apprenticeships available to high school students.	Action Completed	Agenda accepted by Board on 3/10/15		
2015-04	**EV**	**Based upon the projected unmet local market for middle-skill jobs, and with Board approval, collaborate with community and regional partners to host a new "Leon Works" exposition to educate high school students (15-18 years old) on the diverse and exciting middle-skill career and jobs anticipated locally, while raising awareness regarding a wide range of career opportunities**	**Complete**		**Yes**	**EC2 EC6**
2015-04.1		Present a budget for Board consideration as part of the FY 2016 budget process	Action Completed	To be presented during the 6/23/15 Budget workshop		
2015-04.2		Hosted Leon Works event.	Action Completed			
2015-04.3		Provide the Board a status update of the Expo as well as provide feedback from the community of the event itself.	Action Completed	To be presented as part of the 2015 Board Retreat		
2015-05	**PLACE**	**Initiate a comprehensive review and revision to the Land Use Element of the Comprehensive Plan**	**In Progress**		**No**	**Q6 Q7**
2015-05.1		Present to Board outline of possible changes & outreach plan	Action Completed	5/26/15 Public Hearing Joint City/County Comp Plan Amend		
2015-05.2		Outreach and consensus on desired changes				
2015-05.3		Draft changes to Element distributed the public				
2015-05.4		Submit for 2018-1 Comprehensive Plan Cycle				

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2015-06	**PLACE**	**Reformat the existing on-line Comprehensive Plan to modernize its appearance and increase usability**	**Complete**		**Yes**	**G1**
2015-06.1		Review other communities for examples and implement changes to formatting	Action Completed	Joint City/County meeting 5/26/15		
2015-07	**PLACE**	**Evaluate the existing Comprehensive Plan amendment process, and identify opportunities for further streamlining**	**Complete**		**Yes**	**G1**
2015-07.1		Provide Status Report to Board with proposed changes	Action Completed	Joint City/County meeting 5/26/15		
2015-07.2		Implement in the next cycle (2016-1)	Action Completed	Changes implemented in 2015 amendment cycle.		
2015-08	**PLACE**	**Protect the rural character of our Rural Land use category**	**Complete**		**Yes**	**Q6 Q7**
2015-08.1		Adoption of Rural Future Land Use text changes (already in 2015-1 cycle)	Action Completed	5/26/15 Public Hearing Joint City/County Comp Plan Amend		
2015-08.2		2015-1 Cycle Amendments Submitted to State DEO	Action Completed			
2015-08.3		Anticipated Effective Date	Action Completed			
2015-09	**Comm. & Media**	**Develop a Leon County "Crisis Management Communication Plan"**	**Complete**		**Yes**	**Q2**
2015-09.1		Board approval of preliminary approach to develop the Crisis Communications Plan	Action Completed			
2015-09.2		Update the Emergency Support Function for External Affairs & Public Information (ESF-14) document to address protocol for internal mass communications in times of disaster.	Action Completed	1/2016 Updated ESF-14		
2015-10	**PLACE**	**Work with the City of Tallahassee and Blueprint to implement the Sales Tax extension, including the Economic Development portion**	**Complete**		**Yes**	**EC1 G5**
2015-10.1		Appropriate amendments to the interlocal agreements are anticipated to be brought forward to the IA in March. The amendments will begin to merge the current Blueprint program with the 2020 Sales Tax program so that an effective transition between the two programs can occur. Staff will also present basic concepts to assist with developing a plan to begin implementing the 2020 program or a portion of the program.	Action Completed	Sales Tax passed 11/4/14. IA approved advanced funding and prioritization strategies 4/1/15.		
2015-11	**PLACE**	**Identify projects that may be advance-funded as part of the Sales Tax extension**	**Complete**		**Yes**	**EC1 G5**
2015-11.1		At the March IA meeting, staff will provide an analysis of a number of funding options to advance projects. Once this review is completed, staff will seek guidance/approval from the IA for general strategies to advance projects prior to the collection of the 2020 sales tax revenues.	Action Completed	IA approved advanced funding and prioritization strategies 4/1/15.		
2015-12	**EV**	**Coordinate efforts, with institutions of higher learning and other partners, to support local entrepreneurs**	**Complete**		**Yes**	**EC3**
2015-12.1		Status report on the 12/5/14 E-Month Closeout and Stakeholder Forum to exchange ideas to improve and promote the local entrepreneur ecosystem – key partners to this stakeholder meeting were the institutions of higher learning	Action Completed	Status report accepted by the Board		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2016-01	**HSCP**	**Engage the City and United Way to expand the eligibility for CHSP and to establish a new funding category for non-direct human service providers.**	**Complete**		**Yes**	**Q3 G5**
2016-01.01		Staff send a letter to the City Commission and the United Way requesting their concurrence on this matter.	Action Completed	Letters sent January 2016		
2016-01.02		Seek Board approval during FY17 budget process if implementation deemed feasible.	Action Completed	City and United Way opposed		
2016-02	**HSCP**	**Establish the annual County CHSP funding commitment early in the budget process as a set amount (not as a maximum funding level).**	**Complete**		**Yes**	**G5**
2016-02.01		Establish specific funding level through an agenda item.	Action Completed	Board established CHSP funding level for FY2017 at the 3/8/2016 meeting		
2016-03	**HSCP**	**Establish a formalized approach to utilize the CHSP Executive Committee, as the lead entity for the on-going implementation of the CHSP process by: 1) Eliminating the existing JPB and associated Leadership Team committee; and 2) Working with the City and United Way, prepare the appropriate documents for Board consideration that establishes the committee's and governing partners' responsibilities, including, but not limited to: meeting schedule to provide certainty for continuous agency input; process for making changes to CHSP policies and procedures; establish a technical review committee to evaluate trends and community data for possible recommendations to the Executive Committee.**	**In Progress**		**Yes**	**Q3 G1**
2016-03.01		Staff send a letter to the City Commission and the United Way requesting their concurrence on this matter.	Action Completed	Letters sent January 2016		
2016-03.02		Based on the action of the City Commission and United Way, Board to codify the approved policy and procedural modifications.		Board directed staff at 5/24/16 meeting to prepare a restated MOU		
2016-04	**EMS**	**Engage vested community partners in the development of a Community Paramedic Program that includes program parameters designed to meet local needs and a sustainable economic model to be presented for consideration during the FY17 budget process.**	**Complete**		**Yes**	**Q2 Q3**
2016-04.01		Prepare a Budget Discussion Item identifying the program parameters and associated costs, the funding model and private sector commitment, and the remaining public sector costs.	Action Completed	Budget discussion item presented to the Board at 6/14/16 Budget Workshop		
2016-05	**Tourism**	**Thorough utilization of $160,000 in BP settlement funds pursue programming for the Capital City Amphitheater at Cascades Park to include subsidies for two to four concerts over the next two years in order to put on marque events featuring well know headlining artists and events that would otherwise be viewed as cost prohibitive.**	**Complete**		**Yes**	**Q4 EC4**
2016-05.01		Engage concert promoter to identify potential acts for summer/fall 2016 and 2017.	Action Completed	Board approved during 5/24/16 meeting		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2016-06	**PLACE**	**Identify design concepts and cost estimates for weatherization of the stage and shade for the permanent seating area with the funding priority being the stage utilizing $586,692 from the BP settlement. Request the CRA to fund any shortfall related to the weatherization project from the existing $5.0 million in Tourism Development Tax allocation. These design concepts should also contemplate sound mitigation elements to further alleviate neighborhood concerns.**	**In Progress**		**Yes**	**Q4 EC4**
2016-06.01		Staff send a funding request letter to the CRA to cover any shortfall related to the weatherization project from the $5 million TDT allocation.		Complete on 12/9/2015		
2016-06.02		Prepare an agenda item to place on Blueprint's consent agenda notifying the IA on the Board's directions at the Dec '15 Retreat.				
2016-06.03		Develop and issue an RFP				
2016-06.04		Prepare an agenda item to Board for consideration once the concepts have been completed.				
2016-07	**PW**	**Develop a selection and implementation policy for the LIFE sales tax category funding for consideration during the FY2017 budget process.**	**Complete**		**Yes**	**Q2 Q5 G1**
2016-07.01		Draft policy for Board consideration and present as budget discussion item.	Action Completed	Budget discussion item presented to the Board at 6/14/16 Budget Workshop		
2016-08	**PLACE**	**As part of the inclusionary housing review being conducted with the Land Use Element rewrite, evaluate potential impediments or opportunities to infill housing development, particularly within the Southern Strategy Area.**	**In Progress**		**No**	**EN2 Q6**
2016-08.01		Seek approval of the State of the Southern Strategy report	Action Completed	Board accepted a Report on Southside Community Efforts and the Leon County Southside School Project on 3/8/16.		
2016-08.02		Host focus group	Action Completed	Ongoing as part of the Land Use Element update		
2016-08.03		Conduct a joint City/County workshop on affordable housing	Action on Track	Joint City/County workshop on affordable housing scheduled for 10/27/16.		
2016-08.04		Review as part of Land Use Element review effort determined amendments are necessary.				
2016-09	**EV**	**Formalize the Leon Investment For Thriving Startups (LIFTS) program. Continue to engage with local entrepreneurs and the startup community to identify ways to provide assistance by giving these businesses a lift.**	**In Progress**		**Yes**	**EC2 EC7 G2**
2016-09.01		Meet with Domi, update County Economic Vitality website				
2016-09.02		Attend "1 million cups" event routinely once a month		Beginning 1/2016 attend monthly at minimum. Ongoing		
2016-09.03		Provide a status report to the Board		Staff anticipates providing a status report to the Board as part of the Office of Economic Vitality Strategic Plan in fall 2016		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2016-10	**County Admin.**	**Support the revision of Sec. 125.0104, F.S. to modify the eligibility for levying the local option High Tourism Impact Tax to include counties that are home to Preeminent State Research Universities in order to levy a sixth cent to support the convention center and arena district.**	**Complete**		**Yes**	**EC3 EC4 EC7**
2016-10.01		Adopt as Legislative Priorty	Action Completed	Completed 9/15/15		
2016-10.02		Provide end-of-session report identifying work conducted with legislative partners to pursue change.	Action Completed	Completed 5/24/16		
2016-11	**EV**	**Develop a unified contract detailing the role of the EDC in administering, staffing needs, and adequate funding, for the implementation of the Blueprint 2020 Economic Development of the sales tax.**	**Rescinded**		**No**	**G5**
2016-12	**EV**	**Create a proposed structure for an apprenticeship-like program for the Board's consideration during the budget process in support of local existing academic programs in skilled career fields such as fleet management, building maintenance/ construction, computer technology, graphic design, public safety, and other fields that require more than a high school diploma but less than a four-year degree.**	**Complete**		**Yes**	**EC2 EC6**
2016-12.01		Identify career fields/jobs through engaging County departments.				
2016-12.02		Meet with Leon County Schools regarding partnership opportunities with their On the Job Training program to gauge whether students could fulfill some of their training requirements working for Leon County Government.	Action Completed			
2016-12.03		Explore becoming an "ApprecenticeshipUSA Leader" through the US Dept of Labor.	Action on Track			
2016-12.04		Develop budget discussion item for Board's consideration.	Action Completed	Budget discussion item presented to the Board at 6/14/16 Budget Workshop		
2016-13	**EV**	**Engage community partners, such as Leon County Schools and CareerSource, to host the Leon Works Expo in 2016.**	**Complete**		**Yes**	**EC2 EC3 EC6**
2016-13.01		Meet with Leon County Schools and CareerSource to develop 2016 calendar.	Action Completed			
2016-14	**County Admin.**	**Support Commissioner Desloge during his term as NACo President.**	**In Progress**		**No**	**G2**
2016-14.01		Status Report on Commissioner Desloge's Incoming NACo Presidency				
2016-14.02		Host the 2016 NACo Fall Board of Directors Meeting				
2016-15	**County Admin.**	**Work with the federal Bureau of Prisons to utilize a portion of the federal prison land for the expansion of Tom Brown Park ballfields.**	**In Progress**		**Yes**	**Q1 G2**
2016-15.01		Engage Federal Lobbyist and meet with Federal Delegation	Action Completed	Met with delegation during 2016 NACo Legislative Conference		
2016-15.02		Seek a meeting with Bureau of Prisons representatives				
2016-15.03		Provide status report as part of the 2016 Final Legislative Report	Action Completed	Completed 5/24/16		

Initiative	Lead	Strategic Initiatives/Actions	Status	Comments	Complete by December 2016	Align
2016-16	**PLACE**	**Perform a Sense of Place study for the Miccosukee community.**	**In Progress**		**Yes**	**Q5 EC1**
2016-16.01		Provide a status report identifying a boundary for the sense of place efforts, established a geographic area for community outreach and involvement, and timeline.	Action Completed	Status report presented to the Board at 3/8/16 meeting		
2016-16.02		Host a charrette in the Miccosukee community to engage community members	Action on Track	Staff anticipates hosting this event in fall 2016		
2016-17	**Res. Stw.**	**Reevaluate current market conditions for the opportunity for the County to institute a residential PACE program.**	**In Progress**		**Yes**	**EN2 EN3 EN4**
2016-17.01		Provide status report on Federal guideline changes and alternative program structure.	Action on Track	Staff is preparing an agenda item that will be presented to the Board in summer 2016		
2016-18	**PLACE**	**Develop a public education campaign on bicycle and pedestrian safety with community partners.**	**Complete**		**Yes**	**Q2 Q7 EN3**
2016-18.01		Provide status report on existing bicycle and pedestrian safety resources, results of community listening session, and draft recommendations for core message and dissemination.	Action Completed	Board approved at 4/26/2016 meeting		
2016-19	**PLACE**	**Coordinate partners in the creation of a North Monroe Corridor Task Force for the purposes of revitalization.**	**Complete**		**Yes**	**Q7 EN2 EC1**
2016-19.01		Seek Board authorization to establish the Task Force.	Action Completed	Agenda item 2/9/16		
2016-19.02		Develop budget discussion item for Board's consideration.	Action Completed	Budget discussion 6/14		

2016 LEADS Listening Sessions

Work Area Recommendations

Item #:	Work Area	Listening Session Proposed Improvement
1	CMR	Install informational videos about Leon County services in high-traffic areas.
2	CMR	Examine avenues to enhance communications between CMR and representatives from Leon County Schools in order to build work area-specific relationships.
3	CMR	Promote Leon County TV programming through social media by developing short (15 to 30 seconds) videos.
4	CMR	Collaborate with work areas to identify specific enhancements to departmental webpages on the Leon County website.
5	DSEM	Enhance public outreach efforts regarding major changes to building codes, permitting processes, and other pertinent information.
6	DSEM	Identify multiple recipients for electronic records requests to ensure timely responses to citizen inquiries.
7	DSEM - Building	Assist customers by encouraging building permit applicants to meet with all division service advisors prior to application submittal.
8	DSEM - Development Services	Evaluate the current pre-submittal application process to potentially provide more information to applicants.
9	DSEM - Development Services	Develop informational materials to help promote existing Low Impact Development (LID) incentives.
10	DSEM - Development Services	Consider renaming the “Concept Plan" approval process to provide more clarity to citizens.
11	DSEM - Development Services	Explore opportunities to increase the issuance of "conditional approvals" to reduce the amount of processing time for final approvals.
12	DSEM - Environmental Services	Explore opportunities to make the Environmental Permit Checklist for stormwater permits more user-friendly.
13	DSEM - Environmental Services	Work with the County Attorney's Office and the Clerk of Courts to coordinate public information regarding judicial subdivisions and other lot splits.
14	DSEM - Environmental Services	Evaluate existing code provisions to determine if site clearing may be allowable under certain circumstances after issuance of an environmental permit, but prior to building permit approval.
15	DSEM - Permit & Code	Provide intake staff with additional training to enhance customer service related to code enforcement.
16	DSEM - Permit & Code	Provide continous learning opportunities to Code Enforcement Board members by periodically reviewing topics and updates in the Board member handbook.
17	DSEM - Permit & Code	Provide Code Enforcement Board members a year-end summation of new ordinances, procedural changes and pertinent topics.
18	Financial Stewardship	Provide additional time for work areas to prepare information regarding performance measures and business plan updates.
19	Financial Stewardship	Coordinate with Community and Media Relations to reduce duplication of year-end reporting of performance measure information.

Item #:	Work Area	Listening Session Proposed Improvement
20	Financial Stewardship	Implement a training program to immerse budget analysts within their assigned departments and work processes.
21	Financial Stewardship	Consolidate year-end budget closeout meetings by hosting meetings for those departments that request assistance.
22	Financial Stewardship	Create a tracking system for the workers compensation process and provide weekly updates to departments regarding the status of "off-work" or "light-duty" claimants.
23	Financial Stewardship	Enhance coordination with departments regarding the process for capitalization of Leon County's fixed assets.
24	Financial Stewardship	Establish an informal pre-bid conference with Purchasing and the program area subject matter experts.
25	Financial Stewardship	Pursue transition to an electronic process for requisitions and purchase orders.
26	Financial Stewardship	Develop a training program for grant writers in all departments.
27	HSCP - Housing	Explore opportunities to better coordinate with local housing service providers through regular stakeholder meetings.
28	HSCP - Housing	Coordinate with DSEM to enhance public awareness of family and non-family heir property issues.
29	HSCP - Human Svcs/Primary Health	Evaluate the establishment of a 2-year CHSP funding cycle.
30	HSCP - Human Svcs/Primary Health	Allow CareNet providers additional time to complete the CareNet application.
31	HSCP - Human Svcs/Primary Health	Enhance public outreach efforts regarding Primary Healthcare and Human Services programs in coordination with local partners.
32	HSCP - Veteran Services	Develop a comprehensive informational guide for veterans to find and connect with services available locally.
33	HSCP - Veteran Services	Explore opportunities to coordinate with the Tallahassee VA National Cemetery for military burial services for indigents.
34	Human Resources	Explore opportunities to automate and streamline key HR processes, including recruitment and selection, employee onboarding, e-learning, and others.
35	Human Resources	Develop a contact list of subject matter experts among HR staff and provide this list to all departments.
36	Human Resources	Develop a calendar of upcoming HR functions, events and timelines and provide this information to all departments.
37	Human Resources	Implement Supervisory and Leadership Development Opportunities
38	Human Resources	Enhance the New Employee Orientation process by incorporating information regarding specific work area responsibilities and providing some initial employment information online.

Item #:	Work Area	Listening Session Proposed Improvement
39	IDA	Enhance coordination with court-related criminal justice agencies.
40	IDA	Explore opportunities to provide electronic monitoring as an in-house service.
41	IDA	Examine the effectiveness of Court-ordered vehicle immobilization and suggest alternative approaches to the court system.
42	IDA	Coordinate with social service providers to provide more re-entry job assistance information to offenders.
43	IDA	Explore opportunities to adjust drug & alcohol testing and staffing schedules to reduce customer wait time.
44	Library Services	Enhance public outreach efforts regarding library services that are available in-person and online.
45	Library Services	Explore opportunities to enhance the Library community room reservation system.
46	Library Services	Explore opportunities to enhance in-person assistance at Library facilities.
47	Library Services	Develop instructional materials for online tutorial(s) on how to use the Library website and catalog.
48	MIS	Coordinate with IDA to evaluate tools for data analysis that can assist with decision-making regarding mental health issues.
49	MIS	Coordinate with IDA and CMR to enhance social media outreach to college-aged clients.
50	MIS	Explore opportunities to cross-train Facilities staff to move computers during office moves.
51	MIS	Coordinate with Parks staff to explore providing enhanced park experiences through Wi-Fi and mobile apps for park information.
52	MIS	Coordinate with Public Works to provide staff training for optimal use of the new GIS website.
53	MIS	Explore opportunities to coordinate with the City of Tallahassee for access to GIS data for utilities and mapped right-of-way descriptions.
54	MIS	Explore opportunities to enhance the capacity and effectiveness of Project Dox organization-wide.
55	MIS	Coordinate with IDA to provide expanded electronic document management capabilities for current case management.
56	MIS	Evaluate opportunities to provide web-time entry for field staff.
57	MIS	Evaluate opportunities to provide access to Google Sketchup for DSEM work area managers as needed.

Item #:	Work Area	Listening Session Proposed Improvement
58	MIS	Coordinate with DSEM to evaluate electronic equipment needs and associated departmental budget requests.
59	MIS	Coordinate with DSEM and CMR to enhance promotion of the GIS website.
60	MIS	Coordinate with Animal Control to explore opportunities to provide in-field printing capabilities.
61	MIS	Coordinate with Library staff and HR to provide training on County technology for new employees, including policies and rules about public records.
62	MIS	Develop a training session on how to remotely access County resources through a Virtual Private Network.
63	MIS	Evaluate and address web browser compatibility issues for citizens and staff applications.
64	MIS	Coordinate with HR and the Sheriff's Office to streamline the process of adding new user accounts.
65	MIS	Host quarterly liaison meetings to provide techical training and more closely coordinate with staff from the Constitutional Offices.
66	MIS	Provide support to the State Attorney's Office with electronic document management and mobile technology as courtrooms increase the use of paperless processes.
67	MIS	Explore opportunities to implement a voicemail-to-email translation service.
68	MIS	Evaluate providing Comcast service for the Public Defender's office.
69	MIS	Investigate and address issues related to JIS Java scripts and iOS for users in the Public Defender's office.
70	MIS	Coordinate with IDA and EMS to provide video conferencing for training purposes and for IDA officers to interact with clients off-site.
71	MIS	Explore the possibility of installing a larger display in the EOC training room in the Public Safety Complex.
72	MIS	Evaluate offering online library card registrations.
73	MIS	Evaluate providing a dedicated on-site technician for Library Services.
74	MIS	Evaluate providing a dedicated MIS technician for Court Administration and the Public Defender's Office.
75	MIS	Evaluate gradually replacing desktop computers with "all-in-one" devices that can also be used in a mobile environment.
76	MIS - GIS	Explore opportunities to provide training on new GIS functions and tools to internal users, businesses, and citizens.

Item #:	Work Area	Listening Session Proposed Improvement
77	Planning	Improve consistency in the permitting process by facilitating interdepartmental review of site plans that incorporate recommendations from DesignWorks.
78	Planning	Create new opportunities within DesignWorks for customer feedback and information sharing.
79	Planning	Explore opportunities to provide on-site DesignWorks project consultations in response to customers' evolving needs.
80	Public Safety - Animal Control	Evaluate the consolidation of City and County Animal Control services.
81	Public Safety - Animal Control	Evaluate implementing a Trap, Neuter, and Release program for cats.
82	Public Safety - Animal Control	Provide staff with additional training to enhance customer service related to Animal Control.
83	Public Safety - Animal Control	Enhance public education and outreach efforts regarding Animal Control services.
84	Public Safety - EMS	Explore opportunities to enhance the availability of critical care paramedics for inter-facility patient transports.
85	Public Safety - EMS	Explore opportunities to improve the processes used between medical facilities and EMS related to inter-facility patient transports.
86	Public Safety - EMS	Review current posting policies and procedures to ensure that ambulance "posting" is being done in an effective and efficient manner.
87	Public Safety - EMS	Enhance public education and outreach efforts regarding ambulance "posting" and dynamic deployment.
88	Public Safety - EMS	Enhance EMS services by providing mental health and ethnic training to staff members who respond to EMS calls.
89	Public Safety - EMS	Establish a program that engages youth in the community as a means to enhance EMS recruitment and improve civic engagement.
90	Public Works - Engineering	Explore opportunities to expand outreach to the school system by allowing science teachers to participate in water quality sampling in the field.
91	Public Works - Engineering	Explore opportunities to enhance coordination with City of Tallahassee Utilities for County projects.
92	Public Works - Engineering	Coordinate with MIS to automate the utility placement process and provide utilities the ability to submit applications electronically.
93	Public Works - Fleet	Explore alternatives to provide vehicles in cases where repairs or parts are delayed causing a vehicle to be out of service.
94	Public Works - Fleet	Provide an itemized monthly report/billing from Fleet Management to each department for review and tracking.
95	Public Works - Fleet	Provide ongoing training and certifications for Fleet Management technicians.

Item #:	Work Area	Listening Session Proposed Improvement
96	Public Works - Operations	Enhance public education and outreach efforts regarding services provided by Public Works-Operations.
97	Public Works - Operations	Explore additional opportunities to notify homeowners associations when large scale or special maintenance projects are scheduled to occur within their subdivisions.
98	Public Works - Operations	Examine the feasibility of an ordinance to require citizens to remove dead trees from their property in cases where the tree poses a threat to private or public property.
99	Public Works - Solid Waste	Enhance public education and outreach efforts regarding Household Hazardous Waste services; particularly for electronics and recycled paint.
100	Public Works - Solid Waste	Coordinate with MIS to enhance web-based payment options for Rural Waste Service Center customers.
101	Resource Stewardship - Facilities	Evaluate the feasibility of converting to a comprehensive, enterprise security system for all buildings.
102	Resource Stewardship - Facilities	Create an open concept for the front lobby of the DSEM office to enhance interaction between the public and intake staff and to improve customer service.
103	Resource Stewardship - Facilities	Coordinate with Purchasing and MIS to evaluate creating an intranet module for availability of surplus furniture.
104	Resource Stewardship - Facilities	Evaluate providing an identification-only badge to employees who travel frequently upon request.
105	Resource Stewardship - Facilities	Enhance public education and outreach efforts regarding services provided by Facilities Management.
106	Resource Stewardship - Facilities	Enhance coordination and communication with building occupants when Facilities conducts projects or implements changes that may impact work areas.
107	Resource Stewardship - Facilities	Enhance long-term planning for preventative maintenance projects, such as carpet and paint renewal.
108	Resource Stewardship - Facilities	Establish an intra-office mail schedule to allow work areas to plan accordingly.
109	Resource Stewardship - Facilities	Conduct periodic evaluations of the quality and scope of custodial services.
110	Resource Stewardship - Facilities	Evaluate adding temporary parking spaces at IDA to ensure available spaces for customers until the new Medical Examiner facility is constructed.
111	Resource Stewardship - Parks	Explore alterative methods of community outreach to users of County parks and community centers, such as electronic marquee signs at community centers.
112	Resource Stewardship - Parks	Coordinate with MIS to enhance the automated call system on the main Parks and Recreation telephone line.
113	Resource Stewardship - Parks	Enhance wayfinding trail signage on County greenways.
114	Resource Stewardship - Sustainability	Explore opportunities to provide sustainable workplace training to interested Leon County businesses.

Item #:	Work Area	Listening Session Proposed Improvement
115	Resource Stewardship - Sustainability	Enhance public education and outreach efforts to expand recycling education to more varied audiences.
116	Tourism	Explore opportunities to tailor hotel leads based more on event size, location, and hotel needs.
117	Tourism	Continue to pursue opportunities to enhance visitation to Florida State University and Florida A&M University.
118	Tourism	Host quarterly meetings with Tourism partners in addition to the annual Marketing Rollout to better coordinate marketing efforts throughout the year.
119	Tourism	Engage Tourism partners to enhance marketing efforts related to expansion of passenger rail and air transportation.
120	Tourism	Explore opportunities to enhance the Visit Tallahassee industry newsletter.
121	Volunteer Services	Explore opportunities to capture data from volunteers and analyze trends in volunteerism.
122	Volunteer Services	Coordinate with Parks and Recreation to explore opportunities for youth coaches and volunteers to track and report volunteer hours.
123	Volunteer Services	Evaluate offering more "mini" workshops for individuals interested in volunteer management.
124	Volunteer Services	Coordinate with all County work areas to identify volunteer opportunities and assist in volunteer placement.

Leon County
Board of County Commissioners

Notes for Budget Workshop Item #2

Leon County
Board of County Commissioners
Budget Workshop Item # 2

June 14, 2016

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Fiscal Year 2017 Preliminary Budget Overview

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

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

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

Report and Discussion

Background:

The following *Historical Context and Budget Development Parameters* overview section was previously provided to the Board as part of the April 26, 2016 Budget Workshop materials. This overview continues to provide a relevant framework in which the June 14, 2016 Budget Workshop materials have been prepared.

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, 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."*

FY2017 Budget Policy Guidance

Prior to this current workshop, the Board has provided staff direction on the development of the FY 2017 preliminary budget several times during the fiscal year. On December 7, 2015, the Board held its annual retreat and updated its Strategic Plan. At the January 27 meeting ratified actions taken at the retreat, and established the FY2017 Budget development calendar.

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.

On April 26, 2016, the Board held a budget policy workshop that allowed the Board an opportunity to discuss policy items affecting the development and preparation of the FY 2017 budget. Policy items discussed during this workshop included those items specifically requested by the Board as well as, additional policy issues that staff identified for Board consideration. These items included:

- Review of Outside Agency Funding
  - Additional discussion items are included as part of today's workshop materials for the Trauma Center, UPHS and St. Francis Wildlife.

- Consideration of Additional Funding Request for the Kearney Center
  - A stand-alone discussion item is included as part today's workshop materials.

- Consideration of M/WSBE Evaluation Committee Recommendations
  - The tentative budget reflects the consolidation of County and City M/WSBE within the Office of Economic Vitality.

- 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
    - Through the ratification of the April budget workshop, the Board appropriated the County's $500,000 during the current year budget.

- Consideration to Include $50,000 in the FY2017 Budget and Draft Ordinance Amendments to Streamline the Nuisance Abatement Process
    - The tentative budget includes the $50,000.

- Accept Staff Report on Infant Mortality Issues
    - The tentative budget includes the EMS funding for targeted infant and child CPR

- Policy and Funding Alternatives to Address Street Lighting in the Unincorporated Area of the County
    - The five year capital improvement program and current year capital funding request include $125,000 per year.

- Consideration of Funding for a Mobility Fee Study
    - The tentative budget includes the County's share ($162,500) for the proposed Mobility Fee Study.

- Consideration of Capital Improvement Funding for Boat Landing Improvements and Renovations
    - The five year capital improvement program and current year capital funding request include $125,000 per year.

- Consideration of Capital Improvement Funding for the Northeast Park Trail Construction
    - The capital improvement program includes $250,000 for this project.

- Guidance on the FY 2017 Millage Rate
    - The tentative budget was prepared with no change to the current millage rate.

Detailed Board action and direction on these items, which were later ratified at the May 10, 2016 Board meeting, are included as Attachment #1. Based on these actions, staff has prepared the FY 2017 preliminary budget.

Analysis:

As presented, the preliminary FY 2017 budget totals $246,254,510 which reflects a 3.2 percent increase from FY 2016. As a point of comparison, the recently passed State of Florida budget increased 4.8 percent.

The preliminary budget was 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. The FY 2017 preliminary budget is balanced with no increase in the millage rate, moderate growth in sales taxes and other revenues from an improved economy, cost avoidances through internal efficiency efforts, and a reduced use of fund balances.

Attachment #2 shows the preliminary budget shortfall presented at the April 26, 2016 budget workshop of $2.8 million to $3.25 million. This budget workshop was held early in the budget process, prior to the Constitutional Officers submitting their budget requests and before the June 1, 2015 preliminary property valuations were provided by the Property Appraiser's Office. Subsequent to this time the Office of Management and Budget has received and analyzed all departmental and constitutional budget requests. During this time, final revenue estimates have been prepared based on the most current information available.

Revenue and Expenditure Discussion

Table #1 shows the changes to the FY 2017 general revenues and expenditure compared to the adopted FY 2016 budget.

Table #1: Budget Variances FY 2016 versus FY2017*

Revenues	In Millions
Property Tax with current millage rate (8.3144)	$3.215
Public Services Tax	2.246
State Share & ½ cent Revenue	0.824
Communication Services Tax	(0.316)
Gas Taxes	0.549
Other General Revenue	0.030
Fund Balance	(1.000)
Total Revenue	$5.548
Expenses	
Sheriff Law Enforcement and Corrections	$2.333
Transfer to Capital	1.000
Leon County Employee Salary and Benefits	0.941
Property Appraiser, Clerk and Tax Collector	0.611
Community Redevelopment Area	0.411
Capital Circle Northwest/Southwest Maintenance	0.282
Community Human Services Partnership	0.200
Additional Stormwater Maintenance Crew	0.201
Medicaid	0.182
Mobility Fee Study	0.162
800 MHz Radio Communication Maintenance	0.129
North Monroe Street Task Force Implementation	0.075
Nuisance Abatement (Code Enforcement)	0.050
Transportation Safety Flagger Positions	0.031
Supervisor of Elections Reduction Non-Presidential Preference Primary	(0.791)
DJJ Payment Reduction	(0.162)
Fuel Savings	(0.107)
Total Expenses	$5.548

**Includes those revenues and expenditures that are supported by General Revenues; excludes self-supporting program areas such as TDC, EMS and Building Inspection. All program area details are included in Attachment # 9.*

In summary, additive general revenues and expenses increased by $5.548 million. In aggregate, final revenue estimates are in the mid-range of staff's early forecast. To prepare the tentatively balanced budget, staff worked with Departments and Constitutional Officers to constrain expenses. Early forecasts indicated that expenses could have increased by $7.08 to $9.31 million. The following sections explain the changes in general revenue and related expenditures from FY 2016 to FY 2017.

Revenues

Ad valorem receipts are predicated on maintaining the current 8.3144 millage rate. Based on preliminary information provided by the Property Appraiser on June 1, 2016 property values have increased by 2.82 percent. This is less than the 3.0 to 3.5 percent increase anticipated at the April 26 Budget Workshop. Maintaining the current millage rate provides an estimated $3.215 million in additional ad valorem revenue, which under the Florida Statute definitions will be considered a property tax increase. This is approximately $202,000 less than the original 3.0 percent forecast. According to the Property Appraiser's Office, the primary reason for the lower than expected growth rate is the current "Save Our Homes" cap increase of 0.80%. While the market values of homes are increasing, the "Save Our Homes" cap is holding down the taxable value of homesteaded homes in the County.

Maintaining the millage rate with the modest increase in property values is consistent with the County's deliberate long term financial planning efforts. 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. As part of the June 14, 2016, Budget Workshop ratification scheduled for the regular July 12, 2016 Board meeting, staff recommends the Board establish the maximum millage rate at the current 8.3144 mills.

While the increase in valuations over the previous year indicates an improved real estate economy, the current property valuation of $14.8 billion is still $1.0 billion below the property values of $15.8 billion at the beginning of the recession in 2008. While values have increased over the last two years from the bottom of $13.4 billion in FY 2012, they are still 6% below pre-recession levels.

Increases in State Shared and ½ Cent Sales Tax revenue are anticipated to generate additional revenue of approximately $823,650. 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 $316,350. Statewide the CST has been in decline the past four years. Initially, Leon County was not following this 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 $549,100. 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 and could actually decline over time.

The Public Services Tax (PST) is anticipated to generate an additional $2.25 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.

Other miscellaneous general revenues collected such a library parking, surplus sales, etc., are anticipated to collect $30,000.

Keeping with the long term deliberate strategy to reduce the budget's reliance on the use of fund balances, the tentative budget contemplates a reduction from the $4.0 million in fund balance used in FY 2016 to $3.0 million for FY2017, a reduction of 25%. This continues the trend established during FY 2016, when the use of fund balance declined from $5.0 million to $4.0 million. A more detailed discussion on fund balance usage is discussed later in this workshop item.

Expenses

The largest operating expense in the budget is associated with personnel costs. Leon County General revenue related expenses for personnel will increase $941,000. This includes funding for performance raises (0-5%, with an average of 3%), health insurance (currently estimated at 7%) and retirement.

The Sheriff's Law Enforcement and Correction budget is requested to increase by $2.33 million or 3.4 percent. In addition to increases in salary and benefits (including health insurance), the budget requests: the second year of the Board approved pay plan increase; four deputies; and four non-sworn positions for the jail. In support of the position requests, the Sheriff's Office reports that over the past two years there has seen a 9.5% increase in calls for service from uniform patrol deputies. Correspondingly, the current uniform patrol levels are lower than 2001 levels, with 68 deputies compared to 73 deputies in 2001. The addition of the non-sworn positions for the jail will allow existing correction officer staff to focus on managing prisoners, and avoids the need to hire more correctional officers.

Excluding the Supervisor of Elections, payments to the other Constitutional Offices are anticipated to increase will increase $610,960. The Property Appraiser's budget request increased $354,285 from last fiscal year, including funds to payout leave balances for individuals retiring from the office and technology enhancements. Tax Collector commission costs associated with property tax collections are estimated to increase by $180,580 due to the increase in property tax collections for the Board and the School Board. The Clerk of Courts and Comptroller's budget reflects an increase of $76,095. Of this increase, $61,844 was budgeted to fully fund the Clerk Audit function. During the recession, the Clerk did not fill one of the audit positions, and has now recently filled the position.

Significant budget savings are shown in the 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 will save $790,780.

In order to return to pre-recession service levels, the budget contemplates the restoration of a stormwater maintenance crew at cost of $200,695. 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.

Also, in order to meet the Florida Department of Transportation safety standard requirements for road crew maintenance, a Safety Flagger position is included in the preliminary budget at a cost of $30,842.

Other contracted increases include the additional cost of the right of way maintenance for Capital Circle Northwest/Southwest in the amount of $281,871. 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.

Payment obligation increases include: $410,974 to the Community Redevelopment Agency due to anticipated property value increases in the Frenchtown and Downtown CRAs; $128,504 for the County's share of the 800 MHz radio communication services; and $181,989 in Medicaid Payments.

A recommended by the North Monroe Street Task Force, $75,000 is included in the preliminary budget for transit stop improvement. Specifically, this funding will provide for enhanced bus stops on the north and southbound bus stops at the Lake Jackson Walmart area. A separate budget discussion item presents the Task Force recommendations and this funding item.

The preliminary budget also included $50,000 to fund the nuisance abatement process as discussed at the April 26, 2016 budget workshop. This will fund the streamlined nuisance abatement process and allow for the County more efficiently abate property structures determined to be unsafe. Concurrent with this funding, and public hearing is planned for scheduled September or October to modify the Land Development Code to streamline the nuisance abatement process.

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 the $175,000 increase in FY 2016.

In concert with Board actions in FY2016, staff is recommending increasing the recurring transfer to the County capital program in the amount of $1.0 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 FY 2017, the total recommended recurring transfer would be $3.0 million or an increase of 50% over the current year $2.0 million. Staff anticipates revisiting the level of capital transfer during the FY2018 budget cycle, with the intention of continuing to increase the funding level.

As tentatively approved by the Board at the April 26, 2016 Budget Workshop, funding is included to cover 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 $325,000.

As part of the FY 2016 legislative session, the DJJ cost sharing disagreement between the state and counties was resolved. With the new cost sharing formula regarding detention days for juveniles residing in Leon County reduced the FY 2017 payment by $162,160.

Offsetting these increases are fuel savings estimated at $107,000 associated with lower crude oil prices.

Additional funding related to the Kearney Center is not included in the preliminary budget. Funding related to the Kearney Center is 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^2 (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 #3 provides a complete list of the savings provided by staff initiatives through this program.

Two other large cost avoidance efforts identified through the development of the FY 2017 preliminary budget were in the information technology area. These are:

- **County Financial System Replacement Avoidance: Savings a minimum of $4.0 - $6.0 million in capital costs.** A cross departmental/agency team of County and Clerk staff was formed to conduct research and assess solutions for the replacement of the Banner accounting and HR system. Clerk accounting, MIS, Purchasing, OMB and

HR staff had an identified a number of areas in which the current system was not adequately addressing the current organizational requirements. Given the age of the existing legacy system (20 plus years) the original intention was to develop an RFP and request funding through the budget process to support the acquisition of an entire new system (estimated cost $4.0 to $6.0 million).

Through a thorough, detailed six month assessment of the Leon County team's requirements, it was determined that the majority of the unmet requirements can be supported within the existing system (Banner). At the time the system was originally brought implemented, many of those functions were either not available or not optimized for use by the County. Through the cross departmental assessment, the team also evaluated the newly announced upgrade of Banner which modernizes the solution to make it more user friendly, more mobile accessible, and provide better reporting.

A survey of Florida counties showed that several counties (Lake, Escambia, Osceola, and St. Johns) went through a similar process of re-evaluating their current ERP systems for the same reasons as stated by Leon County. These counties decided new systems did not provide significant functional improvements for changing systems and did not justify the multi-million dollar investment in a new system over the far lower cost of an upgrade. The costs of such a replacement were validated with the recent implementation by Alachua County and St. Lucie County's recent RFP response. After this analysis, the team recommended a fresh install of Banner using the latest software upgrade and using consulting services to conduct process reviews within HR and Finance to develop improved configurations and workflows.

- **Homeland Cyber Security Program: Saving $75,000.** MIS typically contracts for a security audit on its network every three years and was scheduled and funded for an audit in FY16. Leon County MIS applied for the Homeland Security program in December 2015 and was recently selected for the free service in 2016. The program provides four areas of review of the County's computer network infrastructure, applications, and Internet interfaces. The final outcome of the review will be a report that highlights security vulnerabilities and risks and recommends strategies and priorities for remediation/resolution. This service is valued at least $200,000. Additionally, this opportunity is far more comprehensive than the planned MIS audit and provides for a higher level of review. This will allow MIS to use the $75,000 originally budgeted for the audit to cover remediation/resolutions costs.

Position Changes

Although the national, state and local economies continue to improve, County government continues to approach the annual budget process by identifying opportunities to constrain budgetary growth and to ensure the limited resources of the County continue to be aligned with the highest priorities of the Board. In developing the tentative FY 2017 preliminary 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. Since it was unknown when the vacant positions in Public Works would be available, these positions were funded in the FY 2016 budget, and will be officially eliminated as part of the FY 2017 budget process.

- 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 will assist in staffing the advisory committee and in developing and implementing a Canopy Road Management Plan.

- During the April 26, 2016 Budget Workshop, the Board approved the addition of a Permit Technician at the Department of Development Support and Environmental Services. This position was added to ensure adequate staff was available to accept and issue permit applications. The position does not have a general revenue impact as it is funded from permitting revenue.

- Leon County entered into a new contract with the University of Florida for Cooperative Extension Services. The new arrangement moved all staff to the University of Florida employment system. The County now funds the Extension Services Office through a service contract. These positions have been deleted in the FY 2017 budget.

- The County and City agreed to merge their Economic Development and MWSBE Offices under the Department of PLACE in the new Office of Economic Vitality (OEV). Through these efforts, the funding and positions associated with the newly created department will be adopted by the County and City Commissions sitting as the Blueprint Intergovernmental Agency. Therefore, the Director of MWSBE's position and the three planning department positions realigned to the newly created OEV are reflected as deleted in the County budget.

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, and provide more efficient service in EMS billing.

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

- 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 addition of 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 causes 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. It is anticipated that this additional resource will pay for itself through and increase in billing revenue.

- To support the County's Mobile Technology efforts, a Senior Information Technology Mobility Specialist Position is being recommended. This addition is being off-set by the deletion of a Geographic Information Specialist II position. The GIS position in no longer needed due to the robust expansion of the on-line map environment, requiring less production of physical maps.

Table 2 shows a summary of the FY 2017 recommended position changes.

Table 2: FY 2017 Recommended Position Changes

County Government	Position Delete/Add
General Revenue Positions	
Maintenance Technician (Safety Flagger)	1.0
Stormwater Maintenance Crew:	
- Crew Chief	1.0
- Equipment Operators	3.0
- Maintenance Technician	2.0
GIS Technician II	-1.0
MIS Mobility Specialist	1.0
Cooperative Extension Office	-12.0
Realigned to Office of Economic Vitality:	
- M/WSBE Director	-1.0
- Planning Department Positions	-3.0
Total General Revenue Positions	***-9.0***
Non-General Revenue Positions	
EMS Billing & Collection Technician	1.0
Landfill Closure:	
- Solid Waste Contract Compliance Technician	-1.0
- Solid Waste Operator	-2.0
- Solid Waste Weigh Master	-1.0
- Solid Waste Maintenance Technician	-1.0
Non-General Revenue Position	***-4.0***
Net County Government	***-13.0***

*Positions were transferred to the University of Florida. The County now pays for Cooperative Extension Services through a contract.

** Positions were transferred to the PLACE – Office of Economic Vitality and are funded pursuant to an interlocal agreement with the City of Tallahassee.

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

Table 3: Constitutional Officer Position Changes

Constitutional Officers	**Position Adds**
Sheriff – Law Enforcement	
Uniform Patrol Deputies	4.0
Sheriff – Corrections	
Correction Technicians	2.0
Property Manager	1.0
Maintenance Worker II	1.0
Net Constitutionals	**8.0**

Fund Balance Usage

General Fund

In the County's continued deliberate efforts at reducing the budget's reliance on using fund balance, the tentative budget contemplates the use of $3.0 million in general revenue fund balance. This approach continues the reduction from the current year usage of $4.0 million and the prior year utilization of $5.0 million.

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 EMS fund balance for FY 2016 is $8.3 million. The current policy minimum is $2.9 million. In order to balance the EMS fund for FY 2017, $2.4 million 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 as part of the FY 2018 budget process.

Fire Services
As approved 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.

Tourist Development
After another record year, the Division of Tourism Development's budget, as recommended by the Tourist Development Council, contemplates $491,300 from its unallocated fund balance for capital and operating expenses in FY 2017. These funds will be utilized to enhance the County's Signature Event Grant Program ($175,000) for multi-day festivals and events that draw visitors to the area; increase the sports bid pool in FY 2017 ($68,000) as a result of the numerous cross country events scheduled at Apalachee Regional Park; capital improvements for the meeting space on the second floor of the tourism building and a portion of the construction costs for permanent restrooms and office space at Apalachee Regional Park ($191,000); and a small increase in the tourism marketing and advertising budget ($57,000).

The current forecast for Tourism Development's unallocated fund balance at the end of FY 2016 is approximately $1.9 million. The proposed budget would reduce the unallocated fund balance to approximately $1.5 million, which leaves the projected balance within the County's adopted fiscal policy guidelines.

Solid Waste
Consistent with the projected five year capital budget requirements for Solid Waste, $1,218,649 in fund balance is recommended to fund the replacement of heavy equipment for: the transfer station, rural waste collection center, and the handling of yard waste at the Solid Waste Facility. Solid Waste fund balances are accumulated over time to support capital projects and heavy equipment replacement.

Development Support and Environmental Services
Permitting activity has continued to increase which has correspondingly contributed to an increase in DSEM's special revenue fund balance. To maintain the general revenue transfer to DSEM at levels constant with previous years, the budget contemplates the utilization of $358,274 in DSEM fund balance. This usage of DSEM fund balance is consistent with prior year budget levels (FY16 $309,642). For next fiscal year, the majority of the fund balance supports the one-time capital cost associated with the replacement of the current electronic permitting system (PETS) and for the replacement of inspection vehicles. Projections for future years show a

continued increase in permitting related revenues and a corresponding reduction in the use of fund balance.

Other Special Revenue and Debt Service Fund Balances
Special revenue fund balances (i.e. Judicial Programs) are utilized to support programs with dedicated revenues and to correspondingly avoid the transfer of general revenues. For FY 2017, for special revenue, a total of $477,143 in fund balance is recommended for appropriation. In the grants fund, previously accumulated grants matching fund balances ($262,120) are recommended to support specific dedicated grants (i.e. Storage Tanks, Emergency Management) as well as allocating $90,000 for possible for grants. $98,417 in savings from last year's debt refinancing has been appropriated to support related debt service payments. The remaining fund balances are appropriated for use in Teen Court ($31,548) the Housing Finance Authority ($63,605), the Motor Pool ($18,151), and Judicial Programs ($3,302).

For reference, the summary of projected fund balances presented in the FY 2016 Mid-Year Report is included as Attachment #4

Capital Program Funding
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 County used reserves to fund capital during the recession. This allowed the County 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 budget included increasing the recurring revenue transfer to $1.0 million and the transfer was again increased to $2.0 million in FY 2016. For FY 2017, a transfer of $3.0 million is currently contemplated. With continued growth in property values and other sales tax collection, the County may be in a position in FY 2018 or FY 2019 to increase the transfer to $4.0 and subsequently $5.0 million annually. While the increase in the recurring transfer (utilizing the increased PST revenue) better positions the County financially, to adequately address the capital maintenance infrastructure needs of the County for the next several years, the preliminary budget also anticipates a general revenue fund balance sweep.

Capital Fund Balance Sweep and Current Year Capital Funding Request
To provide sufficient resources for the capital program, staff is recommending a $13.5 million general revenue fund sweep and a $3.5 million fund sweep of stormwater and transportation fund balances to fund stormwater and transportation capital projects. A recap of the County's adopted reserve policy (Attachment #5) states that reserves must:

1. Maintain a minimum of a 5% unappropriated fund balance as an emergency reserve for contingency, with a maximum not to exceed 10%.

2. For cash flow purposes, the appropriated fund balance shall be no less than 10% and no greater than 20% of projected operating expenditures.

3. Fund balances in excess of the amounts allocated in 1 and 2 above can be utilized to support capital project funding. As part of the annual budget process, a review will be made to determine the amount of fund balance available to support capital project funding without decreasing levels below the minimums established in 1 and 2.

Table 3 shows the recommended fund balances for allocate to the capital program.

Table #3: Proposed Fund Balance Sweep Analysis

Fund	FY17 Proposed Budget	Projected FY17 Beginning Fund Balance	Current Percent Level	Proposed Sweep	Revised FY17* Beginning Fund Balance	Proposed Percent Level
General Fund/Fine & Forfeiture*	$138,307,927	$40,724,901	29%	$9,600,000	$28,124,901	20%
Non-County Wide General Revenue	$21,401,338	$5,126,451	24%	$2,000,000	$3,126,451	15%
Municipal Services*	$10,067,968	$4,659,558	46%	$1,900,000	$1,535,099	15%
Total Proposed General Revenue Fund Balance Sweep				**$13,500,000**		
Restricted Revenue Funds						
Stormwater	$4,764,519	$2,338,559	49%	$1,300,000	$1,038,579	22%
Transportation	$15,875,769	$6,945,920	44%	$2,200,000	$4,745,920	30%
Total Proposed Restricted Revenue				**$3,500,000**		
Total Fund Balance Sweep				**$17,000,000**		

** Revised FY 2017 beginning fund balance reflects appropriated fund balance used to balance the FY 2017 preliminary budget. This includes the $3.0 appropriated in the general fund, and the $1,224,459 budgeted in Municipal Services to fund the 15% fire service fee discount for unincorporated residents.*

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

- Preventive Maintenance
- The County Jail and Sheriff's Complex
- Courthouse
- Main and Branch Libraries
- Parks and Greenways

The fund sweep for the restricted revenue funds will be used for stormwater and transportation projects. The stormwater funds will be used to purchase heavy equipment for the additional stormwater maintenance crew, and to continue improvements to the County drainage network. The transportation fund balance will be used in part for the safety improvements to Old Bainbridge Road.

As part of the fund sweep, staff is also recommending funding certain capital projects in the current fiscal year, instead of including these projects as part of the FY2017 budget. Funding these projects in the current fiscal year will allow projects to continue without having to wait for appropriations in October in 2016 (Attachment #6). For example funding the heavy equipment in the current fiscal year for the stormwater crew will allow the equipment to be purchased prior to the end of the fiscal year. The equipment will be available for use by the time crew personnel are hired. Table 4 shows the projects recommended for current funding.

Table #4: Recommended Capital Projects for Funding in the Current Fiscal Year (FY16)

Project	Funding Amount
Parks Capital Maintenance including Chaires Park Ball Field	$1,710,000
Jail Complex Repairs including window replacements	$1,665,900
New Stormwater Vehicles for Restored Maintenance Crew	$743,800
Preventive Stormwater Maintenance including the complete replacement of the Tram Road culverts	$550,000
Main Library Improvements including completion of new front landscaping	$395,000
Northeast Park Trail Improvements	$250,000
Boat Landing Improvements	$125,000
Street Lighting Improvements/Unincorporated Area	$125,000
Stormwater and Transportation Improvements	$650,000
Springhill Road Bridge Rehabilitation	$350,500
Old Bainbridge Road Safety Improvements	$168,000
Total Current Fiscal Year Project Funding	**$6,733,200**

Using both the recurring Public Service Tax, the general revenue funds sweep, and the special revenue funds sweep to support the County capital program, provides supports the County's continuous efforts at maintaining a long-term fiscally sustainable approach to funding the County's capital program. Attachment #7 shows the proposed capital funding schedule for FY 2017.

Comparative Information

Leon County continues to benchmark extremely favorably when compared to our like sized counties. As reflected in Attachment #8, in FY 2016, when compared to other like sized counties, Leon County:

- Maintained the lowest net operating budget ($220 million) compared to the next lowest, Alachua ($267 million) and the highest, Osceola ($677 million).
- Maintained the lowest net budget per resident ($773) compared to the next lowest Lake ($885), and the highest net budget per resident Osceola ($2,196)
- Maintained the second lowest number of employees at 6 employees/1000 residents along with Lake County; compared to the lowest, St. Lucie at 5 employees/1000; Alachua, Escambia, and Osceola with 8 employees/1000; and the highest St. Johns with 9/1000 residents.

Specific details regarding the preliminary FY 2017 operating budget is provided in Attachment #9.

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.

The preliminary budget as presented is balanced. As requested by the Board at the April 26, 2016 Budget Workshop, and from previous Board direction, final budget and policy guidance is sought regarding the following items:

- Acceptance of Status Report on Health Care Services, Approval to Realign Pool Allocation for Primary Healthcare Providers and Approval for FY 16/17 Funding Levels
- Acceptance of Status Report on The Community Paramedic Program and, Approval to Participate with the Tallahassee Coalition for Coordinated Care
- FY 2017 Review of Tallahassee Memorial Healthcare Trauma Center Funding Level
- FY 2017 Review of United Partners for Human Services Funding Level
- FY 2017 Review of St. Francis Wildlife Association Funding Level
- Approval to Use Funds from the Leon County Tree Bank to Support Canopy Roads
- Consideration of Additional Funding for The Kearney Center
- Approval to Host the 2016 Leon Works Expo and the Leon Works Junior Apprenticeship Program and Authorization to Execute a Grant Funding Agreement with Tallahassee Community College for Leon Works
- Consideration for the Creation of the Leon County Lecture Series
- Acceptance of Status Report on the North Monroe Street Task Force
- Acceptance of the Annual Status Report on the Sidewalk Program
- Adoption of Proposed New Policy, "Livable Infrastructure for Everyone (LIFE) Program"

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

Attachments:

1. April 26, 2018 Budget Workshop Ratification
2. Preliminary Budget Shortfall Table from April 26, 2017 Budget Workshop
3. I^2 Summary
4. Summary of Fund Balances from FY 2016 Mid-Year Report
5. Reserve Policy
6. Resolution and Budget Amendment for the Fund Balance Sweep, including the Current Fiscal Year Funding of Capital Projects
7. FY 2017 Preliminary Capital Budget
8. Annual Comparable County Survey
9. FY 2017 Draft Operating Budget Expenditure Detail

Leon County
Board of County Commissioners

Cover Sheet for Agenda #4

May 10, 2016

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Ratification of the April 26, 2016 Fiscal Year 2017 Budget Workshop

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator, Scott Ross, Director, Office of Financial Stewardship
Lead Staff/ Project Team:	Tim Barden, Principle Management and Budget Analyst Ryan Aamodt, Management and Budget Analyst Brent Rau, Management Analyst

Fiscal Impact:
This agenda item has a fiscal impact and establishes Board direction for the FY 2017 preliminary budget.

Staff Recommendation:
Option #1: Ratify the actions taken during the April 26, 2016 FY 2017 Budget Workshop, including the budget resolutions and associated amendments and modification to the Fiscal Planning Policy 93-44 (Attachments #1, #2, and #3).

Report and Discussion

Background:
As specified on the Board adopted budget calendar, a workshop was conducted on April 26, 2016. The purpose of the workshop was to provide staff direction regarding the development of the FY 2017 preliminary budget.

Analysis:
In accordance with the actions taken during the April 26, 2016 budget workshop, the Board authorized the following:

1. **Workshop Item #1: Fiscal Year 2017 Preliminary Budget Overview**

   The Board approved Option #1: Accept staff's report on the preliminary budget overview. The Overview Item included the County Administrator's reorganization and associated reclassifications of existing positions utilizing existing budgeted personnel funds (Attachment #4).

   As included in the agenda item, a Permit Technician ($47,600) and reclassification of a vacant Environmental Review Specialist to Senior Engineer ($21,500) is recommended to occur in the current fiscal year to be supported through increased fee revenue. To effectuate this change, the approval of a Resolution and associated Budget Amendment is necessary (Attachment #1).

2. **Workshop Item #2: FY 2017 Review of Outside Agency Contracts for Services**

   The Board approved Options #1, #2, #3, and #5 as presented:

   1. Provide continued contract funding for the following agencies at the previous year funding level in FY 2017:
      a. Tallahassee Senior Citizens Foundation: $179,000
      b. Legal Services of North Florida: $125,000
      c. Tallahassee Trust for Historic Preservation: $63,175
      d. Oasis Center: $20,000
      e. 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 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.

5. Approve Policy No. 93-44, Fiscal Planning is modified to reflect (Attachment #2):
    a. 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.

In addition, the Board provided the following direction on Option #4:

1. To provide the following agencies with the current level of funding budgeted for FY 2017:
    a. Whole Child Leon (FY 2016 funding level, $38,000)
    b. Domestic Violence Coordinating Council (FY 2016 funding level, $25,000)
    c. The Sharing Tree (FY 2016 funding level, $20,000)

2. The Board also requested that a budget discussion item be prepared for the June 14, 2016 Budget Workshop with more detailed information regarding the following agencies:
    a. St. Francis Wildlife Preservation – Additional information on the services provided by St. Francis Wildlife Preservation and the potential impacts if funding were to decrease or be eliminated. The analysis will also address how the organization's efforts differ from Leon County Animal Control.
    b. United Partners for Human Services – Additional information on current services being provided to the non-profit agencies and how these services could be enhanced or strengthened.
    c. TMH Trauma Center – Additional information on the Trauma Center services and on how a possible phasing out of County funding could be implemented.

3. Workshop Item #3: Consideration of Additional Funding for the Kearney Center

The Board directed staff to include materials for the joint County/City Affordable Housing Issues Workshop on May 26, 2016 regarding homelessness and affordable housing options consistent with the Kearney Center's funding request. Based on the outcome of the workshop, the Board may direct staff to prepare a budget discussion item for the June 14, 2016 Budget Workshop.

4. Workshop Item #4: Acceptance of the Minority, Women, and Small Business Enterprise Programs Evaluation Committee's Final Report and Consideration of the Recommendations for Program Improvement

The Board approved Options #1, #2, #3, #4, #5, and #6:

1. Accept the FY 2015 MWSBE Expenditure Status Report.

2. Accept the MWSBE Programs Evaluations Committee's Final Report and continue to support a race/gender specific program to promote parity of MWSBE 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 MWSBE 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 MWSBEs 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.

5. Workshop Item #5: Consideration of Matching Funds for Springs Restoration Grant Funds

The Board approved Options #1, #2 and #3:

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, Northwest 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.

6. Workshop Item #6: 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

The Board approved 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 the fund balance, as reflected in the attached resolution and associated budget amendment (Attachment #3).

7. Workshop Item #7: Consideration to Include $50,000 in the FY 2017 Budget and Draft Ordinance Amendments to Streamline the Nuisance Abatement Process

The Board approved Options #1 and #2:

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.

8. Workshop Item #8: Accept Staff Report on Infant Mortality Issues

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.

9. Workshop Item #9: Consideration of Alternative Approaches for the Provision of Street Lights in the Unincorporated Area

The Board approved Options #1 and #2:

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 FY 2017 budget development.

10. Workshop Item #10: Consideration of Providing Funding to Hire a Mobility Fee Consultant in Coordination with the City of Tallahassee

The Board approved Option #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.

11. Workshop Item #11: Consideration of Capital Improvement Funding for Boat Landing Improvements and Renovations

The Board approved Option #1: Approve the inclusion of $125,000 per year in the FY 2017 – FY 2021 preliminary capital improvement program for Boat Landing Improvements and Renovations.

12. Workshop Item #12: Consideration of Capital Improvement Funding for the Northeast Park Trail Construction

The Board approved 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 at Proctor Rd.

The Board also directed staff to seek input from other outside recreational trail-user stakeholders regarding the types of trails to be constructed.

13. Workshop Item #13: Establishing Guidance on the FY 2017 Millage Rate

The Board approved Option #1: Establish the preliminary maximum countywide millage rate at 8.3144 to be used in the development of the preliminary FY 2017 budget.

Options:

1. Ratify the actions taken during the April 26, 2016 FY 2017 Budget Workshop, including the budget resolutions and associated amendments and modification to the Fiscal Planning Policy 93-44 (Attachments #1, #2, and #3).
2. Do not ratify the Actions taken during the April 26, 2016 FY 2017 Budget Workshop.
3. Board direction.

Recommendations:

Option #1

Attachments

1. Resolution and Associated Budget Amendment adding the Permitting Technician and reclassifying of a vacant Review Specialist to a Senior Engineer
2. Policy No. 93-44 Fiscal Planning Modifications
3. Resolution and Associated Budget Amendment for QTI funds
4. Budget Workshop Overview Item

Table #1: Preliminary FY 2017 General Revenue* Related Budget Variances

Preliminary Estimated Changes in Revenues	**In Millions**	
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
*Reduction in the Use of Appropriated Fund Balance **	**($1.00)**	**($1.00)**
Total Estimated Change in Revenues	**$5.00**	**$6.06**
Preliminary Estimated Changes in Expenses		
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)
Total Expenses	**$7.08**	**$9.31**
Preliminary Budget Shortfall Range	($2.08)	($3.25)

** 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.*

I^2 Award - Cost Savings Breakdown (Since Inception)

Fiscal Year	Project Title	Annual Cost Savings[1]	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[2]	$ 186,728.00	$ -
FY15	Killearn Lakes-Pitter Partnership Mobilization Cost Avoidance		$ 10,000.00
	Subtotal	$ 879,297.24	$ 74,801.46
	Total Cost Savings	$ 954,098.70	

[1]Annual Cost savings is adjusted to reflect total annual cost savings since the date it was awarded.

[2]Annual Cost Savings is realized directly with residents and not reflected in the County's budget.

Leon County Government

Fiscal Year 2016 Mid-Year Financial Report

SUMMARY OF FUND BALANCE & RETAINED EARNINGS (unaudited)

Org	Fund Title	FY14 Actual	FY15 Actual	FY16 Est. Bal. (A)	FY16 Adopted Bud	Fund Bal. as % of Budget (B)
	General & Fine and Forfeiture Funds *					
001	General Fund	37,233,665	39,800,756	39,034,529	63,069,289	N/A
110	Fine and Forfeiture Fund	3,183,317	1,840,601	1,690,372	70,893,916	N/A
	Subtotal:	**40,416,982**	**41,641,357**	**40,724,901**	**133,963,205**	**30%**

* The combined fund balances for the general and fine and forfeiture funds fall within the allowable range of the County Reserve Policy, which requires a minimum of 15% and a maximum of 30% reserve.

	Special Revenue Funds					
106	County Transportation Trust Fund	4,060,185	5,994,258	6,945,920	15,366,198	45%
111	Probation Services Fund	834,994	1,017,467	1,152,268	3,013,616	38%
114	Teen Court Fund	95,411	37,020	31,382	131,548	24%
116	Drug Abuse Trust Fund **(C)**	11,003	936	936	62,510	1%
117	Judicial Programs Fund	112,804	232,576	250,906	218,851	115%
120	Building Inspection Fund **(D)**	1,533,639	1,723,885	1,942,814	1,818,656	107%
121	Development Support Fund **(D)**	1,288,426	885,124	1,891,169	3,712,317	51%
123	Stormwater Utility Fund	1,505,345	1,991,776	2,338,579	4,439,422	53%
124	Ship Trust Fund	180	180	57,791	879,466	7%
125	Grants	1,337,469	1,328,914	1,176,808	626,703	188%
126	Non-Countywide General Revenue Fund **(E)**	2,530,138	3,612,218	5,126,451	20,887,988	25%
127	Grants **(F)**	180,442	190,574	180,657	60,000	301%
130	911 Emergency Communications Fund	1,166,317	1,555,151	1,219,974	1,282,500	95%
131	Radio Communications Systems Fund **(G)**	8,240	0	188	1,214,332	0%
135	Emergency Medical Services Fund	11,621,657	9,420,586	8,313,332	18,583,548	45%
140	Municipal Service Fund	2,573,757	3,128,975	4,659,558	8,304,902	56%
145	Fire Services Fund	861,254	1,128,724	1,252,224	8,033,121	16%
160	Tourist Development Fund (1st-5th Cents) **(H)**	1,265,723	2,044,057	1,967,976	4,912,592	40%
160	Tourist Develop. Cultural, Visual Arts, Heritage **(H)**	5,042,522	5,042,522	5,042,522	0	N/A
161	Housing Finance Authority Fund **(I)**	650,420	671,455	431,170	89,360	483%
162	Special Assessment Paving Fund	262,426	264,056	264,056	285,468	92%
164	Killearn Lakes Units I and II Sewer Fund	-265	2,477	2,764	237,500	1%
165	Bank of America Building Op. Fund	3,435,362	1,698,517	346,250	2,174,033	16%
166	Huntington Oaks Plaza Fund	103,909	188,044	107,570	251,660	43%
	Subtotal:	**40,481,358**	**42,159,492**	**44,703,265**	**96,586,291**	**46%**

	Debt Service Funds					
211	Debt Service - Series 2003 A&B	314,793	1,286	1,286	581,483	0%
220	Debt Service - Series 2004	127,098	224,712	98,414	6,941,750	1%
222	Debt Service - Series 2014	0	0	0	560,672	0%
	Subtotal:	**441,891**	**225,998**	**99,700**	**8,083,905**	**1%**

Leon County Government

Fiscal Year 2016 Mid-Year Financial Report

SUMMARY OF FUND BALANCE & RETAINED EARNINGS (unaudited)

Org	Fund Title	FY14 Actual	FY15 Actual	FY16 Est. Bal. (A)	FY16 Adopted Bud	Fund Bal. as % of Budget (B)
	Capital Projects Funds					
305	Capital Improvements Fund **(J)**	25,925,968	19,940,027	4,285,283	6,499,034	In addition to funding for budgeted capital projects, the balances for funds 305 and 308 reflect capital reserves budgeted during FY14 as "sinking funds" for maintaining existing County infrastructure. Balances committed for specific capital projects not completed during the fiscal year will be carried forward into the FY17 budget unless otherwise noted.
306	Gas Tax Transportation Fund	2,783,015	3,728,625	190,931	2,695,650	
308	Local Option Sales Tax Fund **(K)**	11,644,100	8,599,509	161,505	0	
309	Local Option Sales Tax Extension Fund	11,280,842	7,422,380	2,017,711	6,305,854	
311	Construction Series 2003 A&B Fund **(L)**	159,475	6,906	6,916	0	
318	1999 Bond Construction Fund **(L)**	454,506	134,416	31,420	0	
320	Construction Series 2005 **(L)**	21,830	0	0	0	
321	Energy Savings Contract ESCO Capital Fund (L)	20,266	20,472	207	20,296	
330	911 Capital Projects Fund	1,974,388	1,997,757	1,995,073	12,540	
341	Countywide Road District Fund - Impact Fee	1,994,956	746,460	141,025	0	
343	NW Urban Collector Fund - Impact Fee	402,955	364,341	67,931	0	
344	SE Urban Collector Fund - Impact Fee	96,983	97,961	98,108	0	
	Subtotal:	**56,759,284**	**43,058,854**	**8,996,110**	**15,533,374**	
	Enterprise Funds					
401	Solid Waste Fund **(M)**	6,116,122	5,320,453	5,211,124	10,242,484	
	Subtotal:	**6,116,122**	**5,320,453**	**5,211,124**	**10,242,484**	
	Internal Service Funds					
501	Insurance Service Fund	1,775,161	1,610,635	1,663,795	3,676,976	
502	Communications Trust Fund	128,087	128,086	86,201	837,708	
505	Motor Pool Fund	45,673	45,677	27,675	2,919,734	
	Subtotal:	**1,948,921**	**1,784,398**	**1,777,671**	**7,434,418**	
	TOTAL:	**146,164,558**	**134,190,552**	**101,512,770**	**271,843,677**	

Notes:

A. Balances are estimated as year ending for FY 2016.

B. FY 2016 percentage estimates are only provided for General and Special Revenue funds. Capital Projects, Enterprise and Internal Service funds maintain differing levels of balances depending upon on-going capital project requirements and other audit requirements. The percentages for the other funds are intended to show compliance with the County's policy for maintaining sufficient balances.

C. The reduction in fund balance is due to the decline in revenue from this program associated with fee waivers. The Court Administration is reviewing the program to see how it can be funded within the existing revenue stream.

D. The increase in the Building fund balance and the Development Support fund balance is reflective of an increase in building and development permitting due to an improved economy.

E. Non countywide general revenue includes State Shared and 1/2 cent sales tax. This fund is used to account for non countywide general revenue sources. Funds are not expended directly from the fund, but are transferred to funds that provide non countywide services, and to the general fund as required by Florida Statute.

F. This fund is used to separate grants that are interest bearing grants.

G. The Radio Communications Systems Fund is used to account for the digital radio system.

H. The Tourist Development Tax is reflected in two separate fund balances. Currently five cents supports the Tourist Development Division marketing promotion, and Cultural regranting activities. The fund balance previously established by the one cent for the performing arts center is now dedicated for expenditures on cultural, visual arts and heritage funding programs pursuant to the local agreement with the County, the City and the Community Redevelopment Agency approved at the December 9, 2014 Board Meeting.

I. The fund balance reflects a gain from investments through previous bond issues.

J. The fund balance reflects the remaining capital reserves budgeted during FY 2016 as a "sinking fund" for maintaining existing County infrastructure for the next five years.

K. Reflects the remaining fund balance from the original sales tax.

L. Bond construction funds will be closed at the end of FY 2016.

M. Amount reflected in unrestricted retained earnings. The decline was anticipated due to the budgeting of $1.0 million in fund balance to cover operating expenditures in FY 2016.

Board of County Commissioners
Leon County, Florida

Policy No. 07-2

Title:	Reserves
Date Adopted:	September 16, 2008
Effective Date:	September 16, 2008
Reference:	N/A
Policy Superseded:	Policy No. 07-2, "Reserves", adopted July 10, 2007; Policy No. 99-3, "Use of Contingency Reserves", adopted November 23, 1999; Policy No. 94-11, "Contingency Reserves and Mid-Fiscal Year Funding Requests from Outside Agencies," September 1994

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

Policy No. 07-2, "Reserves", adopted by the Board of County Commissioners on July 10, 2007, is hereby superseded, and a revised policy is hereby adopted in its place, to wit:

1. Emergency Reserves

a. The general revenue emergency reserves will be maintained at an amount not to be less than 3% and to not exceed 8% of projected general fund and fine and forfeitures fund operating expenditures for the ensuing fiscal year.

b. A Catastrophe Reserve will be maintained at 2% of the general fund and fine and forfeiture fund operating expenditures for the ensuing fiscal year. The Catastrophe Reserve will provide immediate cash flow for staff overtime, equipment, contractual support and materials/supplies in the event of a natural disaster.

   In the event of a declared local state of emergency, the County Administrator is authorized to utilize the Catastrophe Reserve to pay Leon County solid waste and Leon County building/growth fees for eligible residents for the purpose of debris removal and home restoration/reconstruction. To be eligible, residents must demonstrate that all other means (including, but not limited to: FEMA Individual Assistance, property insurance) have been exhausted prior to seeking County assistance.

c. The reserve for contingency is separate from the reserve for cash balances.

d. Annually the Board will determine an appropriate amount of reserve for contingency to be appropriated as part of the annual budget. Any funds not included in the budget under this category will be included as part of the unreserved fund balance.

2. Reserve for Cash Balances

a. The County will maintain an annual unappropriated reserve for cash balance at a level sufficient to maintain adequate cash flow and to eliminate the need for short-term borrowing.

b. The unappropriated fund balance shall be no less than 10% and no greater than 20% of projected general fund and fine and forfeiture fund operating expenditures.

c. The reserve for cash balance shall be separate from the emergency reserves.

d. All major funds will retain sufficient cash balances to eliminate the need for short-term borrowing.

3. Utilization of Fund Balance

a. As part of the annual budget process, a determination will be made of the minimum and maximum amounts of fund balance available based on the requirements set forth in Sections 1 and 2.

b. Funds in excess of the minimums established can be utilized to support one time capital project funding and /or other one-time expenditures to address unforeseen revenue shortfalls.

4. Budgeted Contingency Reserve

Budgeted Reserve for Contingency reserves, are established to provide the following:

a. Funding for authorized mid-year increases to adopted levels of service.

b. Funding for unexpected increases in the cost of providing existing levels of service.

c. Temporary and nonrecurring funding for unexpected projects.

d. Funding of a local match for public or private grants.

e. Funding to offset losses in revenue caused by actions of other governmental bodies.

f. Funding to accommodate unexpected program mandates from other governmental bodies.

5. Procedures

a. The County Administrator is authorized to develop forms and procedures to be used by outside agencies or individuals or County agencies in submitting their requests for use of contingency reserves.

b. County agencies, including County departments and Constitutional Officers, requesting additional funding from the Board shall first submit their requests in writing to the County Administrator for full review and evaluation.

c. After evaluation, all requests will be brought to the Board for consideration at a regularly scheduled meeting.

d. Requests for use of reserves for contingency may be approved only by the Board of County Commissioners.

e. The County's budget will be amended at such time the County Commission, by majority vote, authorizes reserves for contingency. All requests to the County Commission for the use of any reserves for contingency shall be accompanied by a "contingency statement" prepared by OMB showing the year-to-date activity on the reserves account as well as the current account balance and the net effect on the account of approving the use of reserves.

6. Evaluation Criteria

a. The Board will use the procedures and evaluation criteria set forth in this policy. The evaluation of funding requests shall include, but not be limited to the following:

- consistency with other Board policy;
- the urgency of the request;
- the scope of services to be provided;
- the short-term and long-term fiscal impact of the request;
- a review of alternative methods of funding or providing the services,
- a review for duplication of services with other agencies;
- a review of efforts to secure non-County funding;
- a discussion of why funding was not sought during the normal budget cycle; and
- a review of the impact of not funding or delaying funding to the next fiscal year.

7. Exceptions

a. This policy is not intended to limit regular mid-year salary adjustment transfers from the salary adjustment contingency account, which is reviewed separately by the Board of County Commissioners on an annual basis.

RESOLUTION NO.

WHEREAS, the Board of County Commissioners of Leon County, Florida, approved a budget for fiscal year 2015/2016; and,

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

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

Adopted this 12th day of July, 2016.

LEON COUNTY, FLORIDA

BY: _____
Bill Proctor, Chairman
Board of County Commissioners

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

BY: _____

Approved as to Form:
Leon County Attorney's Office

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

FISCAL YEAR 2015/2016
BUDGET AMENDMENT REQUEST

No: BAB16014
Date: 5/24/2015

Agenda Item No: _____
Agenda Item Date: _____

County Administrator

Vincent S. Long

Deputy County Administrator

Alan Rosenzweig

Request Detail:

Revenues

Account Information					Current Budget	Change	Adjusted Budget
Fund	***Org***	***Acct***	***Prig***	***Title***			
001	000	399900	000	Appropriate Fund Balance	7,271,200	9,600,000	16,871,200

Expenditures

Account Information					Current Budget	Change	Adjusted Budget
Fund	***Org***	***Acct***	***Prig***	***Title***			
001	950	591305	581	Transfer To Fund 305	-	9,600,000	9,600,000

Revenues

Account Information					Current Budget	Change	Adjusted Budget
Fund	***Org***	***Acct***	***Prig***	***Title***			
123	000	399900	000	Appropriate Fund Balance	-	1,300,000	1,300,000

Expenditures

Account Information					Current Budget	Change	Adjusted Budget
Fund	***Org***	***Acct***	***Prig***	***Title***			
123	950	591305	581	Transfer To Fund 305	-	1,300,000	1,300,000

Revenues

Account Information					Current Budget	Change	Adjusted Budget
Fund	***Org***	***Acct***	***Prig***	***Title***			
126	000	399900	000	Appropriate Fund Balance	-	2,000,000	2,000,000

Expenditures

Account Information					Current Budget	Change	Adjusted Budget
Fund	***Org***	***Acct***	***Prig***	***Title***			
126	950	591305	581	Transfer To Fund 305	-	2,000,000	2,000,000

Revenues

Account Information					Current Budget	Change	Adjusted Budget
Fund	***Org***	***Acct***	***Prig***	***Title***			
140	000	399900	000	Appropriate Fund Balance	1,388,957	1,900,000	3,288,957

Expenditures

Account Information					Current Budget	Change	Adjusted Budget
Fund	***Org***	***Acct***	***Prig***	***Title***			
140	950	591305	581	Transfer To Fund 305	-	1,900,000	1,900,000

Revenues

Account Information					Current Budget	Change	Adjusted Budget
Fund	***Org***	***Acct***	***Prig***	***Title***			
305	950	381001	000	Transfer From Fund 001	1,535,000	9,600,000	11,135,000
305	950	381123	000	Transfer From Fund 123	-	1,300,000	1,300,000
305	950	381126	000	Transfer From Fund 126	-	2,000,000	2,000,000
305	950	381140	000	Transfer From Fund 140	465,000	1,900,000	2,365,000
					Subtotal:	14,800,000	

Expenditures

Account Information					Current Budget	Change	Adjusted Budget
Fund	***Org***	***Acct***	***Prig***	***Title***			
305	026020	56400	538	New Stormwater Vehicles & Equip Machinery and Equipment	-	743,800	743,800
305	044001	56300	572	Northeast Community Park Improvements Other Than Bldgs	-	250,000	250,000
305	046001	56300	572	Parks Capital Maintenance Improvements Other Than Bldgs	1,013,419	1,710,000	2,723,419
305	047002	56300	572	Boat Landing Improvements Improvements Other Than Bldgs	-	125,000	125,000
305	057013	56300	541	Street Lights /Unincorporated Area Improvements Other Than Bldgs	-	125,000	125,000
305	067006	56300	538	Stormwater Infrastructure Prev Main Improvements Other Than Bldgs	-	550,000	550,000
305	086031	56200	523	Jail Complex Improvements Building Improvements	1,417,100	1,665,900	3,083,000
305	086053	56200	571	Main Library Improvements Building Improvements	-	395,000	395,000
305	990	59902	599	Reserve For Future Projects	-	9,235,300	9,235,300
					Subtotal:	14,800,000	

Revenues

Account Information					Current Budget	Change	Adjusted Budget
Fund	***Org***	***Acct***	***Prog***	***Title***			
106	000	399900	000	Appropriate Fund Balance	6,600	2,200,000	2,206,600

Expenditures

Account Information					Current Budget	Change	Adjusted Budget
Fund	***Org***	***Acct***	***Prog***	***Title***			
106	950	591306	581	Transfer To Fund 306	2,695,650	2,200,000	4,895,650

Revenues

Account Information					Current Budget	Change	Adjusted Budget
Fund	***Org***	***Acct***	***Prog***	***Title***			
306	950	381001	000	Transfer From Fund 106	2,695,650	2,200,000	4,895,650
					Subtotal:	2,200,000	

Expenditures

Account Information					Current Budget	Change	Adjusted Budget
Fund	***Org***	***Acct***	***Prog***	***Title***			
306	051008	56400	541	Springhill Road Bridge Rehab Improvements Other Than Bldgs	-	350,500	350,500
306	053007	56300	541	Old Bainbridge Rd Safety Imp Improvements Other Than Bldgs	154,000	168,000	322,000
306	056010	56300	541	Trans & Stormwater Improvements Improvements Other Than Bldgs	2,552,801	650,000	3,202,801
306	990	59902	599	Reserve For Future Projects	-	1,031,500	1,031,500
					Subtotal:	2,200,000	

Purpose of Request:

This amendment appropriates $17,000,000 in unreserved fund balance above the adopted policy minimum to replenished general and transportation capital reserves. This action allows the Board to maintain its existing infrastructure for the next five years and maintain a sufficient amount of contingency without having to annually transfer large amounts of recurring general revenue to the Capital Improvement Program. This amendment also appropriates $6,733,200 for the advance funding of 11 capital improvement projects to ensure the timely progress of capital facility maintenance needs and planned infrastructure improvements. These projects include New Stormwater Vehicle & Equipment (additional work crew); Park maintenance and improvements: (Northeast Community Park temporary trails, Parks Capital Maintenance, Chaires ball field) and Boat Landing Improvements); Street Lights Placement - Unincorporated Areas; Transportation safety improvements (Springhill Road Bridge and Old Bainbridge Road) Stormwater Infrastructure Preventative Maintenance, Transportation and Stormwater improvements; Jail Complex Maintenance, and Main Library Improvements.

Group/Program Director

Senior Analyst

Scott Ross, Director, Office of Financial Stewardship

Approved By: **Resolution** [X] **Motion** [ ] **Administrator** [ ]

Leon County Government
FY 2017/FY 2020 Capital Improvement Program

Project	FY 2016 Adjusted Budget	FY 2017 Proposed Budget	FY 2018 Planned	FY 2019 Planned	FY 2020 Planned	FY 2021 Planned	5 Year Project Total
Engineering Services: Stormwater							
Stormwater Infrastructure Prev Maint **New ***	550,000	-	500,000	500,000	500,000	500,000	2,000,000
BP2000 Water Quality Enhancements	950,560	-	-	-	-	-	-
Crump Road Drainage Improvements	425,000	-	-	-	-	-	-
Fords Arm (formerly Lexington Pond)	4,513,282	-	-	-	-	-	-
Killearn Acres Flood Mitigation	723,868	-	-	-	-	-	-
Killearn Lakes Plantation Stormwater	2,148,195	-	-	-	-	-	-
Lake Henrietta	368,695	*150,000*	350,000	350,000	200,000	-	1,050,000
Lake Munson Restoration	227,599	-	-	-	-	-	-
Lakeview Bridge	933,641	-	-	-	-	-	-
Longwood Outfall Retrofit	223,345	-	-	-	-	-	-
Pedrick Pond Stormwater Improvements	58,957	-	-	-	-	-	-
Stormwater Structure Inventory and Mapping	681,398	-	-	-	-	-	-
TMDL Compliance Activities	200,000	*150,000*	100,000	-	-	-	250,000
Westside Stormwater (formerly Gum Road)	400,000	-	-	-	-	-	-
Subtotal	**12,404,540**	***300,000***	**950,000**	**850,000**	**700,000**	**500,000**	**3,300,000**
Engineering Services: Transportation							
Springhill Rd Bridge Rehab - Munson **New ***	350,500	-	-	-	-	-	-
Street Lights Prog - Unincorporated Areas **New ***	125,000	-	125,000	125,000	125,000	125,000	500,000
Arterial/Collector/Local Road Resurfacing [BP]	6,198,275	*3,225,000*	3,375,000	3,000,000	3,600,000	3,469,300	16,669,300
Bannerman Road	2,172,685	-	-	-	-	-	-
Baum Road Drainage Improvements	75,000	-	155,000	750,000	-	-	905,000
Community Safety & Mobility [BP]	1,890,727	*550,000*	600,000	425,000	195,000	650,000	2,420,000
FDOT Permitting Fees	50,000	-	-	-	-	-	-
Intersection and Safety Improvements [BP]	5,632,646	-	-	750,000	595,850	500,000	1,845,850
Magnolia Drive Multi-Use Trail	8,329,074	-	-	-	-	-	
Old Bainbridge Rd Safety Improvement *	322,000	-	50,000	1,374,000	-	-	1,424,000
Public Works Design & Engineering Services	75,000	*100,000*	100,000	100,000	100,000	100,000	500,000
Pullen Road at Old Bainbridge Road	1,136,342	-	-	-	-	-	-
Sidewalk Program	1,495,623	*1,458,203*	1,472,785	1,487,510	1,502,378	1,517,388	7,438,264
Transportation and Stormwater Improvements *	4,119,945	-	500,000	500,000	500,000	500,000	2,000,000
Subtotal	**32,629,115**	***5,333,203***	**6,377,785**	**8,511,510**	**6,618,228**	**6,861,688**	**33,702,414**
Public Works: Operations							
Arterial/Collector Roads Pavement Markings	135,200	*135,200*	135,200	135,200	135,200	135,200	*676,000*
Open Graded Cold Mix Maint & Resurfacing [BP]	1,341,764	*600,000*	600,000	600,000	600,000	600,000	*3,000,000*
Stormwater Pond Replacement	100,000	*100,000*	100,000	100,000	100,000	100,000	*500,000*
Subtotal	**1,616,964**	***835,200***	**835,200**	**835,200**	**835,200**	**835,200**	**4,176,000**
Solid Waste Management							
Hazardous Waste Improvements	47,200	*38,450*	-	-	-	-	*38,450*
Landfill Improvements	222,253	*100,000*	100,000	100,000	100,000	100,000	*500,000*
Solid Waste Master Plan	100,000	-	-	-	-	-	-
Solid Waste Pre-Fabricated Buildings	55,562	-	-	-	-	-	-
Transfer Station Improvements	228,500	*150,000*	150,000	150,000	150,000	150,000	*750,000*
Subtotal	**653,515**	***288,450***	**250,000**	**250,000**	**250,000**	**250,000**	**1,288,450**

Leon County Government
FY 2017/FY 2020 Capital Improvement Program

Project	FY 2016 Adjusted Budget	FY 2017 Proposed Budget	FY 2018 Planned	FY 2019 Planned	FY 2020 Planned	FY 2021 Planned	5 Year Project Total
Fleet Management							
New Stormwater Vehicles & Equipment *	743,800	-	-	-	-	-	-
New Emergency Medical Services Veh & Equip	-	-	300,000	-	-	300,000	600,000
New Public Works Vehicles and Equipment	-	93,000	-	-	-	-	93,000
EMS Vehicle & Equipment Replacement	945,620	1,113,000	1,020,250	1,071,300	1,174,850	1,124,850	5,504,250
General Vehicle & Equipment Replacement	637,199	439,000	200,000	259,000	275,000	180,000	1,353,000
New General Vehicle & Equipment	66,000	-	-	-	-	-	-
New Veh & Equip for Parks/Greenways		63,200	111,300	50,000	-	-	224,500
Public Works Vehicle & Equip Replacement	733,436	711,600	518,000	743,500	658,000	414,000	3,045,100
Fleet Management Shop Equipment	68,778	50,000	50,000	50,000	50,000	50,000	250,000
Hazardous Waste Veh & Equip Replacement	170,000	16,000	32,500	32,500	-	-	81,000
Rural Waste Vehicle and Equip Replacement	305,193	282,000	110,000	-	-	-	392,000
Solid Waste Fac Equip & Veh Replacement	473,765	407,000	80,000	116,000	76,000	450,100	1,129,100
Stormwater Vehicle & Equip Replacement	546,057	121,000	184,100	180,100	305,000	435,000	1,225,200
Transfer Station Heavy Equipment Replacement	238,838	341,500	39,600	98,150	414,200	360,000	1,253,450
Subtotal	**4,928,686**	**3,637,300**	**2,645,750**	**2,600,550**	**2,953,050**	**3,313,950**	**15,150,600**
Management Information Services							
Courtroom Technology	250,536	132,000	132,000	132,000	132,000	132,000	660,000
Data Writing	37,582	25,000	25,000	25,000	25,000	25,000	125,000
Digital Phone System	106,092	200,000	25,000	25,000	25,000	25,000	300,000
E-Filing System for Court Documents	140,000	125,000	125,000	125,000	125,000	125,000	625,000
Emergency Medical Services Technology	59,863	25,000	25,000	25,000	25,000	25,000	125,000
File Server Maintenance	416,483	505,000	375,000	375,000	375,000	375,000	2,005,000
Financial Hardware and Software	152,628	150,000	100,000	25,000	25,000	25,000	325,000
GIS Incremental Basemap Update	298,500	298,500	298,500	298,500	298,500	298,500	1,492,500
Geographic Information Systems	408,280	238,280	238,280	238,280	238,280	238,280	1,191,400
Library Services Technology	95,000	79,000	25,000	25,000	25,000	25,000	179,000
Network Backbone Upgrade	180,000	150,000	150,000	150,000	150,000	150,000	750,000
Permit & Enforcement Tracking System	332,687	140,000	140,000	140,000	140,000	140,000	700,000
Pubic Defender Technology	82,300	80,000	30,000	30,000	30,000	30,000	200,000
Records Management	117,236	50,000	50,000	50,000	50,000	50,000	250,000
State Attorney Technology	30,000	30,000	30,000	30,000	30,000	30,000	150,000
Supervisor of Elections Technology	70,800	75,500	25,000	25,000	25,000	25,000	175,500
Technology in the Chambers	-	48,300	58,000	-	-	-	106,300
User Computer Upgrades	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000
Work Order Management	60,229	20,000	20,000	20,000	20,000	20,000	100,000
Subtotal	**3,138,216**	**2,671,580**	**2,171,780**	**2,038,780**	**2,038,780**	**2,038,780**	**10,959,700**
Parks and Recreation							
Boat Landing Improvements & Renovations **New ***	125,000	-	125,000	125,000	125,000	125,000	500,000
Apalachee Parkway Regional Park	372,210	600,000	500,000	200,000	200,000	200,000	1,700,000
Fred George Park	881,316	500,000	500,000	-	-	-	1,000,000
Greenways Capital Maintenance	311,319	350,000	350,000	350,000	350,000	350,000	1,750,000
Northeast Community Park *	250,000	-	-	-	-	-	-
Okeeheepkee Prairie Park	361,467	133,000	-	-	-	-	133,000
Parks Capital Maintenance *	2,723,419	-	325,000	325,000	325,000	325,000	1,300,000
Playground Equipment Replacement	205,086	-	130,000	-	130,000	-	260,000
St. Marks Headwaters Greenway	1,585,683	-	-	-	-	-	-
Woodville Community Park	524,491	-	-	-	-	-	-
Subtotal	**7,765,654**	**1,583,000**	**1,930,000**	**1,000,000**	**1,130,000**	**1,000,000**	**6,643,000**

Leon County Government
FY 2017/FY 2020 Capital Improvement Program

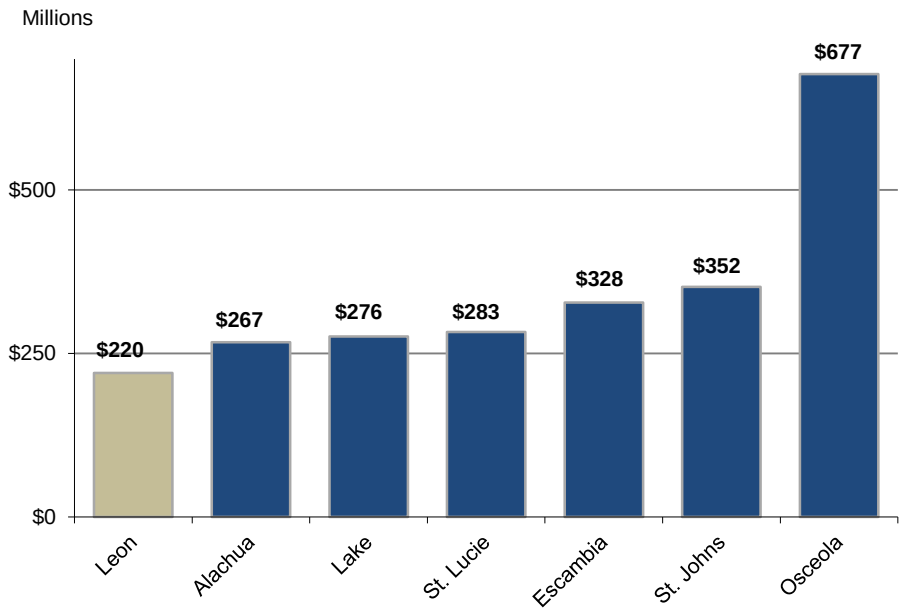
Project	FY 2016 Adjusted Budget	FY 2017 Proposed Budget	FY 2018 Planned	FY 2019 Planned	FY 2020 Planned	FY 2021 Planned	5 Year Project Total
Facilities Management							
Air Conditioning Unit Replacements	116,685	*30,000*	30,000	30,000	30,000	30,000	150,000
Amtrak Building Renovations	280,000	*45,000*	50,000	30,000	-	-	125,000
Architectural & Engineering Services	104,955	*60,000*	60,000	60,000	60,000	60,000	300,000
Branch Library Improvements	20,000	-	-	-	-	-	-
Centralized Storage Facility	69,758	*150,000*	150,000	50,000	50,000	50,000	450,000
Common Area Furnishings	40,628	*30,000*	30,000	30,000	30,000	30,000	150,000
Concrete Masonry Restrooms (Pre-Fab Bldg)	61,100	*62,600*	55,300	-	-	-	117,900
Cooperative Extension Renovations	65,437	*120,000*	-	-	-	-	120,000
County Government Annex	2,003,981	*523,600*	520,000	570,000	500,000	100,000	2,213,600
Courthouse Renovations	205,800	*300,000*	40,000	40,000	40,000	40,000	460,000
Courthouse Repairs	766,386	*490,400*	400,000	400,000	400,000	400,000	2,090,400
Courthouse Security	20,000	*20,000*	20,000	20,000	20,000	20,000	100,000
Courtroom Minor Renovations	128,316	*60,000*	60,000	60,000	60,000	60,000	300,000
Elevator Generator Upgrades	506,968	*250,000*	350,000	300,000	250,000	300,000	1,450,000
Fleet Management Shop Improvements	38,250	-	-	-	-	-	-
General County Maint & Minor Renovations	246,867	*190,000*	115,000	25,000	25,000	25,000	380,000
Health Departments Improvements		*100,000*	100,000	100,000	100,000	100,000	500,000
J. Lee Vause Park Improvements	61,850	*60,700*	141,800	-	-	-	202,500
Jail Complex Maintenance *	3,476,241	-	1,000,000	1,700,000	1,444,282	-	4,144,282
J.R. Alford Greenway	15,000	*125,000*	-	-	-	-	125,000
Lake Jackson Town Center	224,650	*25,000*	25,000	25,000	25,000	25,000	125,000
Lake Jackson Town Center Sense of Place	614,393	-	-	-	-	-	-
Main Library Improvements *	717,038	-	470,000	-	-	-	470,000
Medical Examiner Facility	269,225	*1,681,750*	31,850	-	-	-	1,713,600
MIS Data Center - HVAC	70,000	*250,000*	-	-	-	-	250,000
Parking Lot Maintenance	171,008	*86,000*	16,000	16,000	16,000	16,000	150,000
Public Safety Complex	150,000	*150,000*	150,000	150,000	150,000	150,000	750,000
Welcome Center Building	-	*41,300*	-	-	-	-	41,300
Subtotal	**11,415,541**	***4,851,350***	**3,814,950**	**3,606,000**	**3,200,282**	**1,406,000**	**16,878,582**
Miscellaneous							
Capital Grant Match Program	81,205	-	-	-	-	-	-
Voting Equipment Replacement	50,000	*50,000*	50,000	50,000	50,000	50,000	*250,000*
Subtotal	**50,000**	***50,000***	**50,000**	**50,000**	**50,000**	**50,000**	**250,000**
Blueprint 2020 Projects							
Greenways Master Plan (50% Allocation)	-	-	-	-	296,000	395,000	691,000
LIFE Capital Projects (2%)	-	-	-	-	789,000	1,099,000	1,888,000
Parks Operating Costs (50% of Allocation)	-	-	-	-	375,000	500,000	875,000
Sidewalk Projects (50% of Allocation)	-	-	-	-	938,000	1,250,000	2,188,000
Water Quality & Stormwater (50% of Allocation)	-	-	-	-	1,594,000	2,125,000	3,719,000
Subtotal	**-**	**-**	**-**	**-**	**3,992,000**	**5,369,000**	**9,361,000**
TOTAL	***74,602,231***	***19,550,083***	**19,025,465**	**19,742,040**	**21,767,540**	**21,624,618**	**101,709,746**

* Projects proposed for FY16 funding.

BP Projects funded with the County's 10% share of the Blueprint 2020 Sales Tax Extension will pickup 75% in FY 2020 and 100% in following years.

Comparative Data for Like-Sized Counties

Total Net Budget (FY16)

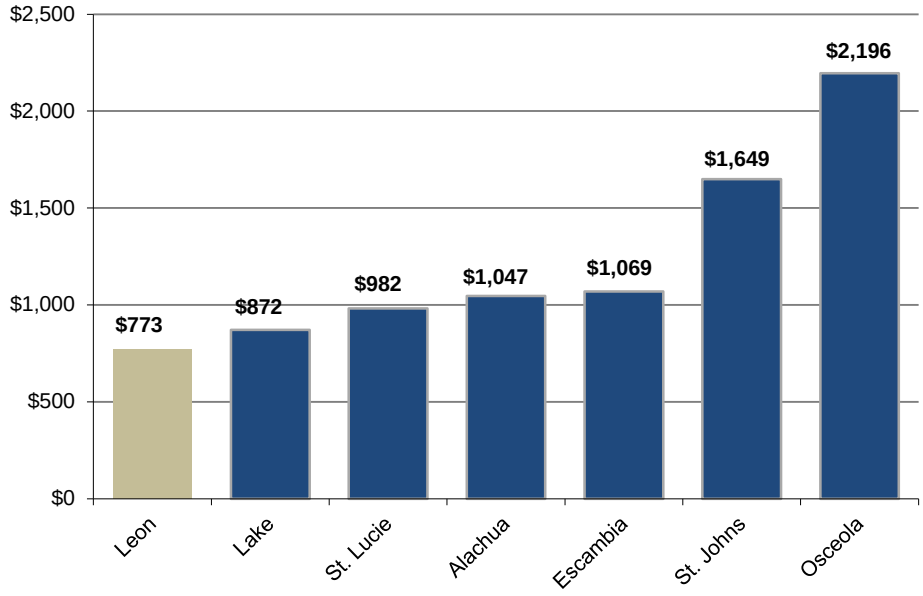


Leon County ranks lowest in operating budget among like-sized counties, with a net budget of $220 million. Alachua County's net budget is 11.7% higher than Leon County's.

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

Source: FY16 Leon County Office of Management and Budget Survey

Net Budget Per Countywide Resident (FY16)

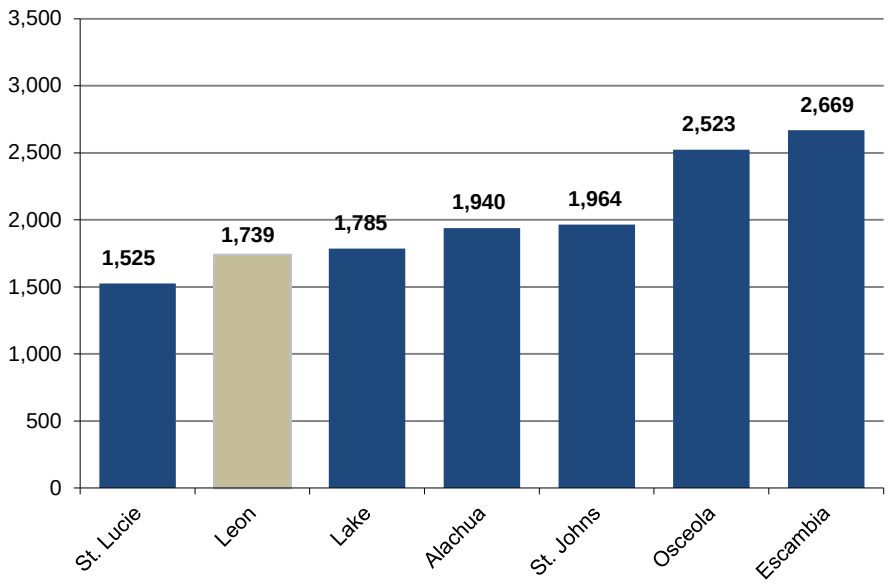


Leon County is the lowest for dollars spent per county resident—second to Lake County. Osceola County spends more than two times the amount per resident than Leon County. The next closest County's net budget per capita is 13% higher than Leon County's (Lake County).

Source: University of Florida, Bureau of Economic and Business Research, 4/1/2015 & FY16 Leon County Office of Management and Budget Survey

Comparative Data for Like-Sized Counties

Total Number of County Employees (FY16)

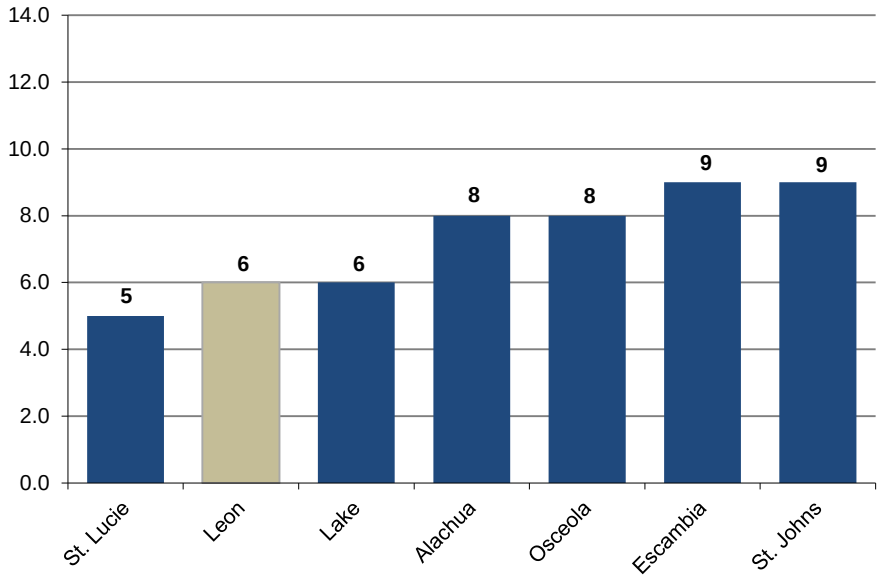


County employees consist of Board, Constitutional, and Judicial Offices. Leon County continues to rank the second lowest number of county employees among like-size counties.

All of the comparable counties surveyed reported a higher number of employees than reported in FY15.

Source: FY16 Leon County Office of Management and Budget Survey

County Employees per 1,000 Residents (FY16)



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

Source: University of Florida, Bureau of Economic and Business Research, 4/1/2015 & FY16 Leon County Office of Management and Budget Survey

* Comparative Counties updated based on 2015 population estimates.
Source: University of Florida, Bureau of Economic and Business Research, 4/1/2015.

Proposed 2017 Operating Budget Expenditure Detail

	Department	Page #
1.	Expenditures By Division	2
2.	Board of County Commissioners	8
3.	Administration	19
4.	County Attorney's Office	27
5.	Department of Public Works	29
6.	Department of Development Support & Environmental Management	48
7.	PLACE	59
8.	Office of Financial Stewardship	62
9.	Office of Tourism Development	64
10.	Office of Information Technology	72
11.	Office of Library Services	86
12.	Office of Public Safety	92
13.	Office of Intervention & Detention Alternative	96
14.	Office of Human Services & Community Partnerships	106
15.	Office of Resource Stewardship	120
16.	Constitutionals	130
17.	Judicial	157
18.	Non-Operating	177
19.	Debt Service	192

Preliminary

Board of County Commissioners

		FY 2015 Actual	FY 2016 Adopted	FY 2017 Proposed	Adopted Change	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
1)	County Commission*	1,542,350	1,583,301	1,626,968	2.76%	1,655,286	1,684,933	1,715,978	1,748,493
	Total:	**1,542,350**	**1,583,301**	**1,626,968**	**2.76%**	**1,655,286**	**1,684,933**	**1,715,978**	**1,748,493**

1) Increase reflects County Commission costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0%- 5% based on a 3% average; offset by decreases in workers compensation rates. The performance raises pertain to the Commission staff only. By ordinance Commissioner salaries are set according to a formula established by the State of Florida.

Administration

		FY 2015 Actual	FY 2016 Adopted	FY 2017 Proposed	Adopted Change	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
2)	County Administration*	741,084	785,394	1,013,761	29.08%	1,043,445	1,074,163	1,105,953	1,138,321
3)	Human Resources*	1,094,632	1,389,092	1,455,403	4.77%	1,492,290	1,532,210	1,573,732	1,616,929
4)	Strategic Initiatives*	1,294,083	1,505,885	1,503,225	-0.18%	1,537,850	1,573,862	1,608,007	1,647,029
	Total:	**3,129,799**	**3,680,371**	**3,972,389**	**7.93%**	**4,073,585**	**4,180,235**	**4,287,692**	**4,402,279**

2) Increase reflects reclassification of the Economic Vitality Director to an Assistant County Administrator position established as part of the County Administrator's organizational realignment presented to the Board at the April 26, 2016 Budget Workshop.

3) Increase reflects $11,000 for compensation analytical software and $14,000 for the combined Wellness & Benefits fair.

4) Decrease reflects the realignment of a Management Analyst from the previous County Office of Economic Vitality, offset by an increase of $20,000 for the State Lobbying Contract and $10,000 for the Leon County Lecture Series.

County Attorney's Office

		FY 2015 Actual	FY 2016 Adopted	FY 2017 Proposed	Adopted Change	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
5)	County Attorney*	1,822,212	1,951,307	2,008,617	2.94%	2,053,868	2,100,762	2,149,360	2,199,180
	Total:	**1,822,212**	**1,951,307**	**2,008,617**	**2.94%**	**2,053,868**	**2,100,762**	**2,149,360**	**2,199,180**

5) Increase reflects $10,000 for Westlaw legal research services subscription.

Department of Public Works

		FY 2015 Actual	FY 2016 Adopted	FY 2017 Proposed	Adopted Change	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
6)	Engineering Services*	2,682,035	3,176,625	3,693,490	16.27%	3,796,601	3,903,746	4,015,153	4,130,722
7)	Fleet Management*	2,613,551	2,888,493	2,807,477	-2.80%	2,837,746	2,862,211	2,887,773	2,914,488
8)	Operations*	8,848,549	10,145,181	10,710,857	5.58%	10,959,107	11,273,372	11,544,127	11,831,026
9)	PW Support Services*	576,002	576,230	633,112	9.87%	639,513	656,239	673,623	691,424
10)	Solid Waste*	8,053,922	8,541,678	9,037,749	5.81%	8,990,408	8,959,075	9,017,833	9,080,096
	Total:	**22,774,059**	**25,328,207**	**26,882,685**	**6.14%**	**27,223,375**	**27,654,643**	**28,138,509**	**28,647,756**

6) Increase reflects the realignment of a Facilities Planner, Construction Manager II, and Senior Design Engineer from Facilities Management as part of the County Administrator's organizational realignment. These increases are off-set by decreases to the Facilities Management personnel budget.

7) Decrease reflects $107,235 in fuel cost savings due to a decline in the price of fuel prices per gallon offset by an increase in personnel costs associated with the County Administrator's organizational realignment establishing the Assistant Public Works Director position where 25% of the salary will be charged to Fleet Maintenance.

8) Increase reflects creation of a Safety Flagger position and restoration of a six person Stormwater Crew positions ($231,537), $10,000 for utility payments related to the Board's new Street-Lighting Policy for unincorporated area intersection lighting enhancements, and $281,871 for 60 acres of right of way maintenance of Capital Circle NW/SW.

9) Increase reflects the County Administrator's organizational realignment to establish the Assistant Public Works Director, as presented to the Board at the April 26, 2016 Budget Workshop. This position is funded with 50% of the salary coming from Support Service and 25% from Solid Waste (Transfer Station) and 25% from Fleet Maintenance.

10) Increase reflects adjustments to personnel costs associated with the County Administrator's organizational realignment which established the Assistant Public Works Director position of which 25% of the salary will be funded from Solid Waste. Additional increases included $223,263 for hauling and disposal service and $65,000 for an updated waste composition study. This is offset by a decrease of six positions associated with the closing of the landfill including: a Contract Compliance Technician; two Solid Waste Operators; a Weighmaster; and a Maintenance Technician.

**** Increase reflects costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average; offset by decreases in workers compensation rates.***

Preliminary

Department of Development Support & Environmental Management

		FY 2015 Actual	FY 2016 Adopted	FY 2017 Proposed	Adopted Change	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
11)	Building Plans Review & Inspection *	1,091,743	1,441,057	1,569,891	8.94%	1,620,264	1,672,665	1,727,200	1,783,911
12)	Development Services*	657,859	790,500	800,051	1.21%	825,708	852,446	880,319	909,378
13)	DS Support Services*	347,736	347,277	330,592	-4.80%	340,606	351,004	361,811	372,837
14)	Environmental Services*	1,500,292	1,615,715	1,677,192	3.80%	1,730,490	1,785,847	1,843,346	1,902,819
15)	Permit and Code Services*	445,909	435,251	481,525	10.63%	495,748	510,577	526,035	542,172
	Total:	**4,043,540**	**4,629,800**	**4,859,251**	**4.96%**	**5,012,816**	**5,172,539**	**5,338,711**	**5,511,117**

11) Increase related to personnel costs associated with the new Permit Technician position approved in FY16 with a salary split of 75% with Building Plan Review & Inspection Division and 25% from Permit and Code Services Division. Additionally personnel increases reflect adjustments in personnel budget funding splits between the Building Plans Review and Inspection and the DS Support Services divisions based on an annual re-evaluation of workload activity.

12) *See personnel note below.

13) Decrease related to a change in personnel budget funding splits between the Building Plans Review and Inspection and the DS Support Services divisions, based on an annual re-evaluation of workload activity.

14) Increase related to reclassification of a Environmental Review Specialist position to a Senior Environmental Engineer approved in FY16.

15) Increase related to new Permit Technician position approved in FY16 (split 25% with Building Plans Review and Inspection Division) and $50,000 for the nuisance abatement program.

Department of PLACE

		FY 2015 Actual	FY 2016 Adopted	FY 2017 Proposed	Adopted Change	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
16)	Planning Department*	847,247	935,040	1,055,927	12.93%	899,663	906,149	912,894	919,779
	Total:	**847,247**	**935,040**	**1,055,927**	**12.93%**	**899,663**	**906,149**	**912,894**	**919,779**

16) Increase reflects the inclusion of $162,500 for a joint-Mobility Fee study in FY 2017 with the City of Tallahassee, as tentatively approved by the Board at the April 26, 2016 Budget Workshop. Additionally, an Urban Forester II position was realigned from Cooperative Extension to the Planning Department for canopy road management. This is offset by the realignment of three Planning positions (two Planner II positions and one Planning Research Supervisor) to the new Office of Economic Vitality in the Department of PLACE. Funds for the Office of Economic Vitality are budgeted as a direct payment to Blueprint 2000 pursuant to the pending interlocal agreement.

Office of Financial Stewardship

		FY 2015 Actual	FY 2016 Adopted	FY 2017 Proposed	Adopted Change	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
17)	Office of Management and Budget*	755,383	829,170	721,574	-12.98%	742,018	763,229	783,903	805,387
18)	Purchasing*	404,008	496,018	610,599	23.10%	629,022	648,106	667,181	687,684
19)	Real Estate Management*	341,942	405,368	340,085	-16.10%	345,474	326,104	331,978	338,116
20)	Risk Management*	186,433	240,195	240,442	0.10%	244,073	247,848	251,777	255,866
	Total:	**1,687,766**	**1,970,751**	**1,912,700**	**-2.95%**	**1,960,587**	**1,985,287**	**2,034,839**	**2,087,053**

17) Decrease associated with personnel changes in the amount of $106,700.

18) Increase associated with position realignments including two existing positions previously split funded with the MWSBE program that was merged with the new Office of Economic Vitality in the Department of PLACE.

19) Decrease in the amount of $97,700 due to the Real Estate Manager position being held vacant as the County contracts with a private real estate broker firm to perform this function. During FY 2017 and evaluation will be made to determine the need for this position during the initial contract period. This is offset by an increase of $40,000 for leasing commission fees and the realignment of $25,0000 to support high speed internet for the Domi Station previously budgeted in the Office of Economic Vitality.

20) *See personnel note below.

**** Increase reflects costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average; offset by decreases in workers compensation rates.***

Preliminary

Office of Tourist Development

		FY 2015 Actual	FY 2016 Adopted	FY 2017 Proposed	Adopted Change	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
21)	Tourism Development*	3,824,379	4,598,074	4,957,047	7.81%	5,023,171	5,091,070	5,160,798	5,232,164
	Total:	**3,824,379**	**4,598,074**	**4,957,047**	**7.81%**	**5,023,171**	**5,091,070**	**5,160,798**	**5,232,164**

21) Increase reflects the use of fund balance, as recommended by the Tourist Development Council, to fund following: $175,000 for the County Signature Event Grant Program to attract and maintain multi-day festival events such as the Word of the South and the Jazz and Blues Festival, $68,000 for the sports bid pool and $57,687 for marketing and advertising, Additionally, $191,000 is being allocated for capital improvements including $150,000 to assist in paying for larger permanent restrooms at Apalachee Regional Park and $41,000 for Welcome Center conference room renovations.

Office of Information and Technology

		FY 2015 Actual	FY 2016 Adopted	FY 2017 Proposed	Adopted Change	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
22)	Geographic Information Systems (GIS)*	1,775,044	1,951,206	1,923,845	-1.40%	1,968,709	2,015,263	2,063,583	2,113,663
23)	Management Information Services (MIS)*	5,493,007	5,925,146	6,374,130	7.58%	6,512,218	6,655,657	6,803,833	6,957,302
	Total:	**7,268,051**	**7,876,352**	**8,297,975**	**5.35%**	**8,480,927**	**8,670,920**	**8,867,416**	**9,070,965**

22) Decrease reflects the elimination of a GIS Technician II no longer needed due to the decline in physical map production.

23) Increase reflects the addition of a Senior IT Technical Support for Mobility application support. Additionally, $135,800 for an increase in contractual obligations associated with software updates and licensing.

Office of Library Services

		FY 2015 Actual	FY 2016 Adopted	FY 2017 Proposed	Adopted Change	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
24)	Library Services*	6,210,601	6,614,299	6,866,639	3.82%	7,060,007	7,258,288	7,467,952	7,686,397
	Total:	**6,210,601**	**6,614,299**	**6,866,639**	3.82%	**7,060,007**	**7,258,288**	**7,467,952**	**7,686,397**

24) *See personnel note below.

Office of Public Safety

		FY 2015 Actual	FY 2016 Adopted	FY 2017 Proposed	Adopted Change	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
25)	Animal Control*	1,297,343	1,570,911	1,526,763	-2.81%	1,578,889	1,633,546	1,690,857	1,707,714
26)	Emergency Medical Services*	15,599,725	16,083,506	16,473,669	2.43%	17,459,831	17,740,865	18,758,154	19,084,588
	Total:	**16,897,068**	**17,654,417**	**18,000,432**	**1.96%**	**19,038,720**	**19,374,411**	**20,449,011**	**20,792,302**

25) Decrease is due to the lower final payment to the City of Tallahassee for the completion of the HVAC capital project at the Animal Shelter in FY 2017.

26) Increase in the amount of $41,963 associated with the new Billing & Collection Technician position to assist with recovering EMS fees. The cost of this position are projected to be offset by an increase in fee revenue. Additional increases are related to ALS Agreement with City Fire Department.

Office of Intervention & Detention Alternatives (IDA)

		FY 2015 Actual	FY 2016 Adopted	FY 2017 Proposed	Adopted Change	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
27)	County Probation*	1,493,233	1,594,489	1,475,318	-7.47%	1,489,222	1,529,762	1,572,029	1,616,105
28)	Drug & Alcohol Testing*	164,342	170,876	168,734	-1.25%	172,924	177,277	181,798	186,499
29)	Supervised Pretrial Release*	1,110,105	1,255,112	1,183,133	-5.73%	1,212,700	1,243,485	1,275,566	1,308,986
	Total:	**2,767,680**	**3,020,477**	**2,827,185**	-6.40%	**2,874,846**	**2,950,524**	**3,029,393**	**3,111,590**

27) Decrease is related to personnel changes offset by increases of $37,000 for DISC Village and funding for the Domestic Violence Coordinating Council ($25,000) realigned from Non-Operating.

28) Decrease related to personnel changes offset by the increase in personnel costs noted below.

29) Decrease reflects personnel and operating costs reductions associated with departmental consolidation. This is offset by an increase for the Secured Continuous Random Alcohol Monitoring (SCRAM) program ($99,857), which will be partially offset by the $25,000 in SCRAM user fees.

**** Increase reflects costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average; offset by decreases in workers compensation rates.***

Preliminary

Office of Human Services & Community Partnerships

		FY 2015 Actual	FY 2016 Adopted	FY 2017 Proposed	Adopted Change	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
30)	Housing Services*	661,469	1,429,968	1,197,822	-16.23%	576,550	592,338	608,786	625,927
31)	Human Services*	7,559,661	7,457,430	7,756,708	4.01%	7,790,867	7,825,873	7,845,528	7,865,698
32)	Veteran Services*	233,396	314,500	327,763	4.22%	333,186	338,804	344,633	350,681
	Total:	**8,454,526**	**9,201,898**	**9,282,293**	**0.87%**	**8,700,603**	**8,757,015**	**8,798,947**	**8,842,306**

30) Decrease related to a decrease in the amount of SHIP funds received from the State.

31) Increases reflects $200,000 in additional Community Human Services Partnership (CSHP) funding, $181,689 for Medicaid payments, and $10,035 for the Medical Examiner contract.

32) *See personnel note below.

Office of Resource Stewardship

		FY 2015 Actual	FY 2016 Adopted	FY 2017 Proposed	Adopted Change	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
33)	Cooperative Extension*	524,526	540,260	470,954	-12.83%	470,954	470,954	470,954	470,954
34)	Facilities Management*	8,679,830	9,233,807	9,405,509	1.86%	9,540,874	9,680,018	9,821,070	9,960,663
35)	Office of Sustainability*	160,771	212,274	303,010	42.74%	307,909	312,999	318,294	323,800
36)	Parks and Recreation*	2,576,898	2,794,911	2,884,890	3.22%	2,982,234	3,041,025	3,102,463	3,166,695
	Total:	**11,942,025**	**12,781,252**	**13,064,363**	**2.22%**	**13,301,971**	**13,504,996**	**13,712,781**	**13,922,112**

33) Decrease related to the Urban Forester II position being realigned to the Planning Department for Canopy Road Management and the transfer of utility costs to Facilities Management.

34) Increase in the amount of $608,124 for utilities related to the County's utility bill consolidation project. Funds were transferred from other divisions to pay for this increase. This utilities consolidation will allow for more efficient tracking of utility consumption at County buildings and identify opportunities for energy efficiency upgrades. Additionally, the Director of Resource Stewardship is now aligned in the Facilities Management budget. This is offset by a decrease in three positions realigned to Public Works Engineering Service, the reclass of the Director of Facilities Management to a Senior Design Engineer, a Construction Manager II position and a Facilities Planner position.

35) Increase related to personnel costs associated with the County Administrator's organizational realignment which moved the Solid Waste division to the Public Works Department while the Recycling and Services Education program is consolidated into the Office of Sustainability. A Communication and Outreach Coordinator Position, a Recycle and Sustainability Manager and a Digital Community Engagement Specialist were realigned from Recycling and Services Education program.

36) Increase in the amount of $117,570 related to contractual services such as increased mowing expenses, port-a-let rental fees, trail maintenance, turf management, invasive plant species control, uniforms, fencing projects, and sidewalk repairs. This is offset by a decrease in the amount of $103,122 for utilities related to the County's utility bill consolidation project, which realigned these costs to the Facilities Management Budget.

Constitutional

		FY 2015 Actual	FY 2016 Adopted	FY 2017 Proposed	Adopted Change	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
37)	Clerk of the Circuit Court	1,934,372	1,940,579	2,016,674	3.92%	2,057,007	2,098,147	2,131,632	2,165,787
38)	Property Appraiser	4,732,020	4,805,388	5,159,673	7.37%	5,314,463	5,473,897	5,638,114	5,638,114
39)	Sheriff	69,237,827	69,834,622	72,242,557	3.45%	74,121,893	75,927,322	77,800,130	78,170,947
40)	Supervisor of Elections	3,989,424	4,992,180	4,187,358	-16.12%	4,126,522	4,123,354	5,377,027	4,389,070
41)	Tax Collector	4,715,198	4,818,729	5,010,257	3.97%	5,212,560	5,415,293	5,626,122	5,626,600
	Total:	**84,608,841**	**86,391,498**	**88,616,519**	**2.58%**	**90,832,445**	**93,038,013**	**96,573,025**	**95,990,518**

37) Increase related to an adjustment based on the County's cost allocation plan which determined the County's costs share for the audit function increased in the amount of $61,844. This is consistent with the Clerk's office previously maintaining a vacancy in the audit function but now has both positions filled.

38) Increase reflects funding for payout of leave balances for individuals retiring from the office and technology improvements.

39) Increase reflects personnel costs for year two of Step Pay Plan adjustments, in addition to a total of eight new positions; four new road patrol deputy positions in Law Enforcement and two Correction Technicians, one Maintenance II, and one Property Manager in Corrections.

40) Decrease in overall budget related to FY2017 being a non-presidential-primary election year.

41) Increase reflect estimated commission payments associated with increase collection due to the July 1, 2016 certified values increasing by 2.8%. Additionally increases are related to commission payments for the MSTU, solid waste, fire, stormwater and other special assessments.

**** Increase reflects costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average; offset by decreases in workers compensation rates.***

Preliminary

Judicial

		FY 2015 Actual	FY 2016 Adopted	FY 2017 Proposed	Adopted Change	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
42)	Court Administration*	243,824	211,707	225,425	6.48%	232,099	239,063	246,335	253,927
43)	Guardian Ad Litem	13,972	29,662	21,627	-27.09%	21,627	21,627	21,627	21,627
44)	Other Court-Related Programs*	372,707	597,100	597,013	-0.01%	604,036	486,197	493,301	500,998
45)	Public Defender	114,095	148,950	133,195	-10.58%	133,195	133,195	133,195	133,195
46)	State Attorney	78,117	117,685	109,955	-6.57%	109,955	109,955	109,955	109,955
	Total:	**822,715**	**1,105,104**	**1,087,215**	**-1.62%**	**1,100,912**	**990,037**	**1,004,413**	**1,019,702**

42) *See personnel note below.
43) Decrease related to a decrease in one-time capital outlay funding ($6,000) from FY16 and $2,035 a reduction in phone system costs.
44) *See personnel note below.
45) Decrease related to $15,755 in reduced communications costs related to budgeting this expense at the fund level instead of individual operational organizations.
46) Decrease related to $7,730 in reduced communications costs related to budgeting this expense at the fund level instead of individual operational organizations.

Non-Operating

		FY 2015 Actual	FY 2016 Adopted	FY 2017 Proposed	Adopted Change	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
47)	Budgeted Reserves	0	444,649	546,685	22.95%	601,653	579,133	624,738	673,108
48)	Communications	681,825	1,103,438	1,392,807	26.22%	1,391,807	1,392,807	1,392,807	1,392,807
49)	Fire Control	6,841,328	7,946,149	8,230,385	3.58%	8,320,601	8,397,481	8,477,150	8,556,617
50)	Line Item Funding	379,000	125,000	100,000	-20.00%	100,000	100,000	0	0
51)	Other Non-Operating	7,087,186	7,703,266	7,838,613	1.76%	8,354,937	9,043,526	9,820,019	9,855,661
52)	Risk Allocations	1,095,694	1,143,993	1,113,517	-2.66%	1,113,517	1,113,517	1,113,517	1,113,517
53)	Risk Financing & Workers Comp	3,760,662	3,392,722	3,296,292	-2.84%	3,296,292	3,296,292	3,296,292	3,296,292
	Total:	**19,845,695**	**21,859,217**	**22,518,299**	**3.02%**	**23,178,807**	**23,922,756**	**24,724,523**	**24,888,002**

47) Reflects increase in the Building Fund reserves offset by a decrease in Insurance Fund contingencies.
48) Increase reflects the shifting of repair and maintenance cost from the organizational department level to the fund level, and an upgrade to the phone system in the amount of $75,000.
49) Increased costs associated with payments to the City of Tallahassee for fire services. Additionally, the budget includes $1.224 million in unincorporated fund balance to apply a 15% discount for two years to keep fire service fee rates level for FY16 & FY17. This was approved by the Board on May 12, 2015.
50) Decrease reflects shift of Domestic Violence Coordinating Council funding to Probation.
51) Increase reflects a $410,974 increase in payment to the Community Development Agency(CRA) due to the higher property tax values. There is a $75,000 allocation for the construction of two bus stops (northbound and southbound) on N. Monroe Street near Walmart. Additionally, there is an increase related to the realignment of Blueprint 2000 to the other non-operating contract account. Economic Vitality and MWSBE have also been realigned part of the establishment of new Office of Economic Vitality (OEV) in the Department of PLACE. These budgets are included in the Other Non-operating budget and will be payments to Blueprint 2000 for cost incurred for these programs.
52) Decrease reflects estimated lower insurance premiums associated with property and general liability.
53) Decrease reflects lower than expected costs related to workers' compensation claims.

Debt Service

		FY 2015 Actual	FY 2016 Adopted	FY 2017 Proposed	Adopted Change	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
54)	Debt Service	8,859,744	8,568,419	8,570,548	0.02%	8,121,345	7,640,225	7,638,595	3,335,756
	Total:	**8,859,744**	**8,568,419**	**8,570,548**	**0.02%**	**8,121,345**	**7,640,225**	**7,638,595**	**3,335,756**

54) Debt service payments remain relatively level for FY 2017 with minor adjustments to principle and interest payments.

Preliminary

**** Increase reflects costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average; offset by decreases in workers compensation rates.***

Capital Improvement Program

		FY 2015 Actual	FY 2016 Adopted	FY 2017 Proposed	Adopted Change	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
	Budgeted Capital Reserves	0	12,540	12,540	0.00%	12,540	12,540	12,540	12,540
	Engineering Services	12,913,939	8,322,304	6,138,203	-26.24%	7,702,785	9,736,510	11,014,228	12,210,688
	Facilities Management	3,878,473	3,345,100	4,665,650	39.48%	4,038,150	3,877,000	3,735,282	1,756,000
	Fleet Management	3,687,924	2,355,000	2,527,600	7.33%	2,272,350	2,303,900	2,462,850	2,503,850
55)	Management Information Services	1,322,457	1,750,880	2,166,580	23.74%	1,796,780	1,663,780	1,663,780	1,663,780
	Miscellaneous	761,735	50,000	50,000	0.00%	50,000	50,000	50,000	50,000
	Parks & Recreation	3,757,477	826,850	1,831,900	121.55%	2,183,100	1,050,000	1,801,000	1,895,000
	Public Works - Operations	218,425	875,200	835,200	-4.57%	835,200	835,200	835,200	835,200
	Solid Waste	1,244,444	1,103,950	1,334,950	20.92%	512,100	496,650	740,200	1,060,100
	Total:	**27,784,874**	**18,641,824**	**19,562,623**	**4.94%**	**19,403,005**	**20,025,580**	**22,315,080**	**21,987,158**

55) Significant projects include: $3.22 million for Arterial/Collector/Local Road resurfacing, $1.68 million for the construction of the Medical Examiner Facility, $1.458 million for the Sidewalk Program, $1.11 million for EMS vehicles and Equipment Replacement $711,600 for Public Works Vehicles and Equipment, and $750,000 for Apalachee Regional Park and Alford Greenway Improvements, including bathrooms, $150,000 for the Financial System Upgrade, and $407,000 for Solid Waste Vehicles and Equipment.

Grants Administration

		FY 2015 Actual	FY 2016 Adopted	FY 2017 Proposed	Adopted Change	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
	Grants Adult Drug Court	22,860	0	0	0.00%	0	0	0	0
56)	Grants Court Admin	0	0	125,000	0.00%	125,000	125,000	125,000	125,000
	Grants EMS	90,670	60,000	60,000	0.00%	60,000	60,000	60,000	60,000
	Grants Housing	156,103	0	0	0.00%	0	0	0	0
	Grants Human Services	95,058	0	0	0.00%	0	0	0	0
57)	Grants IDA	104,500	87,305	84,835	-2.83%	84,835	84,835	84,835	84,835
58)	Grants Library	61,910	15,000	15,000	0.00%	15,000	15,000	15,000	15,000
	Grants OMB	16,500	0	0	0.00%	0	0	0	0
	Grants Parks	705,447	0	0	0.00%	0	0	0	0
	Grants Public Works	1,298,274	0	0	0.00%	0	0	0	0
	Grants Stormwater	66,332	0	0	0.00%	0	0	0	0
	Grants Sustainability	25,000	0	0	0.00%	0	0	0	0
	Total:	**2,642,654**	**162,305**	**284,835**	**75.49%**	**284,835**	**284,835**	**284,835**	**284,835**

56) Reflects expenditures associated with the Veteran's Court. This is a legislative allocation to Court Administration for operation of a Veteran's Court that is reimbursed to the County.

57) Decrease reflects the anticipation of reduced funds collected for driver's education through the collection of traffic fines in the Slosberg Drivers' Education Fund.

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

Transfers

		FY 2015 Actual	FY 2016 Adopted	FY 2017 Proposed	Adopted Change	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
59)	Transfers	37,076,597	38,708,843	40,208,828	3.88%	41,758,158	44,073,725	44,205,697	43,524,014
	Total:	**37,076,597**	**38,708,843**	**40,208,828**	**3.88%**	**41,758,158**	**44,073,725**	**44,205,697**	**43,524,014**

59) Reflects an increase in transfers to General, Probation Services, Radio Communications System(800 MHz), Municipal Services, and Capital Improvement funds offset by a reduction in the transfers to the Developmental Support and Environmental Services, Transportation Trust, Transportation Improvement, Stormwater, Solid Waste, and the Supervisor of Elections funds.

Summary Totals

	FY 2015 Actual	FY 2016 Adopted	FY 2017 Proposed	Adopted Change	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
Leon County Government	93,211,303	101,825,546	105,614,471	3.72%	107,359,425	109,291,772	112,064,281	114,173,493
Constitutional Officers	84,608,841	86,391,498	88,616,519	2.58%	90,832,445	93,038,013	96,573,025	95,990,518
Judicial	822,715	1,105,104	1,087,215	-1.62%	1,100,912	990,037	1,004,413	1,019,702
Non-Operating	19,845,695	21,859,217	22,518,299	3.02%	23,178,807	23,922,756	24,724,523	24,888,002
Capital	27,784,874	18,641,824	19,562,623	4.94%	19,403,005	20,025,580	22,315,080	21,987,158
Debt Service	8,859,744	8,568,419	8,570,548	0.02%	8,121,345	7,640,225	7,638,595	3,335,756
Grants	2,642,654	162,305	284,835	75.49%	284,835	284,835	284,835	284,835
Total Budget Net Transfers	**237,775,826**	**238,553,913**	**246,254,510**	**3.23%**	**250,280,774**	**255,193,218**	**264,604,752**	**261,679,464**
Total Operating Budget	209,990,952	219,912,089	226,691,887	3.08%	230,877,769	235,167,638	242,289,672	239,692,306
Total Capital Budget	27,784,874	18,641,824	19,562,623	4.94%	19,403,005	20,025,580	22,315,080	21,987,158

Preliminary

Leon County Fiscal Year 2017 Proposed Budget

Board of County Commissioners

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	1,473,278	1,491,406	1,535,073	-	1,535,073	1,563,391
Operating	69,072	91,895	91,895	-	91,895	91,895
Total Budgetary Costs	1,542,350	1,583,301	1,626,968	-	1,626,968	1,655,286

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
County Commission	1,542,350	1,583,301	1,626,968	-	1,626,968	1,655,286
Total Budget	1,542,350	1,583,301	1,626,968	-	1,626,968	1,655,286

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	1,542,350	1,583,301	1,626,968	-	1,626,968	1,655,286
Total Revenues	1,542,350	1,583,301	1,626,968	-	1,626,968	1,655,286

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
County Commission	14.00	14.00	14.00	-	14.00	14.00
Total Full-Time Equivalents (FTE)	14.00	14.00	14.00	-	14.00	14.00

Preliminary

County Commission Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	1,473,278	1,491,406	1,535,073	-	1,535,073	1,563,391
Operating	69,072	91,895	91,895	-	91,895	91,895
Total Budgetary Costs	1,542,350	1,583,301	1,626,968	-	1,626,968	1,655,286

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Commission At-Large (Group 1) (001-106-511)	8,920	9,500	9,500	-	9,500	9,500
Commission At-Large (Group 2) (001-107-511)	9,208	9,500	9,500	-	9,500	9,500
Commission District 1 (001-101-511)	8,416	9,500	9,500	-	9,500	9,500
Commission District 2 (001-102-511)	2,861	9,500	9,500	-	9,500	9,500
Commission District 3 (001-103-511)	6,750	9,500	9,500	-	9,500	9,500
Commission District 4 (001-104-511)	5,408	9,500	9,500	-	9,500	9,500
Commission District 5 (001-105-511)	9,221	9,500	9,500	-	9,500	9,500
Commissioners' Account (001-108-511)	18,288	25,395	25,395	-	25,395	25,395
County Commission (001-100-511)	1,473,278	1,491,406	1,535,073	-	1,535,073	1,563,391
Total Budget	1,542,350	1,583,301	1,626,968	-	1,626,968	1,655,286

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	1,542,350	1,583,301	1,626,968	-	1,626,968	1,655,286
Total Revenues	1,542,350	1,583,301	1,626,968	-	1,626,968	1,655,286

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
County Commission	14.00	14.00	14.00	-	14.00	14.00
Total Full-Time Equivalents (FTE)	14.00	14.00	14.00	-	14.00	14.00

Preliminary

County Commission - County Commission (001-100-511)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	1,473,278	1,491,406	1,535,073	-	1,535,073	1,563,391
Total Budgetary Costs	1,473,278	1,491,406	1,535,073	-	1,535,073	1,563,391

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	1,473,278	1,491,406	1,535,073	-	1,535,073	1,563,391
Total Revenues	1,473,278	1,491,406	1,535,073	-	1,535,073	1,563,391

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
County Commissioner	4.00	4.00	4.00	-	4.00	4.00
Commission Aide	6.00	6.00	6.00	-	6.00	6.00
County Commissioner	3.00	3.00	3.00	-	3.00	3.00
Commission Aide	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	14.00	14.00	14.00	-	14.00	14.00

The major variances for the FY 2017 budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average; offset by decreases in workers compensation rates. Funding for performance raises pertains to Commission staff only. Board of County Commissioner salaries are pursuant to County ordinance which uses the rate set by the State of Florida.

Preliminary

County Commission - Commission District 1 (001-101-511)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	8,416	9,500	9,500	-	9,500	9,500
Total Budgetary Costs	8,416	9,500	9,500	-	9,500	9,500

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	8,416	9,500	9,500	-	9,500	9,500
Total Revenues	8,416	9,500	9,500	-	9,500	9,500

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

Preliminary

County Commission - Commission District 2 (001-102-511)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	2,861	9,500	9,500	-	9,500	9,500
Total Budgetary Costs	2,861	9,500	9,500	-	9,500	9,500

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	2,861	9,500	9,500	-	9,500	9,500
Total Revenues	2,861	9,500	9,500	-	9,500	9,500

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

Preliminary

County Commission - Commission District 3 (001-103-511)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	6,750	9,500	9,500	-	9,500	9,500
Total Budgetary Costs	6,750	9,500	9,500	-	9,500	9,500

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	6,750	9,500	9,500	-	9,500	9,500
Total Revenues	6,750	9,500	9,500	-	9,500	9,500

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

Preliminary

County Commission - Commission District 4 (001-104-511)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	5,408	9,500	9,500	-	9,500	9,500
Total Budgetary Costs	5,408	9,500	9,500	-	9,500	9,500

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	5,408	9,500	9,500	-	9,500	9,500
Total Revenues	5,408	9,500	9,500	-	9,500	9,500

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

Preliminary

County Commission - Commission District 5 (001-105-511)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	9,221	9,500	9,500	-	9,500	9,500
Total Budgetary Costs	9,221	9,500	9,500	-	9,500	9,500

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	9,221	9,500	9,500	-	9,500	9,500
Total Revenues	9,221	9,500	9,500	-	9,500	9,500

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

Preliminary

County Commission - Commission At-Large (Group 1) (001-106-511)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	8,920	9,500	9,500	-	9,500	9,500
Total Budgetary Costs	8,920	9,500	9,500	-	9,500	9,500

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	8,920	9,500	9,500	-	9,500	9,500
Total Revenues	8,920	9,500	9,500	-	9,500	9,500

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

Preliminary

County Commission - Commission At-Large (Group 2) (001-107-511)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	9,208	9,500	9,500	-	9,500	9,500
Total Budgetary Costs	9,208	9,500	9,500	-	9,500	9,500

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	9,208	9,500	9,500	-	9,500	9,500
Total Revenues	9,208	9,500	9,500	-	9,500	9,500

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

Preliminary

County Commission - Commissioners' Account (001-108-511)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	18,288	25,395	25,395	-	25,395	25,395
Total Budgetary Costs	18,288	25,395	25,395	-	25,395	25,395

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	18,288	25,395	25,395	-	25,395	25,395
Total Revenues	18,288	25,395	25,395	-	25,395	25,395

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

Preliminary

Leon County Fiscal Year 2017 Proposed Budget

Administration

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	2,695,296	2,825,425	3,082,610	-	3,082,610	3,185,306
Operating	433,920	853,548	831,023	57,120	888,143	886,643
Transportation	583	1,398	1,636	-	1,636	1,636
Total Budgetary Costs	3,129,799	3,680,371	3,915,269	57,120	3,972,389	4,073,585

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
County Administration	741,084	785,394	1,013,761	-	1,013,761	1,043,445
Strategic Initiatives	1,294,083	1,505,885	1,471,105	32,120	1,503,225	1,537,850
Human Resources	1,094,632	1,389,092	1,430,403	25,000	1,455,403	1,492,290
Total Budget	3,129,799	3,680,371	3,915,269	57,120	3,972,389	4,073,585

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	3,129,799	3,680,371	3,915,269	57,120	3,972,389	4,073,585
Total Revenues	3,129,799	3,680,371	3,915,269	57,120	3,972,389	4,073,585

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
County Administration	3.00	4.00	5.00	-	5.00	5.00
Human Resources	12.00	12.00	12.00	-	12.00	12.00
Strategic Initiatives	11.00	13.50	14.50	-	14.50	14.50
Total Full-Time Equivalents (FTE)	26.00	29.50	31.50	-	31.50	31.50

Preliminary

County Administration Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	715,912	755,201	977,663	-	977,663	1,007,347
Operating	25,172	30,193	36,098	-	36,098	36,098
Total Budgetary Costs	741,084	785,394	1,013,761	-	1,013,761	1,043,445

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
County Administration (001-110-512)	741,084	785,394	1,013,761	-	1,013,761	1,043,445
Total Budget	741,084	785,394	1,013,761	-	1,013,761	1,043,445

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	741,084	785,394	1,013,761	-	1,013,761	1,043,445
Total Revenues	741,084	785,394	1,013,761	-	1,013,761	1,043,445

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
County Administration	3.00	4.00	5.00	-	5.00	5.00
Total Full-Time Equivalents (FTE)	3.00	4.00	5.00	-	5.00	5.00

Preliminary

County Administration - County Administration (001-110-512)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	715,912	755,201	977,663	-	977,663	1,007,347
Operating	25,172	30,193	36,098	-	36,098	36,098
Total Budgetary Costs	741,084	785,394	1,013,761	-	1,013,761	1,043,445

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	741,084	785,394	1,013,761	-	1,013,761	1,043,445
Total Revenues	741,084	785,394	1,013,761	-	1,013,761	1,043,445

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
County Administrator	1.00	1.00	1.00	-	1.00	1.00
Deputy County Administrator	1.00	1.00	1.00	-	1.00	1.00
Assistant County Administrator	-	1.00	2.00	-	2.00	2.00
Senior Executive Assistant	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	3.00	4.00	5.00	-	5.00	5.00

The major variances for the FY 2017 County Administration Budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average; offset by decreases in workers compensation rates.
2. Increase in personnel costs reflects the County Administrator's organizational realignment. As a result of the merger of County's and City's economic development functions under the Department of PLACE, the County's Economic Vitality Director position was reclassified to an Assistant County Administrator position as presented to the Board at the April 26, 2016 Budget Workshop.
3. Increased Travel & Per Diem costs in the amount of $5,905. This increase will be utilized for all travel related expenses associated with the new Assistant County Administrator position.

Preliminary

Strategic Initiatives Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	1,062,142	1,018,089	995,126	-	995,126	1,029,751
Operating	231,359	486,398	474,343	32,120	506,463	506,463
Transportation	583	1,398	1,636	-	1,636	1,636
Total Budgetary Costs	1,294,083	1,505,885	1,471,105	32,120	1,503,225	1,537,850

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Community and Media Relations (001-116-513)	-	564,022	541,667	-	541,667	552,250
Strategic Initiatives (001-115-513)	1,110,121	754,545	738,841	30,000	768,841	787,031
Volunteer Center (001-113-513)	183,962	187,318	190,597	2,120	192,717	198,569
Total Budget	1,294,083	1,505,885	1,471,105	32,120	1,503,225	1,537,850

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	1,294,083	1,505,885	1,471,105	32,120	1,503,225	1,537,850
Total Revenues	1,294,083	1,505,885	1,471,105	32,120	1,503,225	1,537,850

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Volunteer Center	2.00	2.00	2.00	-	2.00	2.00
Strategic Initiatives	9.00	7.00	8.00	-	8.00	8.00
Community and Media Relations	-	4.50	4.50	-	4.50	4.50
Total Full-Time Equivalents (FTE)	11.00	13.50	14.50	-	14.50	14.50

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	159,402	165,612	170,101	-	170,101	175,953
Operating	24,560	21,706	20,496	2,120	22,616	22,616
Total Budgetary Costs	183,962	187,318	190,597	2,120	192,717	198,569

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	183,962	187,318	190,597	2,120	192,717	198,569
Total Revenues	183,962	187,318	190,597	2,120	192,717	198,569

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Director of Volunteer Services	1.00	1.00	1.00	-	1.00	1.00
Volunteer Services Coordinator	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

The major variances for the FY 2017 Volunteer Center budget are as follows:

Increases to Program Funding:
1. Cost associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates are estimated at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average; offset by decreases in workers compensation rates.
2. Increase to communication in the amount of $420 for computer data plan previously paid for by MIS.
3. The Galaxy Digital Disaster Portal subscription was realigned from the MIS budget into the Volunteer Services budget. The cost for this annual subscription is $500.
4. Increase to Volgistics contract in the amount of $1,200, for a total contract cost of $2,292, to provide for a greater number of system operators for this volunteer management software.

Decreases to Program Funding:
1. Decrease in communication costs in the amount of $1,210 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	902,740	525,260	518,299	-	518,299	536,489
Operating	206,799	227,887	220,542	30,000	250,542	250,542
Transportation	583	1,398	-	-	-	-
Total Budgetary Costs	1,110,121	754,545	738,841	30,000	768,841	787,031

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	1,110,121	754,545	738,841	30,000	768,841	787,031
Total Revenues	1,110,121	754,545	738,841	30,000	768,841	787,031

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Director of Community & Media Relation	1.00	-	-	-	-	-
Special Projects Coordinator	-	1.00	1.00	-	1.00	1.00
Assistant to the County Administrator	1.00	2.00	2.00	-	2.00	2.00
Public Information Specialist	2.00	-	-	-	-	-
Management Analyst	-	-	1.00	-	1.00	1.00
Management Intern	-	1.00	1.00	-	1.00	1.00
Agenda Coordinator	1.00	1.00	1.00	-	1.00	1.00
Citizen Services Liaison	1.00	1.00	1.00	-	1.00	1.00
Executive Assistant	1.00	1.00	1.00	-	1.00	1.00
Public Information and Communications Manager	1.00	-	-	-	-	-
Senior Assistant to the County Administrator	1.00	-	-	-	-	-
Total Full-Time Equivalents (FTE)	9.00	7.00	8.00	-	8.00	8.00

The major variances for the FY 2017 Strategic Initiatives budget are as follows:

Increase to Program Funding:
1. Cost associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates are estimated at 7%, and funding for performance raises in the range of 0% - 5% based on a 3% average; offset by decreases in workers compensation rates.
2. Realignment of Management Analyst position from Office of Economic Vitality due to the County Administration's reorganizational realignments.
3. Increase in the State Legislative Lobbying contract in the amount of $20,000 for a total annual contract cost of $70,000.
4. Increase in the amount of $10,000 to fund the Leon County Lecture Series.

Decreases to Program Funding:
1. Decrease in communication costs in the amount of $4,345 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.
2. Travel & Per Diem reduction in the amount of $3,000.
3. Realignment of transportation expenditures from Strategic Initiatives to Community and Media Relations in the amount of $1,398.
4. Personnel reduction in the amount of $6,961 due to personnel changes within Strategic Initiatives.

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	-	327,217	306,726	-	306,726	317,309
Operating	-	236,805	233,305	-	233,305	233,305
Transportation	-	-	1,636	-	1,636	1,636
Total Budgetary Costs	-	564,022	541,667	-	541,667	552,250

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	-	564,022	541,667	-	541,667	552,250
Total Revenues	-	564,022	541,667	-	541,667	552,250

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Director of Community & Media Relation	-	1.00	1.00	-	1.00	1.00
Public Information Specialist	-	2.00	2.00	-	2.00	2.00
Public Information and Communications Manager	-	1.00	1.00	-	1.00	1.00
Digital Communications & Engagement Specialist	-	0.50	0.50	-	0.50	0.50
Total Full-Time Equivalents (FTE)	-	4.50	4.50	-	4.50	4.50

The major variances for the FY 2017 Community and Media Relations Budget are as follows:

Increases to Program Funding:
1. Cost associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates are estimated at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average; offset by decreases in workers compensation rates.
2. Increase in transportation costs in the amount of $1,636 due to realignment of transportation expenditures from Strategic Initiatives to Community and Media Relations.

Decreases to Program Funding:
1. Personnel reduction in the amount of $22,355 due to personnel changes within Community and Media Relations.
2. Decrease in communication costs in the amount of $3,500 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.

Preliminary

Human Resources (001-160-513)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	917,242	1,052,135	1,109,821	-	1,109,821	1,148,208
Operating	177,389	336,957	320,582	25,000	345,582	344,082
Total Budgetary Costs	1,094,632	1,389,092	1,430,403	25,000	1,455,403	1,492,290

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	1,094,632	1,389,092	1,430,403	25,000	1,455,403	1,492,290
Total Revenues	1,094,632	1,389,092	1,430,403	25,000	1,455,403	1,492,290

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Director of Human Resources	1.00	1.00	1.00	-	1.00	1.00
Employee Engagement & Performance Management	1.00	1.00	1.00	-	1.00	1.00
Human Resources Manager	1.00	1.00	1.00	-	1.00	1.00
Health and Wellness Coordinator	1.00	1.00	1.00	-	1.00	1.00
Employee Development Coordinator	1.00	1.00	1.00	-	1.00	1.00
Compensation Administrator	1.00	1.00	1.00	-	1.00	1.00
HR Records Coordinator	1.00	1.00	1.00	-	1.00	1.00
Human Resources Generalist	2.00	2.00	2.00	-	2.00	2.00
Employee Relations Manager	-	1.00	1.00	-	1.00	1.00
Human Resources Specialist	2.00	1.00	1.00	-	1.00	1.00
HRIS Coordinator	-	1.00	1.00	-	1.00	1.00
Human Resources Information Systems Coordinator	1.00	-	-	-	-	-
Total Full-Time Equivalents (FTE)	12.00	12.00	12.00	-	12.00	12.00

The major variances for the FY 2017 Human Resources budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average; offset by decreases in workers compensation rates.
2. Increase in $11,000 to purchase compensation analytical software to assist in performing compensation analysis.
3. Increase costs associated with the combined Wellness & Benefits fair in the amount of $14,000.
4. Increase in operating partially offset by a $15,000 decrease in training materials. In FY 2016, the Board approved a one-time allocation of $15,000 for educational and training materials. As this was a one-time allocation, the FY 2017 budget does not contemplate a continuation of this funding.

Decreases in Program Funding:
1. Decrease in communication costs in the amount of $1,375 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.

Preliminary

Leon County Fiscal Year 2017 Proposed Budget

County Attorney's Office

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	1,354,529	1,387,111	1,432,347	-	1,432,347	1,477,598
Operating	467,683	564,196	566,270	10,000	576,270	576,270
Total Budgetary Costs	1,822,212	1,951,307	1,998,617	10,000	2,008,617	2,053,868

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
County Attorney	1,822,212	1,951,307	1,998,617	10,000	2,008,617	2,053,868
Total Budget	1,822,212	1,951,307	1,998,617	10,000	2,008,617	2,053,868

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	1,822,212	1,951,307	1,998,617	10,000	2,008,617	2,053,868
Total Revenues	1,822,212	1,951,307	1,998,617	10,000	2,008,617	2,053,868

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
County Attorney	12.00	12.00	12.00	-	12.00	12.00
Total Full-Time Equivalents (FTE)	12.00	12.00	12.00	-	12.00	12.00

Preliminary

County Attorney (001-120-514)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	1,354,529	1,387,111	1,432,347	-	1,432,347	1,477,598
Operating	467,683	564,196	566,270	10,000	576,270	576,270
Total Budgetary Costs	1,822,212	1,951,307	1,998,617	10,000	2,008,617	2,053,868

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	1,822,212	1,951,307	1,998,617	10,000	2,008,617	2,053,868
Total Revenues	1,822,212	1,951,307	1,998,617	10,000	2,008,617	2,053,868

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
County Attorney	1.00	1.00	1.00	-	1.00	1.00
Deputy County Attorney	1.00	1.00	1.00	-	1.00	1.00
Asst County Attorney	3.00	3.00	3.00	-	3.00	3.00
Legal Administrator	1.00	1.00	1.00	-	1.00	1.00
Paralegal	1.00	1.00	1.00	-	1.00	1.00
Sr. Paralegal	1.00	1.00	1.00	-	1.00	1.00
Legal Records Specialist	1.00	1.00	1.00	-	1.00	1.00
Legal Assistant	2.00	2.00	2.00	-	2.00	2.00
Administrative Associate III	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	12.00	12.00	12.00	-	12.00	12.00

The major variances for the FY 2017 County Attorney budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average; offset by decreases in workers compensation rates.
2. Publications, Subscriptions, and Memberships in the amount of $10,000. This increase is necessary for Westlaw subscription.

Preliminary

Leon County Fiscal Year 2017 Proposed Budget

Department of Public Works

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	11,495,755	12,494,361	13,113,097	(6,996)	13,106,101	13,555,039
Operating	9,756,515	11,075,280	11,826,185	306,764	12,132,949	12,034,201
Transportation	1,581,064	1,744,166	1,634,135	-	1,634,135	1,634,135
Capital Outlay	33,824	14,400	-	9,500	9,500	-
Total Budgetary Costs	22,867,157	25,328,207	26,573,417	309,268	26,882,685	27,223,375

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
PW Support Services	576,002	576,230	633,112	-	633,112	639,513
Operations	8,848,549	10,145,181	10,209,710	501,147	10,710,857	10,959,107
Engineering Services	2,682,035	3,176,625	3,693,490	-	3,693,490	3,796,601
Fleet Management	2,613,551	2,888,493	2,939,712	(132,235)	2,807,477	2,837,746
Solid Waste	8,147,021	8,541,678	9,097,393	(59,644)	9,037,749	8,990,408
Total Budget	22,867,157	25,328,207	26,573,417	309,268	26,882,685	27,223,375

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	525,002	667,188	681,861	-	681,861	695,277
106 Transportation Trust	9,042,643	10,399,743	10,963,503	280,922	11,244,425	11,529,427
123 Stormwater Utility	2,515,001	2,801,105	2,858,427	220,225	3,078,652	3,137,996
125 Grants	23,940	30,000	32,521	-	32,521	32,521
401 Solid Waste	8,147,021	8,541,678	9,097,393	(59,644)	9,037,749	8,990,408
505 Motor Pool	2,613,551	2,888,493	2,939,712	(132,235)	2,807,477	2,837,746
Total Revenues	22,867,157	25,328,207	26,573,417	309,268	26,882,685	27,223,375

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Engineering Services	32.00	32.00	35.00	-	35.00	35.00
Fleet Management	9.00	9.00	9.25	-	9.25	9.25
Operations	130.00	130.00	130.00	7.00	137.00	137.00
PW Support Services	4.00	4.00	4.50	-	4.50	4.50
Solid Waste	35.00	34.45	32.40	(5.00)	27.40	27.40
Total Full-Time Equivalents (FTE)	210.00	209.45	211.15	2.00	213.15	213.15

OPS Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operations	1.00	1.00	1.00	-	1.00	1.00
Solid Waste	2.00	2.00	2.00	-	2.00	2.00
Total OPS Full-Time Equivalents (FTE)	3.00	3.00	3.00	-	3.00	3.00

Preliminary

Support Services (106-400-541)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	432,962	422,769	477,766	-	477,766	493,867
Operating	143,040	153,461	155,346	-	155,346	145,646
Total Budgetary Costs	576,002	576,230	633,112	-	633,112	639,513

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
106 Transportation Trust	576,002	576,230	633,112	-	633,112	639,513
Total Revenues	576,002	576,230	633,112	-	633,112	639,513

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Director of Public Works & Community Development	1.00	1.00	1.00	-	1.00	1.00
Assistant Public Works Director	-	-	0.50	-	0.50	0.50
Assistant to the Public Works Director	1.00	1.00	1.00	-	1.00	1.00
Records Manager	1.00	1.00	1.00	-	1.00	1.00
Senior Administrative Associate I	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	4.00	4.00	4.50	-	4.50	4.50

The major variances for the FY 2017 Support Services Budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 7%, and funding for performance raises in a range of 0% - 5% based on a 3% average; offset by decreases in workers compensation rates.
2. The increase in personnel costs reflects the County Administrator's organizational realignment which included the new Assistant Public Works Director position. The Assistant Public Works Director's salary will be split between Support Services, Solid Waste (Transfer Station), and Fleet Maintenance. 50% of this position's salary will come from Support Services.
3. Evaluation costs for the American Public Works Association accreditation process in the amount of $3,000.

Decreases to Program Funding:
1. Decrease in communication costs in the amount of $1,115 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.

Preliminary

Operations Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	6,050,247	6,824,740	6,955,351	231,537	7,186,888	7,437,618
Operating	1,616,541	2,051,403	2,028,353	260,110	2,288,463	2,295,483
Transportation	1,159,431	1,269,038	1,226,006	-	1,226,006	1,226,006
Capital Outlay	22,330	-	-	9,500	9,500	-
Total Budgetary Costs	8,848,549	10,145,181	10,209,710	501,147	10,710,857	10,959,107

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Mosquito Control (001-216-562)	525,002	667,188	681,861	-	681,861	695,277
Mosquito Control Grant (125-214-562)	23,940	30,000	32,521	-	32,521	32,521
Right-Of-Way Management (106-432-541)	1,957,498	2,376,874	2,369,814	285,876	2,655,690	2,735,792
Stormwater Maintenance (123-433-538)	2,515,001	2,801,105	2,858,427	220,225	3,078,652	3,137,996
Transportation Maintenance (106-431-541)	3,827,109	4,270,014	4,267,087	(4,954)	4,262,133	4,357,521
Total Budget	8,848,549	10,145,181	10,209,710	501,147	10,710,857	10,959,107

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	525,002	667,188	681,861	-	681,861	695,277
106 Transportation Trust	5,784,607	6,646,888	6,636,901	280,922	6,917,823	7,093,313
123 Stormwater Utility	2,515,001	2,801,105	2,858,427	220,225	3,078,652	3,137,996
125 Grants	23,940	30,000	32,521	-	32,521	32,521
Total Revenues	8,848,549	10,145,181	10,209,710	501,147	10,710,857	10,959,107

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Mosquito Control	5.00	5.20	5.20	-	5.20	5.20
Transportation Maintenance	53.00	53.00	53.00	1.00	54.00	54.00
Right-Of-Way Management	35.00	35.00	35.00	-	35.00	35.00
Stormwater Maintenance	37.00	36.80	36.80	6.00	42.80	42.80
Total Full-Time Equivalents (FTE)	130.00	130.00	130.00	7.00	137.00	137.00

OPS Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Mosquito Control	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

Preliminary

Operations - Mosquito Control (001-216-562)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	318,391	381,752	399,788	-	399,788	413,204
Operating	166,513	233,045	232,577	-	232,577	232,577
Transportation	40,098	52,391	49,496	-	49,496	49,496
Total Budgetary Costs	525,002	667,188	681,861	-	681,861	695,277

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	525,002	667,188	681,861	-	681,861	695,277
Total Revenues	525,002	667,188	681,861	-	681,861	695,277

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Stormwater Superintendent	-	0.20	0.20	-	0.20	0.20
Mosquito Control Supervisor	1.00	1.00	1.00	-	1.00	1.00
Senior Mosquito Control Technician	1.00	1.00	1.00	-	1.00	1.00
Mosquito Control Technician	2.00	2.00	2.00	-	2.00	2.00
Administrative Associate III	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	5.00	5.20	5.20	-	5.20	5.20

OPS Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
MC Consolidated OPS	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

The major variances for the FY 2017 Mosquito Control Budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0% - 5% based on a 3% average; offset by decreases in workers compensation rates.
2. Printing costs in the amount of $500 to provide more informational materials to the public.
3. Promotional costs in the amount of $3,400 for radio and television public service announcements.

Decreases to Program Funding:
1. Transportation cost adjustments related to vehicle insurance, maintenance, and fuel in the amount of $2,895.
2. Decrease in communication costs in the amount of $715 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.

Preliminary

Operations - Transportation Maintenance (106-431-541)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	2,608,113	2,840,495	2,856,253	30,842	2,887,095	2,991,983
Operating	782,235	922,077	939,835	(45,296)	894,539	894,539
Transportation	436,762	507,442	470,999	-	470,999	470,999
Capital Outlay	-	-	-	9,500	9,500	-
Total Budgetary Costs	3,827,109	4,270,014	4,267,087	(4,954)	4,262,133	4,357,521

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
106 Transportation Trust	3,827,109	4,270,014	4,267,087	(4,954)	4,262,133	4,357,521
Total Revenues	3,827,109	4,270,014	4,267,087	(4,954)	4,262,133	4,357,521

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
	2.00	2.00	-	-	-	-
Director of Operations	1.00	1.00	1.00	-	1.00	1.00
Transportation Superintendent	1.00	1.00	1.00	-	1.00	1.00
Work Control Coordinator	1.00	1.00	1.00	-	1.00	1.00
Maintenance & Construction Supervisor	2.00	2.00	2.00	-	2.00	2.00
Crew Chief II	1.00	1.00	2.00	-	2.00	2.00
Traffic Sign Technician	6.00	6.00	6.00	-	6.00	6.00
In-Mate Supervisor	1.00	1.00	1.00	-	1.00	1.00
Traffic Services Supervisor	1.00	1.00	1.00	-	1.00	1.00
Traffic Sign Crew Chief	1.00	1.00	1.00	-	1.00	1.00
Equipment Operator	7.00	7.00	7.00	-	7.00	7.00
Administrative Associate V	1.00	1.00	1.00	-	1.00	1.00
Crew Chief I	4.00	4.00	4.00	-	4.00	4.00
Heavy Equipment Operator	5.00	5.00	6.00	-	6.00	6.00
Service Worker	3.00	3.00	3.00	-	3.00	3.00
Maintenance Technician	7.00	7.00	7.00	1.00	8.00	8.00
Maintenance Repair Technician	7.00	7.00	7.00	-	7.00	7.00
Senior Administrative Associate I	1.00	1.00	1.00	-	1.00	1.00
Crew Chief	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	53.00	53.00	53.00	1.00	54.00	54.00

Preliminary

Operations - Transportation Maintenance (106-431-541)

The major variances for the FY 2017 Transportation Maintenance Budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0% - 5% based on a 3% average; offset by decreases in workers compensation rates.
2. A new Maintenance Technician position will serve as a Safety Flagger for the Spot Repair Shoulder Crew and increases personnel costs by $30,842.
3. Contractual services cost in the amount of $17,821. $10,500 is associated with toll charges for vehicles to utilize the Orchard Pond Parkway, which will allow crews to cross the northern part of the County more efficiently, making more efficient use of time and resources. An additional $4,920 is associated with new maintenance for street lights at Bannerman and Kinhega Drive, and new signal maintenance for the Capital Circle/Gum Road intersection. Additionally, there is an increase of $2,401 related to regular signal maintenance and the fire monitoring system.
4. Utility costs in the amount of $10,000 associated with the new Street Lighting Policy tentatively approved by the Board at its April 26, 2016 Budget Workshop.
5. Rental costs in the amount of $897 for copiers.
6. Operating supplies in the amount of $920 for uniforms associated with new employees.
7. Road materials in the amount of $10,765 associated with fertilizer for hayfields. Responsibility for the County's hayfields was shifted from the Right of Way Management Division.
8. Capital Outlay (Machinery and Equipment) in the amount of $9,500 to upgrade equipment in the Sign Shop.

Decreases to Program Funding:
1. Transportation cost adjustments related to vehicle insurance, maintenance, and fuel in the amount of $36,443
2. Decrease in communication costs in the amount of $1,965 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.
3. Utility cost adjustments in the amount of $70,716. These funds were transferred to the Division of Facilities Management as part of the County's utility bill consolidation effort. This consolidation will allow for more efficient tracking of utility consumption at County buildings and identify opportunities for energy efficiency upgrades. There is an additional $1,860 utility decrease associated with the costs to maintain traffic safety signaling devices throughout the County.

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	1,445,714	1,717,129	1,749,715	-	1,749,715	1,813,127
Operating	251,504	368,263	357,632	285,876	643,508	660,198
Transportation	260,279	291,482	262,467	-	262,467	262,467
Total Budgetary Costs	1,957,498	2,376,874	2,369,814	285,876	2,655,690	2,735,792

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
106 Transportation Trust	1,957,498	2,376,874	2,369,814	285,876	2,655,690	2,735,792
Total Revenues	1,957,498	2,376,874	2,369,814	285,876	2,655,690	2,735,792

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
R-O-W Mgmt. Superintendent	1.00	1.00	1.00	-	1.00	1.00
In-Mate Supervisor	2.00	2.00	2.00	-	2.00	2.00
R-O-W Management Supervisor	2.00	2.00	2.00	-	2.00	2.00
Equipment Operator	4.00	4.00	4.00	-	4.00	4.00
Administrative Associate V	1.00	1.00	1.00	-	1.00	1.00
Crew Chief I	5.00	5.00	5.00	-	5.00	5.00
Heavy Equipment Operator	2.00	2.00	2.00	-	2.00	2.00
Service Worker	2.00	2.00	2.00	-	2.00	2.00
Maintenance Technician	12.00	12.00	12.00	-	12.00	12.00
Crew Chief	2.00	2.00	2.00	-	2.00	2.00
Work Program Crew Chief	2.00	2.00	2.00	-	2.00	2.00
Total Full-Time Equivalents (FTE)	35.00	35.00	35.00	-	35.00	35.00

The major variances for the FY 2017 Right of Way Management Budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0% - 5% based on a 3% average; offset by decreases in workers compensation rates.
2. Operating supplies in the amount of $575 for uniforms associated with new employees.
3. Contractual maintenance services in the amount of $285,876, including 60 acres of right-of-way maintenance on Capital Circle NW/SW ($281,871) and mowing of Leon County owned properties ($4,005).

Decreases to Program Funding:
1. Utility cost reductions in the amount of $5,748 for eliminating irrigation at a planted median on Buck Lake Road. Leon County uses xeriscaping practices so that newly constructed planted road medians do not require irrigation indefinitely.
2. Road materials reduction in the amount of $18,803 related to fertilizer for hayfields. Responsibility for the County's hayfields was shifted to the Transportation Maintenance Division.
3. Transportation cost adjustments related to vehicle insurance, maintenance, and fuel in the amount of $29,015.

Preliminary

Operations - Stormwater Maintenance (123-433-538)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	1,678,029	1,885,364	1,949,595	200,695	2,150,290	2,219,304
Operating	414,679	498,018	465,788	19,530	485,318	475,648
Transportation	422,293	417,723	443,044	-	443,044	443,044
Total Budgetary Costs	2,515,001	2,801,105	2,858,427	220,225	3,078,652	3,137,996

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
123 Stormwater Utility	2,515,001	2,801,105	2,858,427	220,225	3,078,652	3,137,996
Total Revenues	2,515,001	2,801,105	2,858,427	220,225	3,078,652	3,137,996

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Stormwater Superintendent	1.00	0.80	0.80	-	0.80	0.80
Sr. Construction Inspector	1.00	1.00	-	-	-	-
Work Control Coordinator	-	-	1.00	-	1.00	1.00
Maintenance & Construction Supervisor	2.00	2.00	2.00	-	2.00	2.00
Crew Chief II	5.00	5.00	5.00	1.00	6.00	6.00
In-Mate Supervisor	4.00	4.00	4.00	-	4.00	4.00
Equipment Operator	9.00	9.00	9.00	3.00	12.00	12.00
Crew Chief I	-	-	1.00	-	1.00	1.00
Heavy Equipment Operator	1.00	1.00	1.00	-	1.00	1.00
Maintenance Technician	13.00	13.00	12.00	2.00	14.00	14.00
Administrative Associate III	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	37.00	36.80	36.80	6.00	42.80	42.80

The major variances for the FY 2017 Stormwater Maintenance Budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0% - 5% based on a 3% average; offset by decreases in workers compensation rates.
2. Personnel costs are increased in the amount of $200,695 due to the restoration of a six person stormwater crew tentatively approved by the Board at its April 26, 2016 Budget Workshop.
3. Contractual service costs in the amount of $19,530 associated with adjustments to the street sweeping contract with the city (due to improvements on Beech Ridge Trail and Bannerman Road) and videoing stormwater pipes to identify causes of system failures.
4. Transportation cost adjustments related to vehicle insurance, maintenance, and fuel in the amount of $25,321.

Decreases to Program Funding:
1. Reduced permitting expenses by $24,020. The FY 2016 budget included $33,690 for Leon County general maintenance and stormwater operating permits, which are budgeted every three years. This $33,690 cost savings is partially offset by the $9,670 City of Tallahassee general maintenance permit expenses, which are also budgeted every three years.
2. Reduced operating supplies by $7,778 because the FY 2016 budget included a one-time expense to construct a fence on S. Meridian Street.

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	1,610	30,000	32,521	-	32,521	32,521
Capital Outlay	22,330	-	-	-	-	-
Total Budgetary Costs	23,940	30,000	32,521	-	32,521	32,521

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
125 Grants	23,940	30,000	32,521	-	32,521	32,521
Total Revenues	23,940	30,000	32,521	-	32,521	32,521

The major variances for the FY 2017 budget are as follows:

Increases to Program Funding:
1. Increase in program funding is due to a moderate increase in the grant amount received from the State.

Preliminary

Engineering Services (106-414-541)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	2,390,999	2,645,861	3,165,952	-	3,165,952	3,269,063
Operating	253,858	489,340	488,455	-	488,455	488,455
Transportation	37,177	41,424	39,083	-	39,083	39,083
Total Budgetary Costs	2,682,035	3,176,625	3,693,490	-	3,693,490	3,796,601

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
106 Transportation Trust	2,682,035	3,176,625	3,693,490	-	3,693,490	3,796,601
Total Revenues	2,682,035	3,176,625	3,693,490	-	3,693,490	3,796,601

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Director of Engineering Services	1.00	1.00	1.00	-	1.00	1.00
Water Resource Scientist	1.00	1.00	1.00	-	1.00	1.00
Construction Manager II	-	-	1.00	-	1.00	1.00
Chief of Eng. Coordination	1.00	1.00	1.00	-	1.00	1.00
Chief of Engineering Design	1.00	1.00	1.00	-	1.00	1.00
Stormwater Management Coordinator.	1.00	1.00	1.00	-	1.00	1.00
Senior Design Engineer	3.00	3.00	4.00	-	4.00	4.00
Chief of Construction Management	1.00	1.00	1.00	-	1.00	1.00
County Surveyor	1.00	1.00	1.00	-	1.00	1.00
CAD Technician	4.00	4.00	3.00	-	3.00	3.00
Design Analyst	2.00	2.00	2.00	-	2.00	2.00
Survey Technician II	1.00	1.00	1.00	-	1.00	1.00
Sr. Construction Inspector	2.00	2.00	2.00	-	2.00	2.00
Facilities Planner	-	-	1.00	-	1.00	1.00
Engineer Intern	-	1.00	1.00	-	1.00	1.00
Sr. Engineering Design Specialist	2.00	2.00	1.00	-	1.00	1.00
Water Resource Specialist	1.00	1.00	1.00	-	1.00	1.00
Survey Technician I	1.00	1.00	1.00	-	1.00	1.00
Water Resource Limnologist	1.00	1.00	1.00	-	1.00	1.00
Project Engineer	-	-	2.00	-	2.00	2.00
Survey Party Chief	1.00	1.00	1.00	-	1.00	1.00
Construction Inspector	3.00	2.00	2.00	-	2.00	2.00
Administrative Associate VI	1.00	1.00	1.00	-	1.00	1.00
Administrative Associate V	1.00	1.00	1.00	-	1.00	1.00
Construction Inspection Aide	2.00	2.00	2.00	-	2.00	2.00
Total Full-Time Equivalents (FTE)	32.00	32.00	35.00	-	35.00	35.00

Preliminary

Engineering Services (106-414-541)

The major variances for the FY 2017 Engineering Services Budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0% - 5% based on a 3% average; offset by decreases in workers compensation rates.
2. An increase in Personnel costs related to the reassignment of a Facilities Planner, Construction Manager II, and Senior Design Engineer from Facilities Management as part of the County Administrator's organizational realignment.
3. An increase of $780 for uniforms for the Project Engineer and Customer Service Engineer positions.

Decreases to Program Funding:
1. Decrease in communication costs in the amount of $2,265 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.
2. Reduced vehicle costs related to repair, insurance, and fuel in the amount of $2,343.

Preliminary

Fleet Maintenance (505-425-591)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	676,561	596,301	648,227	-	648,227	672,398
Operating	1,925,950	2,276,451	2,278,346	(132,235)	2,146,111	2,152,209
Transportation	11,040	15,741	13,139	-	13,139	13,139
Total Budgetary Costs	2,613,551	2,888,493	2,939,712	(132,235)	2,807,477	2,837,746

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
505 Motor Pool	2,613,551	2,888,493	2,939,712	(132,235)	2,807,477	2,837,746
Total Revenues	2,613,551	2,888,493	2,939,712	(132,235)	2,807,477	2,837,746

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Assistant Public Works Director	-	-	0.25	-	0.25	0.25
Director of Fleet Management	1.00	1.00	1.00	-	1.00	1.00
Shop Supervisor	1.00	1.00	1.00	-	1.00	1.00
Equipment Mechanic	2.00	2.00	2.00	-	2.00	2.00
Sr. Equipment Mechanic	3.00	3.00	3.00	-	3.00	3.00
Administrative Associate V	1.00	1.00	1.00	-	1.00	1.00
Fleet Analyst	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	9.00	9.00	9.25	-	9.25	9.25

The major variances for the FY 2017 Fleet Management Budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0% - 5% based on a 3% average; offset by decreases in workers compensation rates.
2. The increase in personnel costs reflects the County Administrator's organizational realignment which includes the Assistant Public Works Director position. The Assistant Public Works Director's salary will be split between Support Services, Solid Waste (Transfer Station), and Fleet Maintenance. 25% of this position's salary will come from Fleet Maintenance.
3. Contractual expenses in the amount of $2,020 related to increased contract fees for camera security, leak detection device inspection, and uniforms.
4. Rental expenses in the amount of $2,015 associated with the copier lease contract.
5. Training expenses in the amount of $800 associated with training for underground storage tank monitoring.

Decreases to Program Funding:
1. Fuel cost savings in the amount of $107,235 due to a decline in the price of fuel.
2. Utility cost adjustments in the amount of $25,000. These funds were transferred to the Division of Facilities Management as part of the County's utility bill consolidation effort. This consolidation will allow for more efficient tracking of utility consumption at County buildings and identify opportunities for energy efficiency upgrades.
3. Transportation cost adjustments related to vehicle insurance, maintenance, and fuel in the amount of $2,602.
4. Decrease in communication costs in the amount of $935 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.
5. Communication cost reductions in the amount of $1,980 associated with the account being zeroed out due to the account not being utilized.

Preliminary

Solid Waste Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	1,944,985	2,004,690	1,865,801	(238,533)	1,627,268	1,682,093
Operating	5,817,126	6,104,625	6,875,685	178,889	7,054,574	6,952,408
Transportation	373,416	417,963	355,907	-	355,907	355,907
Capital Outlay	11,494	14,400	-	-	-	-
Total Budgetary Costs	8,147,021	8,541,678	9,097,393	(59,644)	9,037,749	8,990,408

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Hazardous Waste (401-443-534)	609,832	619,406	620,524	41,258	661,782	673,413
Landfill Closure (401-435-534)	13,443	-	-	-	-	-
Recycling Services & Education (401-471-534)	93,099	220,332	-	-	-	-
Rural Waste Service Centers (401-437-534)	542,530	611,250	665,949	(11,213)	654,736	670,025
Solid Waste Management Facility (401-442-534)	1,721,192	1,551,518	1,513,550	(372,868)	1,140,682	1,107,772
Transfer Station Operations (401-441-534)	5,166,926	5,539,172	6,297,370	283,179	6,580,549	6,539,198
Total Budget	8,147,021	8,541,678	9,097,393	(59,644)	9,037,749	8,990,408

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
401 Solid Waste	8,147,021	8,541,678	9,097,393	(59,644)	9,037,749	8,990,408
Total Revenues	8,147,021	8,541,678	9,097,393	(59,644)	9,037,749	8,990,408

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Rural Waste Service Centers	9.15	7.15	8.65	-	8.65	8.65
Transfer Station Operations	10.18	12.45	11.90	-	11.90	11.90
Solid Waste Management Facility	10.97	8.60	8.60	(5.00)	3.60	3.60
Hazardous Waste	3.25	3.25	3.25	-	3.25	3.25
Recycling Services & Education	1.45	3.00	-	-	-	-
Total Full-Time Equivalents (FTE)	35.00	34.45	32.40	(5.00)	27.40	27.40

OPS Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Rural Waste Service Centers	1.00	1.00	1.00	-	1.00	1.00
Hazardous Waste	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

Preliminary

Solid Waste - Landfill Closure (401-435-534)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	13,443	-	-	-	-	-
Total Budgetary Costs	13,443	-	-	-	-	-

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
401 Solid Waste	13,443	-	-	-	-	-
Total Revenues	13,443	-	-	-	-	-

The Board approved closing the landfill at the April 28, 2015 FY 2016 Budget Workshop.

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	389,301	335,271	409,519	-	409,519	424,717
Operating	67,789	154,286	153,788	(11,213)	142,575	142,666
Transportation	85,439	114,493	102,642	-	102,642	102,642
Capital Outlay	-	7,200	-	-	-	-
Total Budgetary Costs	542,530	611,250	665,949	(11,213)	654,736	670,025

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
401 Solid Waste	542,530	611,250	665,949	(11,213)	654,736	670,025
Total Revenues	542,530	611,250	665,949	(11,213)	654,736	670,025

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Solid Waste Superintendent	0.10	-	-	-	-	-
Solid Waste Operator	2.80	2.00	3.00	-	3.00	3.00
In-Mate Supervisor	0.25	-	0.50	-	0.50	0.50
Rural Collection Center Supervisor	1.00	1.00	1.00	-	1.00	1.00
Rural Waste Site Attendant	5.00	1.00	1.00	-	1.00	1.00
Rural Waste Service Center Attendant	-	3.15	3.15	-	3.15	3.15
Total Full-Time Equivalents (FTE)	9.15	7.15	8.65	-	8.65	8.65

OPS Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Rural Waste Consolidated OPS	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

The major variances for the FY 2017 budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0% - 5% based on a 3% average; offset by decreases in workers compensation rates.
2. The increase in personnel costs reflects the County Administrator's organizational realignment. The Solid Waste Division is realigned to the Public Works Department, while the Recycling and Services Education program remains under the Office of Resource Stewardship, as presented to the Board at the April 26, 2016 Budget Workshop. A Solid Waste Operator position and an In-Mate Supervisor position (50% split funded) are realigned from Recycling Services and Education to Rural Waste Service Centers.

Decreases to Program Funding:
1. Utility costs adjustments in the amount of $3,713. These funds were transferred to the Division of Facilities Management as part of the County's utility bill consolidation effort. This consolidation will allow for more efficient tracking of utility consumption at County buildings and identify opportunities for energy efficiency upgrades.
2. Preventative maintenance and repair cost reductions in the amount of $7,500.
3. Transportation cost reductions associated with fuel & oil and vehicle repair in the amount of $11,851. These offset by increased vehicle insurance costs,
4. One time machinery and equipment Capital Outlay costs in the amount of $7,200.

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	607,641	785,324	703,052	3,158	706,210	729,859
Operating	4,414,095	4,639,524	5,485,654	280,021	5,765,675	5,700,675
Transportation	145,191	114,324	108,664	-	108,664	108,664
Total Budgetary Costs	5,166,926	5,539,172	6,297,370	283,179	6,580,549	6,539,198

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
401 Solid Waste	5,166,926	5,539,172	6,297,370	283,179	6,580,549	6,539,198
Total Revenues	5,166,926	5,539,172	6,297,370	283,179	6,580,549	6,539,198

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Assistant Public Works Director	-	-	0.25	-	0.25	0.25
Solid Waste Superintendent	0.10	1.00	1.00	-	1.00	1.00
Solid Waste Supervisor	1.00	1.00	1.00	-	1.00	1.00
Solid Waste Financial Specialist	0.50	0.80	0.80	-	0.80	0.80
Solid Waste Operator	4.00	4.00	5.00	-	5.00	5.00
Sr. Solid Waste Operator	1.00	1.00	1.00	-	1.00	1.00
In-Mate Supervisor	0.25	0.25	0.25	-	0.25	0.25
Weighmaster	2.00	2.00	2.00	-	2.00	2.00
Director, Office of Resource Stewardship	0.33	0.80	-	-	-	-
Administrative Associate V	-	0.60	0.60	-	0.60	0.60
Service Worker	1.00	1.00	-	-	-	-
Total Full-Time Equivalents (FTE)	10.18	12.45	11.90	-	11.90	11.90

The major variances for the FY 2017 budget are as follows:

Increases to Program Funding:
1. Hauling and disposal services costs in the amount of $1,179,957. As part of an agreement with Marpan Recycling, residual material will be transported at the Transfer Station to truck hauling waste to the Springhill Solid Waste Facility. While there is an increase in the hauling budget, this is directly off-set by $853,300 in revenue from Marpan Recycling as specified in the agreement to pay for this service.
2. Waste Composition Study in the amount of $65,000.

Decreases to Program Funding:
1. The decrease in personnel costs reflects the County Administrator's organizational realignment. The Solid Waste Division is realigned to the Public Works Department, while the Recycling and Services Education program remains under the Office of Resource Stewardship, as presented to the Board at the April 26, 2016 Budget Workshop. The decrease includes the realignment of the Director of Resource Stewardship position (split funded 80%) to Facilities Management. These decreased costs are offset by the addition of a new Assistant Public Works Director position (only 25% funded through Solid Waste) and the reclassification of a Service Worker to a Solid Waste Operator position. The decrease is further offset by increased costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0% - 5% based on a 3% average.
2. Hauling and Deposal fuel adjustment contingency in the amount $112,144.
3. Utility costs adjustments in the amount of $33,200. These funds were transferred to the Division of Facilities Management as part of the County's utility bill consolidation effort. This consolidation will allow for more efficient tracking of utility consumption at County buildings and identify opportunities for energy efficiency upgrades.
4. Transportation cost reductions associated with fuel & oil, vehicle repairs and vehicle insurance in the amount of $43,040.

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	663,514	464,469	481,282	(241,691)	239,591	248,181
Operating	911,436	907,219	895,478	(131,177)	764,301	722,801
Transportation	134,748	179,830	136,790	-	136,790	136,790
Capital Outlay	11,494	-	-	-	-	-
Total Budgetary Costs	1,721,192	1,551,518	1,513,550	(372,868)	1,140,682	1,107,772

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
401 Solid Waste	1,721,192	1,551,518	1,513,550	(372,868)	1,140,682	1,107,772
Total Revenues	1,721,192	1,551,518	1,513,550	(372,868)	1,140,682	1,107,772

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Director, Office of Resource Stewardship	0.67	-	-	-	-	-
Solid Waste Superintendent	0.80	-	-	-	-	-
Solid Waste Supervisor	1.00	1.00	1.00	-	1.00	1.00
Crew Chief II	1.00	1.00	1.00	-	1.00	1.00
Solid Waste Financial Specialist	0.50	0.20	0.20	-	0.20	0.20
Contract Compliance Technician	1.00	1.00	1.00	(1.00)	-	-
Solid Waste Operator	3.00	3.00	3.00	(2.00)	1.00	1.00
Weighmaster	1.00	1.00	1.00	(1.00)	-	-
Administrative Associate V	1.00	0.40	0.40	-	0.40	0.40
Maintenance Technician	1.00	1.00	1.00	(1.00)	-	-
Total Full-Time Equivalents (FTE)	10.97	8.60	8.60	(5.00)	3.60	3.60

On May 12, 2015, the Board approved the closure of the Landfill. The major variances for the FY 2017 budget are as follows:

Decreases to Program Funding:
1. The elimination of five positions associated with the closure of the Landfill reduced personnel costs. These reductions are offset by increased costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0%- 5% based on a 3% average.
2. Waste tire processing, yard debris processing and uniform contract service cost reductions in the amount of $40,000.
3. Travel cost reductions in the amount of $5,000.
4. Equipment rental cost reductions in the amount of $25,000.
5. Maintenance and repair cost reductions in the amount of $30,000.
6. Operating supplies cost reductions in the amount of $49,980.
7. Transportation cost reductions associated with fuel & oil, vehicle repairs and vehicle insurance in the amount of $43,040.
8. Overall utility costs reductions in the amount of $15,857. A total of $5,317 was transferred to the Division of Facilities Management as part of the County's utility bill consolidation effort. This consolidation will allow for more efficient tracking of utility consumption at County buildings and identify opportunities for energy efficiency upgrades.

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	242,169	263,927	271,948	-	271,948	279,336
Operating	361,464	341,050	340,765	41,258	382,023	386,266
Transportation	6,198	7,229	7,811	-	7,811	7,811
Capital Outlay	-	7,200	-	-	-	-
Total Budgetary Costs	609,832	619,406	620,524	41,258	661,782	673,413

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
401 Solid Waste	609,832	619,406	620,524	41,258	661,782	673,413
Total Revenues	609,832	619,406	620,524	41,258	661,782	673,413

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Hazardous Waste Manager	1.00	1.00	1.00	-	1.00	1.00
Hazardous Materials Technician	2.00	2.00	2.00	-	2.00	2.00
In-Mate Supervisor	0.25	0.25	0.25	-	0.25	0.25
Total Full-Time Equivalents (FTE)	3.25	3.25	3.25	-	3.25	3.25

OPS Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Haz Waste Consolidated OPS	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

The major variances for the FY 2017 budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0% - 5% based on a 3% average; offset by decreases in workers compensation rates.
2. Electronic recycling contract cost increase in the amount of $49,446.
3. Transportation cost reductions associated with vehicle repairs and vehicle insurance in the amount of $582. These costs are offset by reductions in fuel & oil costs.

Decreases to Program Funding:
1. One time machinery and equipment Capital Outlay costs in the amount of $7,200.
2. Utility costs adjustments in the amount of $8,188. These funds were transferred to the Division of Facilities Management as part of the County's utility bill consolidation effort. This consolidation will allow for more efficient tracking of utility consumption at County buildings and identify opportunities for energy efficiency upgrades.

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	42,360	155,699	-	-	-	-
Operating	48,899	62,546	-	-	-	-
Transportation	1,840	2,087	-	-	-	-
Total Budgetary Costs	93,099	220,332	-	-	-	-

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
401 Solid Waste	93,099	220,332	-	-	-	-
Total Revenues	93,099	220,332	-	-	-	-

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Communication & Outreach Coordinator	1.00	1.00	-	-	-	-
Solid Waste Operator	0.20	1.00	-	-	-	-
In-Mate Supervisor	0.25	0.50	-	-	-	-
Digital Community Engagement Specialist	-	0.50	-	-	-	-
Total Full-Time Equivalents (FTE)	1.45	3.00	-	-	-	-

The major variances for the FY 2017 budget are as follows:

Decreases to Program Funding:
1. Reductions in personnel costs reflect the County Administrator's organizational realignment. The Solid Waste Division is realigned to the Public Works Department, while the Recycling and Services Education program is consolidated with the Office of Sustainability under the Office of Resource Stewardship, as presented to the Board at the April 26, 2016 Budget Workshop. A Solid Waste Operator position and an In-mate Supervisor position (50% split funded) are realigned to the Rural Waste Services Center. In addition, the Communication & Outreach Coordinator position and Digital Community Engagement Specialist are realigned to the Office of Sustainability. Personnel reductions also include overtime costs.
2. Realignment Recycling program operating costs (The Sharing TREE support, travel, phone, repair and maintenance, printing, promotional activities, office supplies, operating supplies and publication, subscription, membership and transportation operating) to the Office of Sustainability.

Preliminary

Leon County Fiscal Year 2017 Proposed Budget

Department of Development Support & Environmental Management

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	3,860,747	4,294,496	4,493,781	-	4,493,781	4,647,346
Operating	114,125	258,617	241,286	50,000	291,286	291,286
Transportation	68,668	76,687	71,184	-	71,184	71,184
Capital Outlay	-	-	-	3,000	3,000	3,000
Total Budgetary Costs	4,043,540	4,629,800	4,806,251	53,000	4,859,251	5,012,816

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
DS Support Services	347,736	347,277	330,592	-	330,592	340,606
Permit and Code Services	445,909	435,251	431,525	50,000	481,525	495,748
Building Plans Review & Inspection	1,091,743	1,441,057	1,566,891	3,000	1,569,891	1,620,264
Environmental Services	1,500,292	1,615,715	1,677,192	-	1,677,192	1,730,490
Development Services	657,859	790,500	800,051	-	800,051	825,708
Total Budget	4,043,540	4,629,800	4,806,251	53,000	4,859,251	5,012,816

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
120 Building Inspection	1,091,743	1,441,057	1,566,891	3,000	1,569,891	1,620,264
121 Development Services & Environmental Mgmt. Fund	2,805,258	3,027,210	3,073,313	50,000	3,123,313	3,221,531
125 Grants	146,539	161,533	166,047	-	166,047	171,021
Total Revenues	4,043,540	4,629,800	4,806,251	53,000	4,859,251	5,012,816

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Building Plans Review & Inspection	16.20	18.72	20.39	-	20.39	20.39
Development Services	10.00	10.00	10.00	-	10.00	10.00
DS Support Services	3.92	3.81	3.36	-	3.36	3.36
Environmental Services	16.00	17.00	17.00	-	17.00	17.00
Permit and Code Services	7.88	6.47	6.25	-	6.25	6.25
Total Full-Time Equivalents (FTE)	54.00	56.00	57.00	-	57.00	57.00

OPS Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Building Plans Review & Inspection	1.00	-	-	-	-	-
Total OPS Full-Time Equivalents (FTE)	1.00	-	-	-	-	-

Preliminary

DS Support Services (121-424-537)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	333,843	316,582	299,897	-	299,897	309,911
Operating	13,894	30,695	30,695	-	30,695	30,695
Total Budgetary Costs	347,736	347,277	330,592	-	330,592	340,606

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
121 Development Services & Environmental Management Fund	347,736	347,277	330,592	-	330,592	340,606
Total Revenues	347,736	347,277	330,592	-	330,592	340,606

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Director Development Support & Environmental Management	0.85	0.85	0.75	-	0.75	0.75
Records Manager	0.61	0.50	0.50	-	0.50	0.50
Administrative Associate V	1.61	1.61	1.36	-	1.36	1.36
Senior Administrative Associate II	0.85	0.85	0.75	-	0.75	0.75
Total Full-Time Equivalents (FTE)	3.92	3.81	3.36	-	3.36	3.36

The major variances for the FY 2017 DS Support Services budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates at 7%, and funding for performance raises in a range of 0%–5% based on a 3% average; offset by decreases in workers compensation rates.

Decreases to Program Funding:
1. Personnel costs decreased related to an adjustment or position funding splits with the Building Plans Review & Inspection Division following an internal review of associated workload activity causing a decrease totaling $16,685.

Preliminary

Permit and Code Services Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	421,771	395,584	396,170	-	396,170	410,393
Operating	20,204	34,862	31,037	50,000	81,037	81,037
Transportation	3,935	4,805	4,318	-	4,318	4,318
Total Budgetary Costs	445,909	435,251	431,525	50,000	481,525	495,748

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Permit & Code Services (121-423-537)	445,909	435,251	431,525	50,000	481,525	495,748
Total Budget	445,909	435,251	431,525	50,000	481,525	495,748

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
121 Development Services & Environmental Management Fund	445,909	435,251	431,525	50,000	481,525	495,748
Total Revenues	445,909	435,251	431,525	50,000	481,525	495,748

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Permit & Code Services	7.88	6.47	6.25	-	6.25	6.25
Total Full-Time Equivalents (FTE)	7.88	6.47	6.25	-	6.25	6.25

Preliminary

Permit and Code Services - Permit & Code Services (121-423-537)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	421,771	395,584	396,170	-	396,170	410,393
Operating	20,204	34,862	31,037	50,000	81,037	81,037
Transportation	3,935	4,805	4,318	-	4,318	4,318
Total Budgetary Costs	445,909	435,251	431,525	50,000	481,525	495,748

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
121 Development Services & Environmental Management Fund	445,909	435,251	431,525	50,000	481,525	495,748
Total Revenues	445,909	435,251	431,525	50,000	481,525	495,748

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Code Compliance Supervisor	1.00	0.75	0.75	-	0.75	0.75
Director of Permit & Code Services	0.75	0.75	0.75	-	0.75	0.75
Senior Compliance Specialist	2.00	2.00	2.00	-	2.00	2.00
Compliance Board Coordinator	0.80	0.50	0.25	-	0.25	0.25
Permit Processing Supervisor	0.50	0.25	0.25	-	0.25	0.25
Permit Technician	1.00	0.50	0.75	-	0.75	0.75
Administrative Associate V	0.61	0.61	0.50	-	0.50	0.50
Administrative Associate III	0.61	0.50	0.50	-	0.50	0.50
Administrative Associate IV	0.61	0.61	0.50	-	0.50	0.50
Total Full-Time Equivalents (FTE)	7.88	6.47	6.25	-	6.25	6.25

The major variances for the FY 2017 Permit & Code Services budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 7%, and funding for performance raises in a range of 0%–5% based on a 3% average; offset by decreases in worker's compensation rates.
2. To more efficiently intake and issue permits in FY16, a new Permit Technician Position was added with split funding between Building Plans Review and Inspection. This position is funded by fees and was added to manage the increase in permitting workload. This position is split funded (.75) with Building Plans Review and Inspection and (.25) in Permit & Code Services during FY16.
3. Tentatively approved by the Board at the April 26, 2016 Budget Workshop meeting, the allocation of $50,000 to support abatement of structures declared to be a public nuisance.

Decreases to Program Funding:
1. Transportation costs related to vehicle insurance, maintenance, and fuel in the amount of $487.

Preliminary

Building Plans Review & Inspection Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	1,028,886	1,330,657	1,469,418	-	1,469,418	1,519,791
Operating	31,747	78,002	66,586	-	66,586	66,586
Transportation	31,110	32,398	30,887	-	30,887	30,887
Capital Outlay	-	-	-	3,000	3,000	3,000
Total Budgetary Costs	1,091,743	1,441,057	1,566,891	3,000	1,569,891	1,620,264

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Building Plans Review and Inspection	1,091,743	1,441,057	1,566,891	3,000	1,569,891	1,620,264
Total Budget	1,091,743	1,441,057	1,566,891	3,000	1,569,891	1,620,264

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
120 Building Inspection	1,091,743	1,441,057	1,566,891	3,000	1,569,891	1,620,264
Total Revenues	1,091,743	1,441,057	1,566,891	3,000	1,569,891	1,620,264

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Building Plans Review and Inspection	16.20	18.72	20.39	-	20.39	20.39
Total Full-Time Equivalents (FTE)	16.20	18.72	20.39	-	20.39	20.39

OPS Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Building Plans Review and Inspection	1.00	-	-	-	-	-
Total OPS Full-Time Equivalents (FTE)	1.00	-	-	-	-	-

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	1,028,886	1,330,657	1,469,418	-	1,469,418	1,519,791
Operating	31,747	78,002	66,586	-	66,586	66,586
Transportation	31,110	32,398	30,887	-	30,887	30,887
Capital Outlay	-	-	-	3,000	3,000	3,000
Total Budgetary Costs	1,091,743	1,441,057	1,566,891	3,000	1,569,891	1,620,264

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
120 Building Inspection	1,091,743	1,441,057	1,566,891	3,000	1,569,891	1,620,264
Total Revenues	1,091,743	1,441,057	1,566,891	3,000	1,569,891	1,620,264

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Director Development Support & Environmental Management	0.15	0.15	0.25	-	0.25	0.25
Director of Building Plans Review & Inspection	1.00	1.00	1.00	-	1.00	1.00
Building Plans Review Administrator	1.00	1.00	1.00	-	1.00	1.00
Code Compliance Supervisor	-	0.25	0.25	-	0.25	0.25
Plans Examiner	2.00	3.00	2.00	-	2.00	2.00
Senior Plans Examiner	1.00	-	1.00	-	1.00	1.00
Director of Permit & Code Services	0.25	0.25	0.25	-	0.25	0.25
Records Manager	0.39	0.50	0.50	-	0.50	0.50
Senior Combination Inspector	3.00	3.00	2.00	-	2.00	2.00
Combination Inspector	3.00	3.00	4.00	-	4.00	4.00
Building Inspection Supervisor	1.00	1.00	1.00	-	1.00	1.00
Compliance Board Coordinator	0.20	0.50	0.75	-	0.75	0.75
Records Technician	-	1.00	1.00	-	1.00	1.00
Permit Processing Supervisor	0.50	0.75	0.75	-	0.75	0.75
Permit Technician	1.00	1.50	2.25	-	2.25	2.25
Administrative Associate V	0.78	0.78	1.14	-	1.14	1.14
Administrative Associate III	0.39	0.50	0.50	-	0.50	0.50
Administrative Associate IV	0.39	0.39	0.50	-	0.50	0.50
Senior Administrative Associate II	0.15	0.15	0.25	-	0.25	0.25
Total Full-Time Equivalents (FTE)	16.20	18.72	20.39	-	20.39	20.39

OPS Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Building Inspection OPS	1.00	-	-	-	-	-
Total OPS Full-Time Equivalents (FTE)	1.00	-	-	-	-	-

Preliminary

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

The major variances for the FY 2017 Building Plans Review and Inspection budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates at 7%, and funding for performance raises in a range of 0%–5% based on a 3% average; offset by decreases in worker's compensation rates.
2. During FY16, a new Permit Technician Position was added with split funding between Building Plans Review and Inspection. This position is funded by fees and was added to manage the increase in permitting workload.
3. Budget proposal increase is for computer equipment for inspector's vehicles and for computer operating supplies totaling $3,000.

Decreases to Program Funding:
1. Decrease in communication costs in the amount of $11,416 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level..
2. Transportation costs related to vehicle insurance, maintenance, and fuel, in the amount of $1,511.

Preliminary

Environmental Services Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	1,452,392	1,535,721	1,601,380	-	1,601,380	1,654,678
Operating	19,787	45,674	44,424	-	44,424	44,424
Transportation	28,113	34,320	31,388	-	31,388	31,388
Total Budgetary Costs	1,500,292	1,615,715	1,677,192	-	1,677,192	1,730,490

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
DEP Storage Tank (125-866-524)	146,539	161,533	166,047	-	166,047	171,021
Environmental Services (121-420-537)	1,353,753	1,454,182	1,511,145	-	1,511,145	1,559,469
Total Budget	1,500,292	1,615,715	1,677,192	-	1,677,192	1,730,490

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
121 Development Services & Environmental Mgmt. Fund	1,353,753	1,454,182	1,511,145	-	1,511,145	1,559,469
125 Grants	146,539	161,533	166,047	-	166,047	171,021
Total Revenues	1,500,292	1,615,715	1,677,192	-	1,677,192	1,730,490

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Environmental Services	14.00	15.00	15.00	-	15.00	15.00
DEP Storage Tank	2.00	2.00	2.00	-	2.00	2.00
Total Full-Time Equivalents (FTE)	16.00	17.00	17.00	-	17.00	17.00

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	1,309,107	1,385,750	1,446,136	-	1,446,136	1,494,460
Operating	18,845	39,585	38,335	-	38,335	38,335
Transportation	25,801	28,847	26,674	-	26,674	26,674
Total Budgetary Costs	1,353,753	1,454,182	1,511,145	-	1,511,145	1,559,469

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
121 Development Services & Environmental Management Fund	1,353,753	1,454,182	1,511,145	-	1,511,145	1,559,469
Total Revenues	1,353,753	1,454,182	1,511,145	-	1,511,145	1,559,469

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Director of Environmental Services	1.00	1.00	1.00	-	1.00	1.00
Senior Environmental Engineer	2.00	2.00	3.00	-	3.00	3.00
Environmental Inspection Supervisor	1.00	1.00	1.00	-	1.00	1.00
Environmental Review Supervisor	1.00	1.00	1.00	-	1.00	1.00
Environmental Compliance Specialist	5.00	5.00	5.00	-	5.00	5.00
Stormwater Senior Design Analyst	1.00	1.00	1.00	-	1.00	1.00
Senior Environmental Compliance Specialist	1.00	1.00	1.00	-	1.00	1.00
Environmental Review Specialist	-	1.00	-	-	-	-
Environmental Review Biologist	1.00	1.00	1.00	-	1.00	1.00
Senior Environmental Review Biologist	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	14.00	15.00	15.00	-	15.00	15.00

The major variances for the FY 2017 Environmental Services budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, workers' compensation rates, health insurance premium rates at 7%, and funding for performance raises in a range of 0%–5% based on a 3% average; offset by decreases in workers compensation rates.
2. Reclassification of a vacant Environmental Review Specialist position to a Senior Environmental Engineer, approved by the Board during FY16. This position was reclassified to ensure appropriate staffing associated with the increase in permitting activity.

Decreases to Program Funding:
1. Decrease in communication costs in the amount of $1,250 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.
2. Transportation costs related to vehicle insurance, maintenance, and fuel, in the amount of $2,173.

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	143,285	149,971	155,244	-	155,244	160,218
Operating	942	6,089	6,089	-	6,089	6,089
Transportation	2,312	5,473	4,714	-	4,714	4,714
Total Budgetary Costs	146,539	161,533	166,047	-	166,047	171,021

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
125 Grants	146,539	161,533	166,047	-	166,047	171,021
Total Revenues	146,539	161,533	166,047	-	166,047	171,021

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Environmental Compliance Specialist	1.00	1.00	1.00	-	1.00	1.00
Senior Environmental Compliance Specialist	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

The major variances for the FY 2017 DEP Storage Tank budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0%–5% based on a 3% average; offset by decreases in workers compensation rates.

Decreases to Program Funding:
1. Decrease in communication costs in the amount of $759 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level..

Preliminary

Development Services (121-422-537)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	623,856	715,952	726,916	-	726,916	752,573
Operating	28,494	69,384	68,544	-	68,544	68,544
Transportation	5,510	5,164	4,591	-	4,591	4,591
Total Budgetary Costs	657,859	790,500	800,051	-	800,051	825,708

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
121 Development Services & Environmental Management Fund	657,859	790,500	800,051	-	800,051	825,708
Total Revenues	657,859	790,500	800,051	-	800,051	825,708

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Director of Development Services	1.00	1.00	1.00	-	1.00	1.00
Development Services Administrator	1.00	1.00	1.00	-	1.00	1.00
Planner II	1.00	2.00	2.00	-	2.00	2.00
Addressing Customer Services Technician	1.00	1.00	1.00	-	1.00	1.00
Senior Planner	2.00	2.00	2.00	-	2.00	2.00
Planner I	2.00	1.00	1.00	-	1.00	1.00
Concurrency Management Planner	1.00	1.00	1.00	-	1.00	1.00
Addressing Program Supervisor	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	10.00	10.00	10.00	-	10.00	10.00

The major variances for the FY2017 Development Services budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates at 7%, and funding for performance raises in a range of 0%–5% based on a 3% average; offset by decreases in workers compensation rates.

Decreases to Program Funding:
1. Decrease in communication costs in the amount of $840 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.
2. Decrease in transportation costs in the amount of $573 related to vehicle insurance, maintenance, and fuel.

Preliminary

Leon County Fiscal Year 2017 Proposed Budget

Department of PLACE

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	82,820	84,032	181,802	-	181,802	188,038
Operating	16,524	25,000	25,000	-	25,000	25,000
Grants-in-Aid	747,904	826,008	686,625	162,500	849,125	686,625
Total Budgetary Costs	847,247	935,040	893,427	162,500	1,055,927	899,663

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Planning Department	847,247	935,040	893,427	162,500	1,055,927	899,663
Total Budget	847,247	935,040	893,427	162,500	1,055,927	899,663

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	847,247	935,040	893,427	162,500	1,055,927	899,663
Total Revenues	847,247	935,040	893,427	162,500	1,055,927	899,663

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Planning Department	26.00	26.00	23.50	-	23.50	23.50
Total Full-Time Equivalents (FTE)	26.00	26.00	23.50	-	23.50	23.50

Preliminary

Planning Department Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	82,820	84,032	181,802	-	181,802	188,038
Operating	16,524	25,000	25,000	-	25,000	25,000
Grants-in-Aid	747,904	826,008	686,625	162,500	849,125	686,625
Total Budgetary Costs	847,247	935,040	893,427	162,500	1,055,927	899,663

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Planning Department (001-817-515)	847,247	935,040	893,427	162,500	1,055,927	899,663
Total Budget	847,247	935,040	893,427	162,500	1,055,927	899,663

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	847,247	935,040	893,427	162,500	1,055,927	899,663
Total Revenues	847,247	935,040	893,427	162,500	1,055,927	899,663

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Planning Department	26.00	26.00	23.50	-	23.50	23.50
Total Full-Time Equivalents (FTE)	26.00	26.00	23.50	-	23.50	23.50

Preliminary

Planning Department - Planning Department (001-817-515)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	82,820	84,032	181,802	-	181,802	188,038
Operating	16,524	25,000	25,000	-	25,000	25,000
Grants-in-Aid	747,904	826,008	686,625	162,500	849,125	686,625
Total Budgetary Costs	847,247	935,040	893,427	162,500	1,055,927	899,663

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	847,247	935,040	893,427	162,500	1,055,927	899,663
Total Revenues	847,247	935,040	893,427	162,500	1,055,927	899,663

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Planner II	8.00	8.00	6.00	-	6.00	6.00
Urban County Forester II	-	-	1.00	-	1.00	1.00
Planner I	1.00	1.00	1.00	-	1.00	1.00
GIS Coordinator (City)	1.00	1.00	1.00	-	1.00	1.00
Executive Secretary	1.00	1.00	1.00	-	1.00	1.00
Transportation Planner	1.00	1.00	1.00	-	1.00	1.00
Director of PLACE	1.00	1.00	0.50	-	0.50	0.50
Graphics & Mapping Specialist	2.00	2.00	2.00	-	2.00	2.00
Planning Research Supervisor	1.00	1.00	-	-	-	-
Administrative Supervisor	1.00	1.00	1.00	-	1.00	1.00
Secretary IV	3.00	3.00	3.00	-	3.00	3.00
Land Use Planning Administrator	1.00	1.00	1.00	-	1.00	1.00
Community Involvement Planner	1.00	1.00	1.00	-	1.00	1.00
Principal Planner	2.00	2.00	2.00	-	2.00	2.00
Planning Manager	1.00	1.00	1.00	-	1.00	1.00
Comprehensive Planning Administrator	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	26.00	26.00	23.50	-	23.50	23.50

Preliminary

Planning Department employees may choose either County or City benefits, which reflects the personnel budget for the FY 2017 budget. The personnel budget was established for 1.5 full time equivalent employees opting for County benefits. The operating budget reflects the County's share of rent for the Planning Department office space. The grants-in-aid portion of the budget includes the County's share of the Planning Department's operating budget. As part of the interlocal agreement for the joint County City Planning Department, the County's share of the Planning Department's budget is 34.2%. This is based on the percentage of Leon County residents living in the unincorporated portions of the County. The total County share of the Planning Department is $868,427.

The major variances for the FY17 Planning Department budget are as follows:

Increases to Program Funding:
1. Increase of $74,120 in personnel costs related to the new Director of PLACE (split 50/50 between Blueprint 2000 and Planning) opting for County benefits.
2. Increase of $162,500 in grants in aid to jointly fund a Mobility Fee study in FY 2017 with the City of Tallahassee, tentatively approved by the Board at the April 26, 2016 Budget Workshop. This increase is offset partially by the new reductions to the County's share of the Planning Department costs, as noted below.

Decreases to Program Funding:
1. Reduced the County's share of operations for the joint Planning Department in the amount of $174,472. Due to the Director of PLACE opting for County benefits, the portion that the County normally pays to the City for operation of the joint Planning Department is reduced. The County's share of operations for the joint Planning Department is further reduced due to the realignment of three Planning positions (two Planner II and the Planning Research Supervisor) to the Office of Economic Vitality's Research & Analytics Division. This reduction in Planning staff is offset by the County Forester being realigned from Cooperative Extension to the Urban Forester Position.

Leon County Fiscal Year 2017 Proposed Budget

Office of Financial Stewardship

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	1,335,872	1,491,075	1,404,803	-	1,404,803	1,451,430
Operating	282,060	411,746	394,706	40,000	434,706	435,966
Transportation	6,658	4,755	2,516	-	2,516	2,516
Grants-in-Aid	63,175	63,175	88,175	-	88,175	88,175
Total Budgetary Costs	1,687,766	1,970,751	1,890,200	40,000	1,930,200	1,978,087

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Office of Management and Budget	755,383	829,170	721,574	-	721,574	742,018
Risk Management	186,433	240,195	240,442	-	240,442	244,073
Purchasing	404,008	496,018	610,599	-	610,599	629,022
Real Estate Management	341,942	405,368	317,585	40,000	357,585	362,974
Total Budget	1,687,766	1,970,751	1,890,200	40,000	1,930,200	1,978,087

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	1,501,333	1,730,556	1,649,758	40,000	1,689,758	1,734,014
501 Insurance Service	186,433	240,195	240,442	-	240,442	244,073
Total Revenues	1,687,766	1,970,751	1,890,200	40,000	1,930,200	1,978,087

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Office of Management and Budget	7.00	7.00	7.00	-	7.00	7.00
Purchasing	6.00	7.25	8.00	-	8.00	8.00
Real Estate Management	3.00	3.00	3.00	-	3.00	3.00
Risk Management	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	17.00	18.25	19.00	-	19.00	19.00

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	614,665	678,725	572,003	-	572,003	591,187
Operating	77,543	87,270	86,396	-	86,396	87,656
Grants-in-Aid	63,175	63,175	63,175	-	63,175	63,175
Total Budgetary Costs	755,383	829,170	721,574	-	721,574	742,018

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	755,383	829,170	721,574	-	721,574	742,018
Total Revenues	755,383	829,170	721,574	-	721,574	742,018

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Budget Manager	-	-	1.00	-	1.00	1.00
Principal Management & Budget Analyst	2.00	2.00	1.00	-	1.00	1.00
Grants Program Coordinator	1.00	-	-	-	-	-
Senior Management & Budget Analyst	1.00	-	-	-	-	-
Director of Office of Financial Stewardship	1.00	1.00	1.00	-	1.00	1.00
Management & Budget Analyst	1.00	3.00	3.00	-	3.00	3.00
Management Analyst	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	7.00	7.00	7.00	-	7.00	7.00

The major variances for the FY 2017 OMB budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average; offset by decreases in workers compensation rates.
2. Professional Services in the amount of $1,223 for the licensing software agreement with GovMax, the County's budgeting software.
3. Reclassification of one Principal Management & Budget Analyst to Budget Manager.

Decreases to Program Funding:
1. Personnel costs in the amount of $106,700. This decrease is associated with the attrition of long-term employees compensated at the higher end of the salary range to new hires starting in the lower end of the salary range.
2. Decrease in communication costs in the amount of $2,175 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.

Preliminary

Risk Management Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	108,214	106,856	107,288	-	107,288	110,919
Operating	78,219	133,339	133,154	-	133,154	133,154
Total Budgetary Costs	186,433	240,195	240,442	-	240,442	244,073

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Risk Management (501-132-513)	186,433	240,195	240,442	-	240,442	244,073
Total Budget	186,433	240,195	240,442	-	240,442	244,073

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
501 Insurance Service	186,433	240,195	240,442	-	240,442	244,073
Total Revenues	186,433	240,195	240,442	-	240,442	244,073

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Risk Management	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

Preliminary

Risk Management - Risk Management (501-132-513)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	108,214	106,856	107,288	-	107,288	110,919
Operating	78,219	133,339	133,154	-	133,154	133,154
Total Budgetary Costs	186,433	240,195	240,442	-	240,442	244,073

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
501 Insurance Service	186,433	240,195	240,442	-	240,442	244,073
Total Revenues	186,433	240,195	240,442	-	240,442	244,073

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Risk Manager	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

The major variances for the FY 2017 Risk Management budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average; offset by decreases in workers compensation rates.

Decreases to Program Funding:
1. Decrease in communication costs in the amount of $185 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.

Preliminary

Purchasing Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	376,073	461,853	579,579	-	579,579	598,002
Operating	21,277	29,410	28,504	-	28,504	28,504
Transportation	6,658	4,755	2,516	-	2,516	2,516
Total Budgetary Costs	404,008	496,018	610,599	-	610,599	629,022

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Procurement (001-140-513)	296,860	388,087	501,991	-	501,991	516,900
Warehouse (001-141-513)	107,148	107,931	108,608	-	108,608	112,122
Total Budget	404,008	496,018	610,599	-	610,599	629,022

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	404,008	496,018	610,599	-	610,599	629,022
Total Revenues	404,008	496,018	610,599	-	610,599	629,022

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Procurement	4.00	5.25	6.00	-	6.00	6.00
Warehouse	2.00	2.00	2.00	-	2.00	2.00
Total Full-Time Equivalents (FTE)	6.00	7.25	8.00	-	8.00	8.00

Preliminary

Purchasing - Procurement (001-140-513)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	275,255	358,419	474,822	-	474,822	489,731
Operating	19,484	26,556	25,648	-	25,648	25,648
Transportation	2,120	3,112	1,521	-	1,521	1,521
Total Budgetary Costs	296,860	388,087	501,991	-	501,991	516,900

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	296,860	388,087	501,991	-	501,991	516,900
Total Revenues	296,860	388,087	501,991	-	501,991	516,900

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Director of Purchasing	1.00	1.00	1.00	-	1.00	1.00
M/WBE Analyst	-	0.50	-	-	-	-
Purchasing & Contract Admin	1.00	1.00	1.00	-	1.00	1.00
Purchasing Specialist	-	-	1.00	-	1.00	1.00
Purchasing Agent	1.00	1.00	1.00	-	1.00	1.00
Contract Compliance Specialist	-	1.00	1.00	-	1.00	1.00
Administrative Associate V	1.00	0.75	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	4.00	5.25	6.00	-	6.00	6.00

The major variances for the FY 2017 Procurement budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average; offset by decreases in workers compensation rates.
2. Personnel costs due to the realignment of budget splits for two existing positions. As a result of the merger of the County's and City's economic development functions under the Department of PLACE, the M/WBE Analyst and Administrative Associate V positions were realigned with Purchasing.

Decreases to Program Funding:
1. Decrease in communication costs in the amount of $955 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.
2. Reduced Vehicle Coverage costs in the amount of $1,256.

Preliminary

Purchasing - Warehouse (001-141-513)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	100,818	103,434	104,757	-	104,757	108,271
Operating	1,793	2,854	2,856	-	2,856	2,856
Transportation	4,538	1,643	995	-	995	995
Total Budgetary Costs	107,148	107,931	108,608	-	108,608	112,122

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	107,148	107,931	108,608	-	108,608	112,122
Total Revenues	107,148	107,931	108,608	-	108,608	112,122

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Materials Management Spec.	2.00	2.00	2.00	-	2.00	2.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

The major variances for the FY 2017 Warehouse budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average, offset by decreases in workers compensation rates.

Preliminary

Real Estate Management Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	236,921	243,641	145,933	-	145,933	151,322
Operating	105,021	161,727	146,652	40,000	186,652	186,652
Grants-in-Aid	-	-	25,000	-	25,000	25,000
Total Budgetary Costs	341,942	405,368	317,585	40,000	357,585	362,974

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Real Estate Management (001-156-519)	305,716	342,868	255,085	40,000	295,085	300,474
Tax Deed Applications (001-831-513)	36,226	62,500	62,500	-	62,500	62,500
Total Budget	341,942	405,368	317,585	40,000	357,585	362,974

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	341,942	405,368	317,585	40,000	357,585	362,974
Total Revenues	341,942	405,368	317,585	40,000	357,585	362,974

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Real Estate Management	3.00	3.00	3.00	-	3.00	3.00
Total Full-Time Equivalents (FTE)	3.00	3.00	3.00	-	3.00	3.00

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	236,921	243,641	145,933	-	145,933	151,322
Operating	68,795	99,227	84,152	40,000	124,152	124,152
Grants-in-Aid	-	-	25,000	-	25,000	25,000
Total Budgetary Costs	305,716	342,868	255,085	40,000	295,085	300,474

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	305,716	342,868	255,085	40,000	295,085	300,474
Total Revenues	305,716	342,868	255,085	40,000	295,085	300,474

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Real Estate Manager	1.00	1.00	1.00	-	1.00	1.00
Real Estate Specialist	2.00	2.00	2.00	-	2.00	2.00
Total Full-Time Equivalents (FTE)	3.00	3.00	3.00	-	3.00	3.00

The major variances for the FY 2017 Real Estate Management budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, a health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average; offset by decreases in workers compensation rates.
2. Aids to Private Organizations in the amount of $25,000. These funds are used to offset the cost to provide broadband Internet at Domi Station for a period of three years. These funds were redirected from future use as the County's portion of the Qualified Targeted Industry "local match."
3. Other Contractual Services in the amount of $40,000. These funds are used for leasing commission fees for the new broker services agreement.

Decreases to Program Funding:
1. Personnel costs in the amount of $97,700 associated with the Real Estate Manager position. The position is being held vacant. Leon County is currently contracting with a private leasing company to perform this function and will evaluate the need for the Real Estate Manager position during the initial contract period.
2. Operating costs, including Travel & Per Diem, Office Supplies, Publications, Subscriptions, and Training, were all reduced in association with the vacant Real Estate Manager position.
3. Decrease in communication costs in the amount of $350 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.

Preliminary

Real Estate Management - Tax Deed Applications (001-831-513)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	36,226	62,500	45,000	-	45,000	45,000
Total Budgetary Costs	36,226	62,500	45,000	-	45,000	45,000

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	36,226	62,500	45,000	-	45,000	45,000
Total Revenues	36,226	62,500	45,000	-	45,000	45,000

The major variances for the FY 2017 Tax Deed Applications budget are as follows:

Decreases to Program Funding:
1. Operating costs in the amount of $17,500. This reduction was made due to fewer tax deed applications in FY 2016.

Preliminary

Leon County Fiscal Year 2017 Proposed Budget

Office of Tourist Development

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	861,679	948,503	973,508	-	973,508	1,004,256
Operating	1,636,938	1,989,295	1,962,642	111,187	2,073,829	2,084,667
Transportation	1,197	2,301	1,710	-	1,710	1,710
Grants-in-Aid	1,324,564	1,657,975	1,733,000	175,000	1,908,000	1,932,538
Total Budgetary Costs	3,824,379	4,598,074	4,670,860	286,187	4,957,047	5,023,171

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Tourism Development	3,824,379	4,598,074	4,670,860	286,187	4,957,047	5,023,171
Total Budget	3,824,379	4,598,074	4,670,860	286,187	4,957,047	5,023,171

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	150,000	150,000	150,000	-	150,000	150,000
160 Tourism Development	3,674,379	4,448,074	4,520,860	286,187	4,807,047	4,873,171
Total Revenues	3,824,379	4,598,074	4,670,860	286,187	4,957,047	5,023,171

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Economic Vitality	4.00	2.00	-	-	-	-
M/W Small Business Enterprise	2.00	1.75	-	-	-	-
Tourism Development	11.00	12.00	12.00	-	12.00	12.00
Total Full-Time Equivalents (FTE)	17.00	15.75	12.00	-	12.00	12.00

OPS Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Tourism Development	1.00	-	-	-	-	-
Total OPS Full-Time Equivalents (FTE)	1.00	-	-	-	-	-

Preliminary

Tourism Development Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	861,679	948,503	973,508	-	973,508	1,004,256
Operating	1,636,938	1,989,295	1,962,642	111,187	2,073,829	2,084,667
Transportation	1,197	2,301	1,710	-	1,710	1,710
Grants-in-Aid	1,324,564	1,657,975	1,733,000	175,000	1,908,000	1,932,538
Total Budgetary Costs	3,824,379	4,598,074	4,670,860	286,187	4,957,047	5,023,171

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Administration (160-301-552)	498,129	533,944	540,030	(14,500)	525,530	536,714
Advertising (160-302-552)	856,097	1,083,786	1,083,786	57,687	1,141,473	1,152,311
Council on Culture & Arts (COCA) (160-888-573)	904,500	1,151,875	1,226,900	-	1,226,900	1,251,438
Line Item - COCA Contract (001-888-573)	150,000	150,000	150,000	-	150,000	150,000
Marketing (160-303-552)	1,165,869	1,338,469	1,330,144	68,000	1,398,144	1,417,708
Special Projects (160-304-552)	249,784	340,000	340,000	175,000	515,000	515,000
Total Budget	3,824,379	4,598,074	4,670,860	286,187	4,957,047	5,023,171

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	150,000	150,000	150,000	-	150,000	150,000
160 Tourism Development	3,674,379	4,448,074	4,520,860	286,187	4,807,047	4,873,171
Total Revenues	3,824,379	4,598,074	4,670,860	286,187	4,957,047	5,023,171

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Administration	3.00	3.50	3.50	-	3.50	3.50
Marketing	8.00	8.50	8.50	-	8.50	8.50
Total Full-Time Equivalents (FTE)	11.00	12.00	12.00	-	12.00	12.00

OPS Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Administration	0.50	-	-	-	-	-
Marketing	0.50	-	-	-	-	-
Total OPS Full-Time Equivalents (FTE)	1.00	-	-	-	-	-

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Grants-in-Aid	150,000	150,000	150,000	-	150,000	150,000
Total Budgetary Costs	150,000	150,000	150,000	-	150,000	150,000

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	150,000	150,000	150,000	-	150,000	150,000
Total Revenues	150,000	150,000	150,000	-	150,000	150,000

The FY17 Budget is at the same level funding as the previous year.

Preliminary

Tourism Development - Administration (160-301-552)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	312,278	336,222	344,669	-	344,669	355,853
Operating	184,653	195,421	193,651	(14,500)	179,151	179,151
Transportation	1,197	2,301	1,710	-	1,710	1,710
Total Budgetary Costs	498,129	533,944	540,030	(14,500)	525,530	536,714

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
160 Tourism Development	498,129	533,944	540,030	(14,500)	525,530	536,714
Total Revenues	498,129	533,944	540,030	(14,500)	525,530	536,714

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Director of Tourism Development	1.00	1.00	1.00	-	1.00	1.00
Assistant to the Executive Director	1.00	1.00	1.00	-	1.00	1.00
Administrative Associate V	1.00	1.00	1.00	-	1.00	1.00
Visitor Services Representative	-	0.50	0.50	-	0.50	0.50
Total Full-Time Equivalents (FTE)	3.00	3.50	3.50	-	3.50	3.50

OPS Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
TDC Consolidated OPS	0.50	-	-	-	-	-
Total OPS Full-Time Equivalents (FTE)	0.50	-	-	-	-	-

The major variances for the FY 2017 Tourist Development Administration Budget are as follows:

Increases to Program Funding:
1. Cost associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates are estimated at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average; offset by decreases in workers compensation rates.

Decreases to Program Funding:
1. Utility costs adjustments in the amount of $14,500. These funds were transferred to the Division of Facilities Management as part of the County's utility bill consolidation effort. This consolidation will allow for more efficient tracking of utility consumption at County buildings and identify opportunities for energy efficiency upgrades.
2. Decrease in communication costs in the amount of $1,770 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.

Preliminary

Tourism Development - Advertising (160-302-552)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	856,097	1,083,786	1,083,786	57,687	1,141,473	1,152,311
Total Budgetary Costs	856,097	1,083,786	1,083,786	57,687	1,141,473	1,152,311

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
160 Tourism Development	856,097	1,083,786	1,083,786	57,687	1,141,473	1,152,311
Total Revenues	856,097	1,083,786	1,083,786	57,687	1,141,473	1,152,311

The major variances for the FY 2017 Tourist Development Advertising Budget are as follows:

Increase to Program Funding:
1. An increase in the amount of $57,687 to provide an increase in advertising and marketing.

Preliminary

Tourism Development - Marketing (160-303-552)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	549,401	612,281	628,839	-	628,839	648,403
Operating	596,188	710,088	685,205	68,000	753,205	753,205
Grants-in-Aid	20,280	16,100	16,100	-	16,100	16,100
Total Budgetary Costs	1,165,869	1,338,469	1,330,144	68,000	1,398,144	1,417,708

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
160 Tourism Development	1,165,869	1,338,469	1,330,144	68,000	1,398,144	1,417,708
Total Revenues	1,165,869	1,338,469	1,330,144	68,000	1,398,144	1,417,708

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Senior Sports Sales Manager	1.00	1.00	1.00	-	1.00	1.00
Marketing Communications Manager	1.00	1.00	1.00	-	1.00	1.00
Sports Sales Manager	1.00	1.00	1.00	-	1.00	1.00
Leisure Travel Sales Manager	1.00	1.00	1.00	-	1.00	1.00
Visitor Services Manager	1.00	1.00	1.00	-	1.00	1.00
Senior Marketing Manager	1.00	1.00	1.00	-	1.00	1.00
Meetings & Convention Sales Manager	1.00	1.00	1.00	-	1.00	1.00
Public Relations Marketing Specialist	1.00	1.00	1.00	-	1.00	1.00
Visitor Services Representative	-	0.50	0.50	-	0.50	0.50
Total Full-Time Equivalents (FTE)	8.00	8.50	8.50	-	8.50	8.50

OPS Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
TDC Consolidated OPS	0.50	-	-	-	-	-
Total OPS Full-Time Equivalents (FTE)	0.50	-	-	-	-	-

Preliminary

The major variances for the FY 2017 Tourist Development Marketing Budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average; offset by decreases in workers compensation rates.
2. Increase in the amount of $68,000 for the sports bid pool as a result of the numerous cross county events scheduled at Apalachee Regional Park.

Decreases to Program Funding:
1. The change in Visitor Services Representative's duties, which consist of less travel, caused a reduction in operating expenses in the amount of $20,348.
2. Decrease in communication costs in the amount of $535 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Grants-in-Aid	249,784	340,000	340,000	175,000	515,000	515,000
Total Budgetary Costs	249,784	340,000	340,000	175,000	515,000	515,000

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
160 Tourism Development	249,784	340,000	340,000	175,000	515,000	515,000
Total Revenues	249,784	340,000	340,000	175,000	515,000	515,000

The major variances for the FY 2017 Tourist Development Special Projects Budget are as follows:

Increase to Program Funding:
1. An increase in $175,000 to enhance the County's Signature Event Grant Program for multi-day festivals and events that draw visitors to the area.

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Grants-in-Aid	904,500	1,151,875	1,226,900	-	1,226,900	1,251,438
Total Budgetary Costs	904,500	1,151,875	1,226,900	-	1,226,900	1,251,438

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
160 Tourism Development	904,500	1,151,875	1,226,900	-	1,226,900	1,251,438
Total Revenues	904,500	1,151,875	1,226,900	-	1,226,900	1,251,438

The FY 2017 budget reflects the anticipated grant level funding to support the Council on Culture & Arts (COCA) per the interlocal agreement with the City. This agreement redirects the previous Performing Arts Center 1 cent, plus allocating an additional ¼ cent, for a total of 1 ¼ of the 5 cent tourist development bed tax to support COCA re granting. The additional ¼ cent is dedicated towards a capital grant program, administered by COCA, and is only funded for 5 years.

Preliminary

Leon County Fiscal Year 2017 Proposed Budget

Office of Information and Technology

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	4,839,627	5,230,615	5,511,427	2,895	5,514,322	5,696,324
Operating	2,420,058	2,636,296	2,626,951	148,016	2,774,967	2,775,917
Transportation	8,365	9,441	8,686	-	8,686	8,686
Total Budgetary Costs	7,268,051	7,876,352	8,147,064	150,911	8,297,975	8,480,927

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Management Information Services	5,493,007	5,925,146	6,149,892	224,238	6,374,130	6,512,218
Geographic Information Systems	1,775,044	1,951,206	1,997,172	(73,327)	1,923,845	1,968,709
Total Budget	7,268,051	7,876,352	8,147,064	150,911	8,297,975	8,480,927

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	7,268,051	7,876,352	8,147,064	150,911	8,297,975	8,480,927
Total Revenues	7,268,051	7,876,352	8,147,064	150,911	8,297,975	8,480,927

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Geographic Information Systems	16.16	15.83	15.66	(1.00)	14.66	14.66
Management Information Services	44.84	43.17	43.34	1.00	44.34	44.34
Total Full-Time Equivalents (FTE)	61.00	59.00	59.00	-	59.00	59.00

Preliminary

Management Information Services Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	3,567,363	3,860,218	4,093,859	76,222	4,170,081	4,307,219
Operating	1,917,279	2,055,487	2,047,347	148,016	2,195,363	2,196,313
Transportation	8,365	9,441	8,686	-	8,686	8,686
Total Budgetary Costs	5,493,007	5,925,146	6,149,892	224,238	6,374,130	6,512,218

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Management Information Services (001-171-513)	5,331,961	5,687,630	5,899,558	224,238	6,123,796	6,257,447
Public Safety Complex Technology (001-411-529)	161,046	237,516	250,334	-	250,334	254,771
Total Budget	5,493,007	5,925,146	6,149,892	224,238	6,374,130	6,512,218

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	5,493,007	5,925,146	6,149,892	224,238	6,374,130	6,512,218
Total Revenues	5,493,007	5,925,146	6,149,892	224,238	6,374,130	6,512,218

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Management Information Services	43.34	41.67	41.84	1.00	42.84	42.84
Public Safety Complex Technology	1.50	1.50	1.50	-	1.50	1.50
Total Full-Time Equivalents (FTE)	44.84	43.17	43.34	1.00	44.34	44.34

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	3,489,280	3,742,880	3,970,808	76,222	4,047,030	4,179,931
Operating	1,834,316	1,935,309	1,920,064	148,016	2,068,080	2,068,830
Transportation	8,365	9,441	8,686	-	8,686	8,686
Total Budgetary Costs	5,331,961	5,687,630	5,899,558	224,238	6,123,796	6,257,447

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	5,331,961	5,687,630	5,899,558	224,238	6,123,796	6,257,447
Total Revenues	5,331,961	5,687,630	5,899,558	224,238	6,123,796	6,257,447

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Oracle Enterprise Architect	1.00	1.00	1.00	-	1.00	1.00
Director of MIS/GIS	0.67	0.67	0.67	-	0.67	0.67
IT Coordinator.- Work Order & EDMS	1.00	1.00	1.00	-	1.00	1.00
IT Coordinator-Administrative Services	1.00	1.00	1.00	-	1.00	1.00
Applications & Database Manager	1.00	1.00	1.00	-	1.00	1.00
Public Safety Applications Manager	1.00	1.00	1.00	-	1.00	1.00
IT Coordinator-Web Development	1.00	1.00	1.00	-	1.00	1.00
Network & Tech. Serv. Manager	1.00	1.00	1.00	-	1.00	1.00
IT Coordinator-Systems	1.00	1.00	1.00	-	1.00	1.00
IT Coordinator-Technical Services	1.00	1.00	1.00	-	1.00	1.00
Apps Systems Analyst III	2.00	2.00	2.00	-	2.00	2.00
Application Integration Architect	1.00	1.00	1.00	-	1.00	1.00
IT Technical Support Spec. II	5.00	5.00	5.00	-	5.00	5.00
MIS Special Projects Coordinator	1.00	1.00	1.00	-	1.00	1.00
Network Systems Analyst I	6.50	6.00	3.50	-	3.50	3.50
Applications Systems Analyst I	6.00	6.00	4.00	-	4.00	4.00
App Systems Analyst II	3.00	3.00	5.00	-	5.00	5.00
Network Systems Analyst II	1.00	1.50	3.00	-	3.00	3.00
Network Systems Analyst III	1.00	1.00	2.00	-	2.00	2.00
EDMS Technician	1.00	1.00	1.00	-	1.00	1.00
Computer Asset Analyst	1.00	1.00	1.00	-	1.00	1.00
Sr. IT Technical Support Specialist	2.00	2.00	2.00	1.00	3.00	3.00
IT Coordinator-Network	1.00	1.00	1.00	-	1.00	1.00
Network Systems Analyst	1.00	-	-	-	-	-
Administrative Associate VI	0.50	0.50	0.67	-	0.67	0.67
Administrative Associate III	0.67	-	-	-	-	-
Total Full-Time Equivalents (FTE)	43.34	41.67	41.84	1.00	42.84	42.84

Preliminary

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

The major variances for the FY 2017 Management Information Services budget are as follows:

Increases to Program Funding:
1. Cost associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates are estimated at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average; offset by decreases in workers compensation rates.
2. A budget proposal increases personnel services by $76,222 due to reclassification and realignment of the GIS Technician II to a Senior IT Technical Support for mobility within the MIS budget.
3. Increase in Repair & Maintenance in the amount of $135,800 due to increased contract costs and new software, such as Visaul Click, Dropbox, and Smartshield.
4. Increase in copier costs in the amount of $2,316.

Decreases to Program Funding:
1. Decrease in communication costs in the amount of $5,195 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.
2. Reduced transportation costs in the amount of $754.

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	78,083	117,338	123,051	-	123,051	127,288
Operating	82,963	120,178	127,283	-	127,283	127,483
Total Budgetary Costs	161,046	237,516	250,334	-	250,334	254,771

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	161,046	237,516	250,334	-	250,334	254,771
Total Revenues	161,046	237,516	250,334	-	250,334	254,771

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Network Systems Analyst II	-	0.50	-	-	-	-
Network Systems Analyst I	1.50	1.00	1.50	-	1.50	1.50
Total Full-Time Equivalents (FTE)	1.50	1.50	1.50	-	1.50	1.50

The Public Safety Complex (PSC) officially opened in July 2013. The PSC budget is jointly funded 50/50 with the City of Tallahassee. The budget presented here shows 100% of the costs of the PSC Technology; the City's share is reflected as an offsetting revenue.

The major variances for the FY 2017 Public Safety Complex Technology budget are as follows:

Increases to Program Funding:
1. Cost associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates are estimated at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average; offset by decreases in workers compensation rates.
2. Increase in communication costs in the amount of $6,805.

Preliminary

Geographic Info. Systems (001-421-539)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	1,272,264	1,370,397	1,417,568	(73,327)	1,344,241	1,389,105
Operating	502,780	580,809	579,604	-	579,604	579,604
Total Budgetary Costs	1,775,044	1,951,206	1,997,172	(73,327)	1,923,845	1,968,709

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	1,775,044	1,951,206	1,997,172	(73,327)	1,923,845	1,968,709
Total Revenues	1,775,044	1,951,206	1,997,172	(73,327)	1,923,845	1,968,709

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
GIS Coordinator	1.00	1.00	1.00	-	1.00	1.00
Director of MIS/GIS	0.33	0.33	0.33	-	0.33	0.33
Unix System Adm.-GIS	1.00	1.00	1.00	-	1.00	1.00
GIS Project Manager	1.00	1.00	1.00	-	1.00	1.00
GIS Oracle Database Administration	2.00	1.00	1.00	-	1.00	1.00
GIS Network Systems Administration	1.00	1.00	1.00	-	1.00	1.00
Applications Systems Analyst I	-	1.00	1.00	-	1.00	1.00
App Systems Analyst II	1.00	2.00	2.00	-	2.00	2.00
GIS Specialist I	-	1.00	1.00	-	1.00	1.00
GIS Technician II	2.00	2.00	2.00	(1.00)	1.00	1.00
GIS Integration Specialist	1.00	1.00	1.00	-	1.00	1.00
GIS Application Development Analyst	1.00	-	-	-	-	-
GIS Database Analyst	1.00	-	-	-	-	-
GIS Specialist III	3.00	3.00	3.00	-	3.00	3.00
Administrative Associate VI	0.50	0.50	0.33	-	0.33	0.33
Administrative Associate III	0.33	-	-	-	-	-
Total Full-Time Equivalents (FTE)	16.16	15.83	15.66	(1.00)	14.66	14.66

Preliminary

The major variances for the FY 2017 Geographic Information Systems budget are as follows:

Decreases to Program Funding:
1. Position reduction for 1.0 FTE GIS Technician II in the amount of $73,327 due to increased efficiencies and the reduction in the need to provide physical maps. This position was reclassified and realigned into the MIS budget as a Senior IT Technical Support for Mobility position.
2. Decrease in communication costs in the amount of $1,205 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.

Increases to Program Funding:
1. Cost associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates are estimated at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average; offset by decreases in workers compensation rates.

Office of Library Services

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	4,893,555	5,188,054	5,451,089	-	5,451,089	5,641,886
Operating	675,383	781,227	771,719	-	771,719	774,290
Transportation	16,081	19,513	18,326	-	18,326	18,326
Capital Outlay	622,582	622,505	622,505	-	622,505	622,505
Grants-in-Aid	3,000	3,000	3,000	-	3,000	3,000
Total Budgetary Costs	6,210,601	6,614,299	6,866,639	-	6,866,639	7,060,007

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Library Services	6,210,601	6,614,299	6,866,639	-	6,866,639	7,060,007
Total Budget	6,210,601	6,614,299	6,866,639	-	6,866,639	7,060,007

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	6,210,601	6,614,299	6,866,639	-	6,866,639	7,060,007
Total Revenues	6,210,601	6,614,299	6,866,639	-	6,866,639	7,060,007

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Library Services	101.70	101.70	101.70	-	101.70	101.70
Total Full-Time Equivalents (FTE)	101.70	101.70	101.70	-	101.70	101.70

OPS Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Library Services	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

Preliminary

Library Services Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	4,893,555	5,188,054	5,451,089	-	5,451,089	5,641,886
Operating	675,383	781,227	771,719	-	771,719	774,290
Transportation	16,081	19,513	18,326	-	18,326	18,326
Capital Outlay	622,582	622,505	622,505	-	622,505	622,505
Grants-in-Aid	3,000	3,000	3,000	-	3,000	3,000
Total Budgetary Costs	6,210,601	6,614,299	6,866,639	-	6,866,639	7,060,007

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Lib - Policy, Planning, & Operations (001-240-571)	771,066	853,475	847,469	-	847,469	861,018
Library Collection Services (001-242-571)	841,275	1,502,508	1,525,808	-	1,525,808	1,556,088
Library Extension Services (001-243-571)	2,277,148	-	-	-	-	-
Library Public Services (001-241-571)	2,321,111	4,258,316	4,493,362	-	4,493,362	4,642,901
Total Budget	6,210,601	6,614,299	6,866,639	-	6,866,639	7,060,007

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	6,210,601	6,614,299	6,866,639	-	6,866,639	7,060,007
Total Revenues	6,210,601	6,614,299	6,866,639	-	6,866,639	7,060,007

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Lib - Policy, Planning, & Operations	6.00	6.00	6.00	-	6.00	6.00
Library Public Services	37.20	82.70	82.70	-	82.70	82.70
Library Collection Services	12.00	13.00	13.00	-	13.00	13.00
Library Extension Services	46.50	-	-	-	-	-
Total Full-Time Equivalents (FTE)	101.70	101.70	101.70	-	101.70	101.70

OPS Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Library Public Services	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	380,230	410,101	413,655	-	413,655	427,204
Operating	387,836	440,374	430,814	-	430,814	430,814
Grants-in-Aid	3,000	3,000	3,000	-	3,000	3,000
Total Budgetary Costs	771,066	853,475	847,469	-	847,469	861,018

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	771,066	853,475	847,469	-	847,469	861,018
Total Revenues	771,066	853,475	847,469	-	847,469	861,018

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Library Director	1.00	1.00	1.00	-	1.00	1.00
Administration & Operations Manager	1.00	1.00	1.00	-	1.00	1.00
Library Budget & Collection Development Manager	1.00	1.00	1.00	-	1.00	1.00
Library Services Specialist	1.00	1.00	1.00	-	1.00	1.00
Administrative Associate V	1.00	1.00	1.00	-	1.00	1.00
Administrative Associate VI	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	6.00	6.00	6.00	-	6.00	6.00

The major variances for the FY 2017 Library Policy, Planning, & Operations budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0% - 5% based on a 3% average; offset by decreases in workers compensation rates.

Decreases to Program Funding:
1. Postage cost reductions in the amount of $500.
2. Decrease in communication costs in the amount of $9,560 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	1,667,228	4,072,065	4,299,480	-	4,299,480	4,449,019
Operating	31,301	178,471	178,471	-	178,471	178,471
Transportation	-	7,780	15,411	-	15,411	15,411
Capital Outlay	622,582	-	-	-	-	-
Total Budgetary Costs	2,321,111	4,258,316	4,493,362	-	4,493,362	4,642,901

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	2,321,111	4,258,316	4,493,362	-	4,493,362	4,642,901
Total Revenues	2,321,111	4,258,316	4,493,362	-	4,493,362	4,642,901

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Literacy Project Coordinator	-	1.00	1.00	-	1.00	1.00
Library Special Services Coordinator	-	3.00	3.00	-	3.00	3.00
Library Services Coordinator	3.00	9.00	10.00	-	10.00	10.00
Senior Library Serv. Specialist	3.00	1.00	1.00	-	1.00	1.00
Applications Systems Analyst I	1.00	1.00	1.00	-	1.00	1.00
Senior Library Assistant	10.00	15.00	14.00	-	14.00	14.00
Library Assistant	-	1.00	1.00	-	1.00	1.00
Information Professional	8.00	16.00	16.00	-	16.00	16.00
Senior Library Serv. Specialist	2.00	3.00	3.00	-	3.00	3.00
Library Services Specialist	-	8.00	8.00	-	8.00	8.00
Library Services Manager	-	1.00	1.00	-	1.00	1.00
Administrative Associate IV	1.00	1.00	1.00	-	1.00	1.00
Computer Support Technician	1.00	1.00	1.00	-	1.00	1.00
Information Professional - Part Time	1.50	2.50	2.50	-	2.50	2.50
Library Services Specialist - Part Time	-	0.50	0.50	-	0.50	0.50
Senior Library Assistant - Part Time	1.70	6.20	7.20	-	7.20	7.20
Library Assistant - Part Time	5.00	12.50	11.50	-	11.50	11.50
Total Full-Time Equivalents (FTE)	37.20	82.70	82.70	-	82.70	82.70

OPS Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Library Consolidated OPS	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

The major variances for the FY 2017 Library Public Services budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0% - 5% based on a 3% average; offset by decreases in workers compensation rates.
2. Transportation costs related to vehicle insurance, maintenance, and fuel, in the amount of $7,631. This is due in part to realigning vehicles in the Office of Library Services between the Divisions of Library Public Services and Library Collection Services.

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	669,007	705,888	737,954	-	737,954	765,663
Operating	159,910	162,382	162,434	-	162,434	165,005
Transportation	12,358	11,733	2,915	-	2,915	2,915
Capital Outlay	-	622,505	622,505	-	622,505	622,505
Total Budgetary Costs	841,275	1,502,508	1,525,808	-	1,525,808	1,556,088

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	841,275	1,502,508	1,525,808	-	1,525,808	1,556,088
Total Revenues	841,275	1,502,508	1,525,808	-	1,525,808	1,556,088

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Senior Library Assistant	-	1.00	1.00	-	1.00	1.00
Courier	1.00	1.00	1.00	-	1.00	1.00
Information Professional	1.00	1.00	1.00	-	1.00	1.00
Library Services Specialist	8.00	8.00	8.00	-	8.00	8.00
Library Services Manager	1.00	1.00	1.00	-	1.00	1.00
Administrative Associate V	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	12.00	13.00	13.00	-	13.00	13.00

The major variances for the FY 2017 Library Public Services budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average; offset by decreases in workers compensation rates.
2. Contractual expenses in the amount of $6,028 related to increased fees for services provided by the Online Computer Library Center (OCLC) such as the interlibrary loan program and database access. The true cost of the OCLC increase is $56,567, but it is offset by other contractual services reductions.

Decreases to Program Funding:
1. Postage cost reductions in the amount of $2,102.
2. Printing cost reductions in the amount of $3,150.
3. Operating supplies cost reductions in the amount of $724.
4. Transportation costs related to vehicle insurance, maintenance, and fuel, in the amount of $7,631. This is due in part to realigning vehicles in the Office of Library Services between the Divisions of Library Public Services and Library Collection Services.

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	2,177,090	-	-	-	-	-
Operating	96,336	-	-	-	-	-
Transportation	3,723	-	-	-	-	-
Total Budgetary Costs	2,277,148	-	-	-	-	-

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	2,277,148	-	-	-	-	-
Total Revenues	2,277,148	-	-	-	-	-

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
	1.00	-	-	-	-	-
Literacy Project Coordinator	1.00	-	-	-	-	-
Library Special Services Coordinator	3.00	-	-	-	-	-
Library Services Coordinator	6.00	-	-	-	-	-
Senior Library Serv. Specialist	5.00	-	-	-	-	-
Senior Library Assistant	7.00	-	-	-	-	-
Library Assistant	3.00	-	-	-	-	-
Information Professional	8.00	-	-	-	-	-
Senior Library Services Specialist	1.00	-	-	-	-	-
Library Services Specialist	1.00	-	-	-	-	-
Library Services Manager	1.00	-	-	-	-	-
Information Professional - Part Time	1.50	-	-	-	-	-
Senior Library Assistant - Part Time	3.50	-	-	-	-	-
Library Assistant - Part Time	4.50	-	-	-	-	-
Total Full-Time Equivalents (FTE)	46.50	-	-	-	-	-

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

Preliminary

Office of Public Safety

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	9,888,048	10,508,395	10,797,627	41,963	10,839,590	11,844,386
Operating	5,935,405	6,104,613	6,023,680	132,096	6,155,776	6,189,268
Transportation	958,626	932,159	933,816	-	933,816	933,816
Capital Outlay	43,738	38,000	-	-	-	-
Grants-in-Aid	71,250	71,250	71,250	-	71,250	71,250
Total Budgetary Costs	16,897,067	17,654,417	17,826,373	174,059	18,000,432	19,038,720

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Emergency Medical Services	15,599,725	16,083,506	16,307,225	166,444	16,473,669	17,459,831
Animal Control	1,297,343	1,570,911	1,519,148	7,615	1,526,763	1,578,889
Total Budget	16,897,067	17,654,417	17,826,373	174,059	18,000,432	19,038,720

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
135 Emergency Medical Services MSTU	15,599,725	16,083,506	16,307,225	166,444	16,473,669	17,459,831
140 Municipal Service	1,297,343	1,570,911	1,519,148	7,615	1,526,763	1,578,889
Total Revenues	16,897,067	17,654,417	17,826,373	174,059	18,000,432	19,038,720

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Animal Control	7.00	7.00	7.00	-	7.00	7.00
Emergency Medical Services	111.20	121.20	121.20	1.00	122.20	122.20
Total Full-Time Equivalents (FTE)	118.20	128.20	128.20	1.00	129.20	129.20

OPS Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Emergency Medical Services	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

Preliminary

Emergency Medical Services (135-185-526)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	9,551,246	10,075,876	10,363,022	41,963	10,404,985	11,395,011
Operating	5,100,913	5,094,958	5,059,310	124,481	5,183,791	5,179,927
Transportation	915,998	874,672	884,893	-	884,893	884,893
Capital Outlay	31,568	38,000	-	-	-	-
Total Budgetary Costs	15,599,725	16,083,506	16,307,225	166,444	16,473,669	17,459,831

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
135 Emergency Medical Services MSTU	15,599,725	16,083,506	16,307,225	166,444	16,473,669	17,459,831
Total Revenues	15,599,725	16,083,506	16,307,225	166,444	16,473,669	17,459,831

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
EMS Billing & Collection Technician	-	-	-	1.00	1.00	1.00
Medical Director	1.00	1.00	1.00	-	1.00	1.00
Director of Office of Public Safety & EMS Chief	1.00	1.00	1.00	-	1.00	1.00
EMS Division Manager	2.00	2.00	2.00	-	2.00	2.00
EMS Quality Improvement & Education Manager	1.00	1.00	1.00	-	1.00	1.00
EMS Field Operations Supervisor	6.00	7.00	6.00	-	6.00	6.00
EMS Billing Coordinator	1.00	1.00	1.00	-	1.00	1.00
Charge Paramedic	4.00	15.00	13.00	-	13.00	13.00
Administrative Associate V	2.00	2.00	2.00	-	2.00	2.00
Paramedic II (Level I) - SS	-	6.00	12.00	-	12.00	12.00
Paramedic I	59.00	9.00	8.00	-	8.00	8.00
EMT I	20.00	9.00	-	-	-	-
EMT Dispatcher	4.00	-	-	-	-	-
EMS Supply Technician	2.00	2.00	2.00	-	2.00	2.00
Paramedic I - Part-Time	7.20	5.40	4.80	-	4.80	4.80
EMT I - Part-Time	-	1.20	0.60	-	0.60	0.60
EMS Financial Analyst	1.00	1.00	1.00	-	1.00	1.00
EMT I - System Status	-	16.00	9.00	-	9.00	9.00
Paramedic I - System Status	-	36.00	34.00	-	34.00	34.00
Paramedic II (Level I) - PT	-	0.60	0.60	-	0.60	0.60
Paramedic - System Status	-	5.00	4.00	-	4.00	4.00
Paramedic II (Level 2) - SS	-	-	3.00	-	3.00	3.00
EMT II - System Status	-	-	4.00	-	4.00	4.00
Paramedic II (Level I)	-	-	1.00	-	1.00	1.00
EMT II	-	-	8.00	-	8.00	8.00
EMT II - Part-Time	-	-	1.20	-	1.20	1.20
Financial Compliance Manager	-	-	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	111.20	121.20	121.20	1.00	122.20	122.20

OPS Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
EMS Consolidated OPS	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

Preliminary

Emergency Medical Services (135-185-526)

The major variances for the FY 2017 Emergency Medical Services budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average; offset by decreases in workers compensation rates.
2. Personnel costs in the amount of $41,963 associated with creation of a Billing & Collection Technician to assist with recovering EMS fees, tentatively approved by the Board at its April 26, 2016 Budget Workshop. Position costs are anticipated to be offset by an increase in billing collections.
3. Other contractual services in the amount of $20,966, associated with the Advanced Life Support agreement with the City Fire Department, new documentation management software, billing service collections fees, and uniform dry cleaners.
4. Utility costs in the amount of $40,000. This increase reflects the actual utility costs associated with EMS's portion of the Public Safety Complex; $20,000 was originally budgeted as an estimate when EMS initially relocated to the Public Safety Complex.
5. Funding for promotional activities is increased by $7,500 to provide infant-specific CPR training in an effort to address infant mortality rates, tentatively approved during the April 26, 2016 Budget Workshop.
6. To ensure current service levels, an increase in operating supplies such as disposables, medical supplies, and bariatric tarp lifting systems for all ambulances is anticipated in the amount of $23,877.

Decreases to Program Funding:
1. Decrease in communication costs in the amount of $3,510 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.
2. Fuel cost reductions in the amount of $36,412.
3. Capital outlay costs reduced by $38,000 because of one-time SWAT assistance equipment and ambulance replacement equipment budgeted in FY 2016.

Preliminary

Animal Control (140-201-562)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	336,802	432,519	434,605	-	434,605	449,375
Operating	834,493	1,009,655	964,370	7,615	971,985	1,009,341
Transportation	42,628	57,487	48,923	-	48,923	48,923
Capital Outlay	12,170	-	-	-	-	-
Grants-in-Aid	71,250	71,250	71,250	-	71,250	71,250
Total Budgetary Costs	1,297,343	1,570,911	1,519,148	7,615	1,526,763	1,578,889

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
140 Municipal Service	1,297,343	1,570,911	1,519,148	7,615	1,526,763	1,578,889
Total Revenues	1,297,343	1,570,911	1,519,148	7,615	1,526,763	1,578,889

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Director of Animal Control	1.00	1.00	1.00	-	1.00	1.00
Senior Animal Control Officer	4.00	3.00	1.00	-	1.00	1.00
Animal Control Officer	1.00	2.00	4.00	-	4.00	4.00
Administrative Associate V	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	7.00	7.00	7.00	-	7.00	7.00

The major variances for the FY 2017 Animal Control budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0% - 5% based on a 3% average; offset by decreases in workers compensation rates.
2. Funding for promotional activities was increased by $1,000 in response to the Leon LEADS Listening Session recommendation for more community outreach events.
3. Increase in training costs in the amount of $6,615 for increased registration fees for the annual Florida Animal Control Association training Conference and Equine Investigators Academy, as well as registration for the National Animal Control Human Officer training. This is partially offset by a $1,650 reduction associated with previously budgeted training courses no longer needed.

Decreases to Program Funding:
1. A decrease of $38,251 in contractual services due to the final payment to the City of Tallahassee for the completion of the HVAC capital project at the Animal Shelter being lower than the FY 2016 payment.
2. Decrease in communication costs in the amount of $1,645 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.
3. Transportation cost reductions related to vehicle insurance, maintenance, and fuel, in the amount of $8,564.
4. Operating supplies cost reductions in the amount of $5,225. This is due to a one time purchase of weather protection and ballistics armor for Animal Control Officers budgeted in FY 2016 not continuing in FY 2017.

Preliminary

Leon County Fiscal Year 2017 Proposed Budget

Office of Intervention & Detention Alternatives

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	1,939,756	2,206,706	2,079,907	-	2,079,907	2,152,568
Operating	492,164	478,012	395,162	104,357	499,519	499,519
Grants-in-Aid	335,759	335,759	185,759	62,000	247,759	222,759
Total Budgetary Costs	2,767,679	3,020,477	2,660,828	166,357	2,827,185	2,874,846

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
County Probation	1,493,233	1,594,489	1,408,818	66,500	1,475,318	1,489,222
Supervised Pretrial Release	1,110,105	1,255,112	1,083,276	99,857	1,183,133	1,212,700
Drug & Alcohol Testing	164,342	170,876	168,734	-	168,734	172,924
Total Budget	2,767,679	3,020,477	2,660,828	166,357	2,827,185	2,874,846

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	335,759	335,759	185,759	62,000	247,759	222,759
110 Fine and Forfeiture	100,330	100,000	100,000	-	100,000	100,000
111 Probation Services	2,247,146	2,464,718	2,335,069	104,357	2,439,426	2,512,087
125 Grants	84,445	120,000	40,000	-	40,000	40,000
Total Revenues	2,767,679	3,020,477	2,660,828	166,357	2,827,185	2,874,846

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
County Probation	17.00	16.00	16.00	-	16.00	16.00
Drug & Alcohol Testing	2.00	2.00	2.00	-	2.00	2.00
Supervised Pretrial Release	15.00	14.00	14.00	-	14.00	14.00
Total Full-Time Equivalents (FTE)	34.00	32.00	32.00	-	32.00	32.00

Preliminary

County Probation Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	1,036,900	1,119,354	1,085,128	-	1,085,128	1,124,032
Operating	120,574	139,376	137,931	4,500	142,431	142,431
Grants-in-Aid	335,759	335,759	185,759	62,000	247,759	222,759
Total Budgetary Costs	1,493,233	1,594,489	1,408,818	66,500	1,475,318	1,489,222

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
County Probation (111-542-523)	1,057,144	1,158,730	1,123,059	4,500	1,127,559	1,166,463
Diversionary Programs (110-508-569)	100,330	100,000	100,000	-	100,000	100,000
Line Item - Detention/Correction (001-888-523)	335,759	335,759	185,759	62,000	247,759	222,759
Total Budget	1,493,233	1,594,489	1,408,818	66,500	1,475,318	1,489,222

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	335,759	335,759	185,759	62,000	247,759	222,759
110 Fine and Forfeiture	100,330	100,000	100,000	-	100,000	100,000
111 Probation Services	1,057,144	1,158,730	1,123,059	4,500	1,127,559	1,166,463
Total Revenues	1,493,233	1,594,489	1,408,818	66,500	1,475,318	1,489,222

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
County Probation	17.00	16.00	16.00	-	16.00	16.00
Total Full-Time Equivalents (FTE)	17.00	16.00	16.00	-	16.00	16.00

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Grants-in-Aid	335,759	335,759	185,759	62,000	247,759	222,759
Total Budgetary Costs	335,759	335,759	185,759	62,000	247,759	222,759

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	335,759	335,759	185,759	62,000	247,759	222,759
Total Revenues	335,759	335,759	185,759	62,000	247,759	222,759

The major variances for the FY 2017 budget are as follows:

Increases to Program Funding:
1. At the April 26, 2016 Budget Workshop, the Board tentatively increased funding for DISC Village in the amount of $37,000. Additional funding will be used to support maintaining adequate service levels at the Juvenile Assessment and Receiving Center. Prior to this increase, DISC Village had maintained the same funding level since 2007.
2. The budget increase includes funding in the amount of $25,000 for the Domestic Violence Coordinating Council, tentatively approved at the April 26, 2016 budget workshop, previously budgeted as Outside Agency Funding.

Decreases to Program Funding:
1. The contract with the Palmer Munroe Teen Center expired during FY 2016, effective FY2017 and was not renewed, representing a decrease in funding of $150,000.

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	100,330	100,000	100,000	-	100,000	100,000
Total Budgetary Costs	100,330	100,000	100,000	-	100,000	100,000

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
110 Fine and Forfeiture	100,330	100,000	100,000	-	100,000	100,000
Total Revenues	100,330	100,000	100,000	-	100,000	100,000

The FY 2017 Diversionary Program budget is recommended at the same funding level as the previous fiscal year. PSCC (Public Safety Coordinating Council) recommends the allocation to the Board for approval.

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	1,036,900	1,119,354	1,085,128	-	1,085,128	1,124,032
Operating	20,244	39,376	37,931	4,500	42,431	42,431
Total Budgetary Costs	1,057,144	1,158,730	1,123,059	4,500	1,127,559	1,166,463

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
111 Probation Services	1,057,144	1,158,730	1,123,059	4,500	1,127,559	1,166,463
Total Revenues	1,057,144	1,158,730	1,123,059	4,500	1,127,559	1,166,463

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Director Office of Intervention & Detention Alternatives	1.00	1.00	1.00	-	1.00	1.00
Probation/Pretrial Officer I	3.00	3.00	3.00	-	3.00	3.00
Community Services Coordinator	1.00	1.00	1.00	-	1.00	1.00
Probation/Pretrial Officer II	5.00	4.00	4.00	-	4.00	4.00
Senior Probation/Pretrial Officer	2.00	2.00	2.00	-	2.00	2.00
Probation Supervisor	1.00	1.00	1.00	-	1.00	1.00
Intervention & Detention Alternatives Coordinator	1.00	1.00	1.00	-	1.00	1.00
Probation Technician	3.00	3.00	3.00	-	3.00	3.00
Total Full-Time Equivalents (FTE)	17.00	16.00	16.00	-	16.00	16.00

The major variances for the FY 2017 County Probation budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0%-5%, based on a 3% average; offset by decreases in workers compensation rates.
2. The budget proposal increase includes funding associated with purchasing an online investigative tool (CLEAR) for better tracking capabilities in the amount of $4,500.

Decreases to Program Funding:
1. As a result of changes in Personnel, costs were reduced by $34,226.
2. Decrease in Communication costs in the amount of $1,445 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.

Preliminary

Supervised Pretrial Release Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	794,673	963,086	872,620	-	872,620	902,187
Operating	315,432	292,026	210,656	99,857	310,513	310,513
Total Budgetary Costs	1,110,105	1,255,112	1,083,276	99,857	1,183,133	1,212,700

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
FDLE JAG Grant (125-982060-521)	84,445	-	-	-	-	-
FDLE JAG Grant (125-982061-521)	-	120,000	40,000	-	40,000	40,000
Pretrial Release (111-544-523)	1,025,660	1,135,112	1,043,276	99,857	1,143,133	1,172,700
Total Budget	1,110,105	1,255,112	1,083,276	99,857	1,183,133	1,212,700

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
111 Probation Services	1,025,660	1,135,112	1,043,276	99,857	1,143,133	1,172,700
125 Grants	84,445	120,000	40,000	-	40,000	40,000
Total Revenues	1,110,105	1,255,112	1,083,276	99,857	1,183,133	1,212,700

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Pretrial Release	13.00	14.00	14.00	-	14.00	14.00
FDLE JAG Grant - Pretrial	2.00	-	-	-	-	-
Total Full-Time Equivalents (FTE)	15.00	14.00	14.00	-	14.00	14.00

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	770,378	843,086	832,620	-	832,620	862,187
Operating	255,282	292,026	210,656	99,857	310,513	310,513
Total Budgetary Costs	1,025,660	1,135,112	1,043,276	99,857	1,143,133	1,172,700

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
111 Probation Services	1,025,660	1,135,112	1,043,276	99,857	1,143,133	1,172,700
Total Revenues	1,025,660	1,135,112	1,043,276	99,857	1,143,133	1,172,700

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Pre-Trial Supervisor	1.00	1.00	1.00	-	1.00	1.00
Probation/Pretrial Officer II	-	8.00	8.00	-	8.00	8.00
Senior Probation/Pretrial Officer	-	1.00	1.00	-	1.00	1.00
Drug Screening Technician	-	1.00	1.00	-	1.00	1.00
Assistant Drug Screening Coordinator	1.00	1.00	1.00	-	1.00	1.00
Pre-Trial Release Case Worker	1.00	-	-	-	-	-
Pre-Trial Release Specialist	6.00	-	-	-	-	-
Sr. Pre-Trial Release Spec.	1.00	-	-	-	-	-
Pre-Trial Technician	2.00	2.00	2.00	-	2.00	2.00
Mental Health Court Pretrial Release Specialist	1.00	-	-	-	-	-
Total Full-Time Equivalents (FTE)	13.00	14.00	14.00	-	14.00	14.00

The major variances for the FY2017 Pretrial Release budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0%–5% based on a 3% average; offset by decreases in worker's compensation rates.
2. An increase of $99,857 for SCRAM (Secured Continuous Random Alcohol Monitoring). This increase is due to the lifting of the program cap by the Courts. This increase is offset by an estimated increase in SCRAM user fees of $25,000.

Decreases to Program Funding:
1. Personnel costs decreased by $10,466 as a result of departmental consolidation to one location.
2. Decrease in communication costs in the amount of $1,370 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.

Preliminary

Supervised Pretrial Release - FDLE JAG Grant (125-982060-521)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	24,295	-	-	-	-	-
Operating	60,150	-	-	-	-	-
Total Budgetary Costs	84,445	-	-	-	-	-

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
125 Grants	84,445	-	-	-	-	-
Total Revenues	84,445	-	-	-	-	-

Preliminary

Supervised Pretrial Release - FDLE JAG Grant (125-982061-521)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	-	120,000	40,000	-	40,000	40,000
Total Budgetary Costs	-	120,000	40,000	-	40,000	40,000

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
125 Grants	-	120,000	40,000	-	40,000	40,000
Total Revenues	-	120,000	40,000	-	40,000	40,000

FY 2017 FDLE JAG Grant is anticipated in the amount of $40,000, and it is contributing to partially offset the personnel costs of one Drug Screening Technician and one Probation/Pretrial Officer II. The two grant positions have been realigned to the Pretrial Release organization to provide more efficient management and operation. The personnel costs are captured in the Supervised Pretrial Release Division and charged back to the grant program for grant accounting purposes. Final grant amount in FY16 came in lower than the previous year's budget. FY17 reflects the continued lowering of the grant amount provided to the county.

Preliminary

Drug & Alcohol Testing (111-599-523)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	108,183	124,266	122,159	-	122,159	126,349
Operating	56,158	46,610	46,575	-	46,575	46,575
Total Budgetary Costs	164,342	170,876	168,734	-	168,734	172,924

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
111 Probation Services	164,342	170,876	168,734	-	168,734	172,924
Total Revenues	164,342	170,876	168,734	-	168,734	172,924

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Drug Screening Technician	1.00	1.00	1.00	-	1.00	1.00
Drug Screening Coordinator	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

The major variances for the FY 2017 Drug & Alcohol Testing budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance rates in a range of 0%-5% based on 3% average; offset by decreases in workers compensation rates.

Decreases to Program Funding:
1. Personnel Services decreased in the amount of $1,142.
2. Decrease in communication costs related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.

Preliminary

Office of Human Services & Community Partnerships

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	609,010	696,039	724,581	2,000	726,581	751,777
Operating	3,034,327	2,595,362	2,578,892	3,600	2,582,492	2,596,344
Transportation	3,220	4,170	3,210	-	3,210	3,210
Grants-in-Aid	4,807,969	5,906,327	5,588,321	381,689	5,970,010	5,349,272
Total Budgetary Costs	8,454,526	9,201,898	8,895,004	387,289	9,282,293	8,700,603

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Human Services	7,559,661	7,457,430	7,375,019	381,689	7,756,708	7,790,867
Veteran Services	233,396	314,500	327,763	-	327,763	333,186
Housing Services	661,469	1,429,968	1,192,222	5,600	1,197,822	576,550
Total Budget	8,454,526	9,201,898	8,895,004	387,289	9,282,293	8,700,603

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	8,207,207	8,233,072	8,169,219	383,689	8,552,908	8,607,643
124 SHIP Trust	169,028	879,466	636,425	-	636,425	-
161 Housing Finance Authority	78,291	89,360	89,360	3,600	92,960	92,960
Total Revenues	8,454,526	9,201,898	8,895,004	387,289	9,282,293	8,700,603

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Housing Services	6.00	6.00	6.00	-	6.00	6.00
Human Services	2.00	2.00	2.00	-	2.00	2.00
Veteran Services	3.00	3.00	3.00	-	3.00	3.00
Total Full-Time Equivalents (FTE)	11.00	11.00	11.00	-	11.00	11.00

Preliminary

Human Services Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	90,635	118,106	125,160	-	125,160	129,780
Operating	2,937,912	2,442,963	2,443,463	-	2,443,463	2,457,315
Grants-in-Aid	4,531,114	4,896,361	4,806,396	381,689	5,188,085	5,203,772
Total Budgetary Costs	7,559,661	7,457,430	7,375,019	381,689	7,756,708	7,790,867

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Baker Act & Marchman Act (001-370-563)	692,601	692,601	692,601	-	692,601	706,453
CHSP & Emergency Assistance (001-370-569)	965,036	1,254,858	1,158,816	200,000	1,358,816	1,360,717
Health Department (001-190-562)	243,345	237,345	237,345	-	237,345	237,345
Medicaid & Indigent Burials (001-370-564)	2,630,398	2,694,506	2,694,506	181,689	2,876,195	2,881,646
Medical Examiner (001-370-527)	493,698	501,760	511,795	-	511,795	522,031
Primary Health Care (001-971-562)	2,475,581	2,015,360	2,018,956	-	2,018,956	2,021,675
Tubercular Care & Child Protection Exams (001-370-562)	59,000	61,000	61,000	-	61,000	61,000
Total Budget	7,559,661	7,457,430	7,375,019	381,689	7,756,708	7,790,867

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	7,559,661	7,457,430	7,375,019	381,689	7,756,708	7,790,867
Total Revenues	7,559,661	7,457,430	7,375,019	381,689	7,756,708	7,790,867

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
CHSP & Emergency Assistance	1.00	1.00	1.00	-	1.00	1.00
Primary Health Care	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Grants-in-Aid	243,345	237,345	237,345	-	237,345	237,345
Total Budgetary Costs	243,345	237,345	237,345	-	237,345	237,345

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	243,345	237,345	237,345	-	237,345	237,345
Total Revenues	243,345	237,345	237,345	-	237,345	237,345

The FY 2017 Health Department budget is recommended at the same funding level as the previous fiscal year.

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Grants-in-Aid	493,698	501,760	511,795	-	511,795	522,031
Total Budgetary Costs	493,698	501,760	511,795	-	511,795	522,031

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	493,698	501,760	511,795	-	511,795	522,031
Total Revenues	493,698	501,760	511,795	-	511,795	522,031

The major variances for the FY 2017 Medical Examiner budget are as follows:

Increases to Program Funding:
1. As required by the contract to annually submit an updated fee schedule, adjustments in the fee schedule provided by the Medical Examiner increased the cost by 2% or $10,035.

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Grants-in-Aid	59,000	61,000	61,000	-	61,000	61,000
Total Budgetary Costs	59,000	61,000	61,000	-	61,000	61,000

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	59,000	61,000	61,000	-	61,000	61,000
Total Revenues	59,000	61,000	61,000	-	61,000	61,000

The FY 2017 Tubercular Care & Child Protection Exams budget is recommended at the same funding level as the previous year.

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	692,601	692,601	692,601	-	692,601	706,453
Total Budgetary Costs	692,601	692,601	692,601	-	692,601	706,453

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	692,601	692,601	692,601	-	692,601	706,453
Total Revenues	692,601	692,601	692,601	-	692,601	706,453

The FY 2017 Baker Act & Marchman Act budget is recommended at the same funding level as the previous fiscal year.

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	28,902	-	-	-	-	-
Grants-in-Aid	2,601,496	2,694,506	2,694,506	181,689	2,876,195	2,881,646
Total Budgetary Costs	2,630,398	2,694,506	2,694,506	181,689	2,876,195	2,881,646

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	2,630,398	2,694,506	2,694,506	181,689	2,876,195	2,881,646
Total Revenues	2,630,398	2,694,506	2,694,506	181,689	2,876,195	2,881,646

The major variances for the FY 2017 Medicaid & Indigent Burials budget are as follows:

Increases to Program Funding:
1. Program costs for Medicaid are anticipated to increase by $181,689 based on the estimates provided during the State Legislative session.

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	31,461	53,108	54,566	-	54,566	56,467
Operating	-	-	2,500	-	2,500	2,500
Grants-in-Aid	933,575	1,201,750	1,101,750	200,000	1,301,750	1,301,750
Total Budgetary Costs	965,036	1,254,858	1,158,816	200,000	1,358,816	1,360,717

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	965,036	1,254,858	1,158,816	200,000	1,358,816	1,360,717
Total Revenues	965,036	1,254,858	1,158,816	200,000	1,358,816	1,360,717

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Human Services Analyst	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

The major variances for the FY 2017 Community Human Services Partnership & Emergency Assistance budget are as follows:

Increases to Program Funding:
1. Cost associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates are estimated at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average; offset by decreases in workers compensation rates.
2. On March 8, 2016 the Board established the Community Human Service Partnership (CHSP) funding level for FY 2017 which included an additional $200,000 for the CHSP program. This increases the total program funding to $1.2 million.

Decreases to Program Funding:
1. In FY 2016, the Board approved a one-time allocation of $100,000 for the Disadvantaged Youth Program. As this was a one-time allocation, the FY 2017 budget does not contemplate a continuation of this funding.

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	59,173	64,998	70,594	-	70,594	73,313
Operating	2,216,408	1,750,362	1,748,362	-	1,748,362	1,748,362
Grants-in-Aid	200,000	200,000	200,000	-	200,000	200,000
Total Budgetary Costs	2,475,581	2,015,360	2,018,956	-	2,018,956	2,021,675

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	2,475,581	2,015,360	2,018,956	-	2,018,956	2,021,675
Total Revenues	2,475,581	2,015,360	2,018,956	-	2,018,956	2,021,675

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Healthcare Service Coordinator	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

The major variances for the FY 2017 Primary Health Care budget are as follows:

Increases to Program Funding:
1. Cost associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates are estimated at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average; offset by decreases in workers compensation rates.

Preliminary

Veteran Services (001-390-553)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	126,531	155,540	169,533	-	169,533	174,956
Operating	9,449	31,460	15,730	-	15,730	15,730
Grants-in-Aid	97,415	127,500	142,500	-	142,500	142,500
Total Budgetary Costs	233,396	314,500	327,763	-	327,763	333,186

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	233,396	314,500	327,763	-	327,763	333,186
Total Revenues	233,396	314,500	327,763	-	327,763	333,186

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Veterans Services Manager	1.00	1.00	1.00	-	1.00	1.00
Veterans Services Counselor	2.00	1.00	1.00	-	1.00	1.00
Administrative Associate V	-	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	3.00	3.00	3.00	-	3.00	3.00

The major variances for the FY 2017 Veteran Services budget are as follows:

Increases to Program Funding:
1. Cost associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates are estimated at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average; offset by decreases in workers compensation rates.
2. The increase in Grants-in-Aid is associated with realigning expenditures for the Operation Thank You Initiative that were previously budgeted in other operating accounts.

Decreases to Program Funding:
1. Decrease in communication costs in the amount of $1,975 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.

Preliminary

Housing Services Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	391,844	422,393	429,888	2,000	431,888	447,041
Operating	86,966	120,939	119,699	3,600	123,299	123,299
Transportation	3,220	4,170	3,210	-	3,210	3,210
Grants-in-Aid	179,440	882,466	639,425	-	639,425	3,000
Total Budgetary Costs	661,469	1,429,968	1,192,222	5,600	1,197,822	576,550

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Housing Finance Authority (161-808-554)	78,291	89,360	89,360	3,600	92,960	92,960
Housing Services (001-371-569)	414,150	461,142	466,437	2,000	468,437	483,590
SHIP 2014-2017 (124-932047-554)	169,028	879,466	-	-	-	-
SHIP 2016-2019 (124-932049-554)	-	-	636,425	-	636,425	-
Total Budget	661,469	1,429,968	1,192,222	5,600	1,197,822	576,550

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	414,150	461,142	466,437	2,000	468,437	483,590
124 SHIP Trust	169,028	879,466	636,425	-	636,425	-
161 Housing Finance Authority	78,291	89,360	89,360	3,600	92,960	92,960
Total Revenues	661,469	1,429,968	1,192,222	5,600	1,197,822	576,550

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Housing Services	6.00	6.00	6.00	-	6.00	6.00
Total Full-Time Equivalents (FTE)	6.00	6.00	6.00	-	6.00	6.00

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	391,844	422,393	429,888	2,000	431,888	447,041
Operating	19,086	34,579	33,339	-	33,339	33,339
Transportation	3,220	4,170	3,210	-	3,210	3,210
Total Budgetary Costs	414,150	461,142	466,437	2,000	468,437	483,590

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	414,150	461,142	466,437	2,000	468,437	483,590
Total Revenues	414,150	461,142	466,437	2,000	468,437	483,590

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Director of Human Services & Community Partnerships	1.00	1.00	1.00	-	1.00	1.00
Affordable Housing Manager	1.00	1.00	1.00	-	1.00	1.00
Housing Rehabilitation Specialist	1.00	1.00	1.00	-	1.00	1.00
Financial Compliance Manager	1.00	1.00	1.00	-	1.00	1.00
Senior Housing Services Specialist	1.00	1.00	1.00	-	1.00	1.00
Administrative Associate V	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	6.00	6.00	6.00	-	6.00	6.00

The major variances for the FY 2017 Housing Services budget are as follows:

Increases to Program Funding:
1. Cost associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates are estimated at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average; offset by decreases in workers compensation rates.
2. Increase in overtime for Housing Services staff in the amount of $2,000 associated with weekend events, including the Housing Exposition.

Decreases to Program Funding:
1. Decrease in communication costs in the amount of $1,240 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.
2. Reduced transportation costs in the amount of $960.

Preliminary

Housing Services - SHIP 2016-2019 (124-932049-554)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Grants-in-Aid	-	-	636,425	-	636,425	-
Total Budgetary Costs	-	-	636,425	-	636,425	-

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
124 SHIP Trust	-	-	636,425	-	636,425	-
Total Revenues	-	-	636,425	-	636,425	-

The FY 2017 SHIP 2016-2019 Grants is anticipated in the amount of $636,425.

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	67,879	86,360	86,360	3,600	89,960	89,960
Grants-in-Aid	10,412	3,000	3,000	-	3,000	3,000
Total Budgetary Costs	78,291	89,360	89,360	3,600	92,960	92,960

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
161 Housing Finance Authority	78,291	89,360	89,360	3,600	92,960	92,960
Total Revenues	78,291	89,360	89,360	3,600	92,960	92,960

The major variances for the FY 2017 Housing Finance Authority budget are as follows:

Increases to Program Funding:
1. Increase in the amount of $3,600 for the newly acquired liability insurance policy due to the Housing Finance Authority not being covered under the County's insurance policy.

Preliminary

Leon County Fiscal Year 2017 Proposed Budget

Office of Resource Stewardship

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	4,473,555	4,794,077	4,139,990	15,000	4,154,990	4,345,000
Operating	6,934,227	7,446,805	7,496,393	435,843	7,932,236	7,979,834
Transportation	276,019	286,045	283,315	-	283,315	283,315
Capital Outlay	47,850	53,950	50,000	-	50,000	50,000
Grants-in-Aid	210,375	200,375	643,822	-	643,822	643,822
Total Budgetary Costs	11,942,026	12,781,252	12,613,520	450,843	13,064,363	13,301,971

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Office of Sustainability	160,771	212,274	240,728	62,282	303,010	307,909
Cooperative Extension	524,526	540,260	470,954	-	470,954	470,954
Parks and Recreation	2,576,898	2,794,911	2,835,185	49,705	2,884,890	2,982,234
Facilities Management	8,679,830	9,233,807	9,066,653	338,856	9,405,509	9,540,874
Total Budget	11,942,026	12,781,252	12,613,520	450,843	13,064,363	13,301,971

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	8,720,936	9,104,519	8,907,837	709,601	9,617,438	9,746,928
140 Municipal Service	2,576,898	2,794,911	2,835,185	49,705	2,884,890	2,982,234
165 County Government Annex	550,339	747,397	735,973	(308,463)	427,510	438,284
166 Huntington Oaks Plaza	93,853	134,425	134,525	-	134,525	134,525
Total Revenues	11,942,026	12,781,252	12,613,520	450,843	13,064,363	13,301,971

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Cooperative Extension	13.00	13.00	-	-	-	-
Facilities Management	40.00	39.00	37.00	-	37.00	37.00
Office of Sustainability	2.00	1.20	2.50	-	2.50	2.50
Parks and Recreation	28.00	29.00	29.00	-	29.00	29.00
Total Full-Time Equivalents (FTE)	83.00	82.20	68.50	-	68.50	68.50

OPS Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Office of Sustainability	-	1.00	-	-	-	-
Total OPS Full-Time Equivalents (FTE)	-	1.00	-	-	-	-

Preliminary

Office of Sustainability Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	76,781	110,821	141,933	-	141,933	146,832
Operating	51,034	79,265	96,700	62,282	158,982	158,982
Transportation	1,581	813	2,095	-	2,095	2,095
Grants-in-Aid	31,375	21,375	-	-	-	-
Total Budgetary Costs	160,771	212,274	240,728	62,282	303,010	307,909

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Office of Sustainability (001-127-513)	160,771	212,274	240,728	62,282	303,010	307,909
Total Budget	160,771	212,274	240,728	62,282	303,010	307,909

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	160,771	212,274	240,728	62,282	303,010	307,909
Total Revenues	160,771	212,274	240,728	62,282	303,010	307,909

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Office of Sustainability	2.00	1.20	2.50	-	2.50	2.50
Total Full-Time Equivalents (FTE)	2.00	1.20	2.50	-	2.50	2.50

OPS Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Office of Sustainability	-	1.00	-	-	-	-
Total OPS Full-Time Equivalents (FTE)	-	1.00	-	-	-	-

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	76,781	110,821	141,933	-	141,933	146,832
Operating	51,034	79,265	96,700	62,282	158,982	158,982
Transportation	1,581	813	2,095	-	2,095	2,095
Grants-in-Aid	31,375	21,375	-	-	-	-
Total Budgetary Costs	160,771	212,274	240,728	62,282	303,010	307,909

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	160,771	212,274	240,728	62,282	303,010	307,909
Total Revenues	160,771	212,274	240,728	62,282	303,010	307,909

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Recycle & Sustainability Manager	-	-	1.00	-	1.00	1.00
Sustainability Manager	1.00	1.00	-	-	-	-
Communication & Outreach Coordinator	-	-	1.00	-	1.00	1.00
Director, Office of Resource Stewardship	1.00	0.20	-	-	-	-
Digital Community Engagement Specialist	-	-	0.50	-	0.50	0.50
Total Full-Time Equivalents (FTE)	2.00	1.20	2.50	-	2.50	2.50

OPS Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Sustainability Consolidated OPS	-	1.00	-	-	-	-
Total OPS Full-Time Equivalents (FTE)	-	1.00	-	-	-	-

The major variances for the FY 2017 budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0% - 5% based on a 3% average; offset by decreases in workers compensation rates.
2. Increases in personnel costs reflect the County Administrator's organizational realignment. The Communication & Outreach Coordinator position and Digital Community Engagement Specialist were realigned from the Recycling Services & Education program, as presented to the Board at the April 26, 2016 Budget Workshop. This is partially offset by the Director of the Office of Resource Stewardship position being realigned to Facilities Management.
3. Realignment of the Recycling Services & Education program operating costs (The Sharing TREE support, travel, phone, repair and maintenance, printing, promotional activities, office supplies, operating supplies and publication, subscription, membership and transportation operating) in the amount of $53,482.

Decreases to Program Funding:
1. OPS salary cost reductions in the amount of $15,000.

At the April 26, 2016 Budget Workshop, the Board tentatively approved redirecting grant funding previously provided to Keep Tallahassee-Leon to the Office of Sustainability to engage with community partners to more efficiently address volunteer beautification efforts and illegal dumping impacts.

Preliminary

Cooperative Extension (001-361-537)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	444,108	451,536	-	-	-	-
Operating	76,149	84,390	2,325	-	2,325	2,325
Transportation	4,268	4,334	3,807	-	3,807	3,807
Grants-in-Aid	-	-	464,822	-	464,822	464,822
Total Budgetary Costs	524,526	540,260	470,954	-	470,954	470,954

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	524,526	540,260	470,954	-	470,954	470,954
Total Revenues	524,526	540,260	470,954	-	470,954	470,954

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Director of County Extension	1.00	1.00	-	-	-	-
Extension Agent II - Home Econ	1.00	1.00	-	-	-	-
Ext Agent II Natural Resource	1.00	1.00	-	-	-	-
Extension Agent 4-H Youth	2.00	2.00	-	-	-	-
Urban County Forester II	1.00	1.00	-	-	-	-
Extension Agent - Agriculture	1.00	1.00	-	-	-	-
Extension Agent - Family & Consumer Services	1.00	1.00	-	-	-	-
Extension Agent - Horticulture	1.00	1.00	-	-	-	-
Extension Program Assistant	1.00	1.00	-	-	-	-
Administrative Associate VI	1.00	-	-	-	-	-
Administrative Associate III	-	1.00	-	-	-	-
Administrative Associate IV	2.00	2.00	-	-	-	-
Total Full-Time Equivalents (FTE)	13.00	13.00	-	-	-	-

In November 2015, Leon County revised its agreement with the University of Florida (UF) for providing educational Extension Program. The agreement revised the partnership whereby all Cooperative Extension staff are now University of Florida employees, with the County maintaining the same level of financial support for personnel and operating costs, but on a reimbursement basis.

The major variances for the FY 2017 Cooperative Extension budget are as follows:

Decreases to Program Funding:
1. The Urban County Forester position was realigned to the Planning Department.

As specified in the contract, the University of Florida Institute of Food & Agricultural Sciences (UF IFAS) provides 70% of the salary and all benefits for each Extension Agent and the Director, the County pays the remaining 30% of the salary. The County provides 100% of the funding for four support staff and 5% for one UF support staff.

Preliminary

Parks and Recreation Services (140-436-572)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	1,342,108	1,505,814	1,571,610	15,000	1,586,610	1,683,954
Operating	846,992	886,474	870,312	34,705	905,017	905,017
Transportation	181,175	179,673	174,263	-	174,263	174,263
Capital Outlay	27,623	43,950	40,000	-	40,000	40,000
Grants-in-Aid	179,000	179,000	179,000	-	179,000	179,000
Total Budgetary Costs	2,576,898	2,794,911	2,835,185	49,705	2,884,890	2,982,234

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
140 Municipal Service	2,576,898	2,794,911	2,835,185	49,705	2,884,890	2,982,234
Total Revenues	2,576,898	2,794,911	2,835,185	49,705	2,884,890	2,982,234

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Parks & Recreation Director	1.00	1.00	1.00	-	1.00	1.00
Parks & Community Centers Supervisor	1.00	1.00	1.00	-	1.00	1.00
Greenways & Environmental Lands Supervisor	1.00	1.00	1.00	-	1.00	1.00
Parks Supervisor	1.00	1.00	1.00	-	1.00	1.00
Crew Chief II	1.00	1.00	1.00	-	1.00	1.00
In-Mate Supervisor	2.00	2.00	2.00	-	2.00	2.00
Park Attendant	14.00	15.00	15.00	-	15.00	15.00
Community Center Attendant	2.00	2.00	2.00	-	2.00	2.00
Crew Chief I	1.00	1.00	1.00	-	1.00	1.00
Administrative Associate IV	1.00	1.00	1.00	-	1.00	1.00
Park Facilities Technician	2.00	2.00	2.00	-	2.00	2.00
Irrigation Tech Crew Chief	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	28.00	29.00	29.00	-	29.00	29.00

Preliminary

The major variances for the FY 2017 Parks and Recreation Budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0% - 5% based on a 3% average; offset by decreases in workers compensation rates.
2. Overtime costs in the amount of $15,000 associated with coverage for community centers and weekend events at County parks and greenways.
2. Professional services in the amount of $6,500 related to licensing fees for weather monitoring (to manage safety during park events) and miscellaneous Engineering services outside of any large CIP projects (i.e. wind load review for new scoreboards).
3. Contractual services in the amount of $117,570 associated with increased mowing expenses, port a let rental fees, trail maintenance, turf management, invasive plant species control, and uniforms. This also includes an increase for miscellaneous contractual services like fencing projects, sidewalk repairs, and parking lot stripping.
4. Rental expenses in the amount of $9,000 related to special events and sports programs. This is partially offset by a $2,500 reduction related to miscellaneous equipment.
5. Promotional expenses in the amount of $750 related to Leon County branded 'give away' items associated with "grand openings" and/or special events like Greenways Day.

Decreases to Program Funding:
1. Transportation cost adjustments related to vehicle insurance, maintenance, and fuel in the amount of $5,410.
2. Decrease in communication costs in the amount of $655 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.
3. Utility cost adjustments in the amount of $103,122. These funds were transferred to the Division of Facilities Management as part of the County's utility bill consolidation effort. This consolidation will allow for more efficient tracking of utility consumption at County buildings and identify opportunities for energy efficiency upgrades.

Facilities Management Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	2,610,558	2,725,906	2,426,447	-	2,426,447	2,514,214
Operating	5,960,051	6,396,676	6,527,056	338,856	6,865,912	6,913,510
Transportation	88,995	101,225	103,150	-	103,150	103,150
Capital Outlay	20,226	10,000	10,000	-	10,000	10,000
Total Budgetary Costs	8,679,830	9,233,807	9,066,653	338,856	9,405,509	9,540,874

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
County Government Annex (165-154-519)	550,339	747,397	735,973	(308,463)	427,510	438,284
Facilities Management (001-150-519)	6,740,210	6,845,256	6,679,794	635,624	7,315,418	7,428,381
Huntington Oaks Plaza Operating (166-155-519)	93,853	134,425	134,525	-	134,525	134,525
Public Safety Complex Facilities (001-410-529)	1,295,428	1,506,729	1,516,361	11,695	1,528,056	1,539,684
Total Budget	8,679,830	9,233,807	9,066,653	338,856	9,405,509	9,540,874

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	8,035,639	8,351,985	8,196,155	647,319	8,843,474	8,968,065
165 County Government Annex	550,339	747,397	735,973	(308,463)	427,510	438,284
166 Huntington Oaks Plaza	93,853	134,425	134,525	-	134,525	134,525
Total Revenues	8,679,830	9,233,807	9,066,653	338,856	9,405,509	9,540,874

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Facilities Management	36.00	35.00	33.00	-	33.00	33.00
Public Safety Complex Facilities	3.00	3.00	3.00	-	3.00	3.00
County Government Annex	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	40.00	39.00	37.00	-	37.00	37.00

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	2,296,512	2,414,609	2,115,460	-	2,115,460	2,192,465
Operating	4,334,477	4,319,422	4,451,184	635,624	5,086,808	5,122,766
Transportation	88,995	101,225	103,150	-	103,150	103,150
Capital Outlay	20,226	10,000	10,000	-	10,000	10,000
Total Budgetary Costs	6,740,210	6,845,256	6,679,794	635,624	7,315,418	7,428,381

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	6,740,210	6,845,256	6,679,794	635,624	7,315,418	7,428,381
Total Revenues	6,740,210	6,845,256	6,679,794	635,624	7,315,418	7,428,381

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Director of Facilities Management	1.00	1.00	-	-	-	-
Director, Office of Resource Stewardship	-	-	1.00	-	1.00	1.00
Facilities Senior Operations Manager	1.00	1.00	1.00	-	1.00	1.00
Construction Manager II	1.50	1.50	0.50	-	0.50	0.50
Facilities Planner	1.00	1.00	-	-	-	-
Customer Services Technician	1.00	1.00	1.00	-	1.00	1.00
Facilities Maintenance Supervisor	1.00	1.00	1.00	-	1.00	1.00
Facility Maintenance Superintendent	2.50	2.50	2.50	-	2.50	2.50
Facilities Support Tech II	15.00	14.00	14.00	-	14.00	14.00
Facilities Operations Supervisor I	2.00	2.00	2.00	-	2.00	2.00
Facilities Operations Tech I	2.00	2.00	2.00	-	2.00	2.00
Facilities Operations Tech II	2.00	2.00	2.00	-	2.00	2.00
Facilities Support Tech III	2.00	2.00	2.00	-	2.00	2.00
Facilities Support Tech II	1.00	1.00	1.00	-	1.00	1.00
Administrative Associate III	1.00	1.00	1.00	-	1.00	1.00
Administrative Associate IV	2.00	2.00	1.00	-	1.00	1.00
Administrative Associate V	-	-	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	36.00	35.00	33.00	-	33.00	33.00

Preliminary

The major variances for the FY 2017 Facilities Management budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0% - 5% based on a 3% average; offset by decreases in workers compensation rates.
2. Utility costs in the amount of $608,124 related to the County's utility bill consolidation effort. This consolidation will allow for more efficient tracking of utility consumption at County buildings and identify opportunities for energy efficiency upgrades."
3. Rental costs in the amount of $27,500 related to Main Library parking rental contractual increase from Trinity Methodist Church and miscellaneous rentals for generators and other equipment.
4. Contractual costs in the amount of $1,245 related to security, custodial, and elevator repair contracts.
5. Transportation costs in the amount of $1,925 related to increase vehicle repair costs.

Decreases to Program Funding:
1. A decrease in personnel costs related to the reassignment of a Facilities Planner, Construction Manager II, and Senior Design Engineer from Facilities Management to Engineering, offset by the realignment of the Director of Resource Stewardship to Facilities Management, as part of the County Administrator's organizational realignment.
2. Decrease in communication costs in the amount of $2,415 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.
3. Repair and maintenance costs in the amount of $38,278 related to repair materials.

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	264,321	259,614	269,246	-	269,246	278,488
Operating	1,031,107	1,247,115	1,247,115	11,695	1,258,810	1,261,196
Total Budgetary Costs	1,295,428	1,506,729	1,516,361	11,695	1,528,056	1,539,684

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	1,295,428	1,506,729	1,516,361	11,695	1,528,056	1,539,684
Total Revenues	1,295,428	1,506,729	1,516,361	11,695	1,528,056	1,539,684

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Construction Manager II	0.50	0.50	0.50	-	0.50	0.50
Facility Maintenance Superintendent	0.50	0.50	0.50	-	0.50	0.50
Facilities Support Tech III	2.00	2.00	2.00	-	2.00	2.00
Total Full-Time Equivalents (FTE)	3.00	3.00	3.00	-	3.00	3.00

The Public Safety Complex (PSC) officially opened in July 2013. The PSC budget is jointly funded 50/50 with the City of Tallahassee. The budget presented here shows 100% of the costs of the PSC; the City's share is reflected as a revenue.

The major variances for the FY17 Public Safety Complex Facilities budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0% - 5% based on a 3% average; offset by decreases in workers compensation rates.
2. A net increase in Repairs and Maintenance costs in the amount of $11,695 to maintain the Public Safety Complex. An increase of $66,000 is offset by the Contractual expenses reduction noted below. The increase is to account for maintenance and repair of specialized equipment at the PSC not previously budgeted. The increase also considers renovation costs associated with relocating and consolidating public safety personnel from various agencies.
3. Operating Supplies in the amount of $20,000 related to water services, dumpster services, security badges, and general supplies.
4. Publication costs in the amount of $1,375 related to memberships and subscriptions to professional organizations.
5. Training costs in the amount of $2,000 related to Technical Training and Seminars specific to the various electronic devices associated to the building.

Decrease to Program Funding:
1. Contractual expenses reduced in the amount of $77,680 related to a reduced custodial and security contracts.

Preliminary

Facilities Management - County Government Annex (165-154-519)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	49,724	51,683	41,741	-	41,741	43,261
Operating	500,614	695,714	694,232	(308,463)	385,769	395,023
Total Budgetary Costs	550,339	747,397	735,973	(308,463)	427,510	438,284

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
165 County Government Annex	550,339	747,397	735,973	(308,463)	427,510	438,284
Total Revenues	550,339	747,397	735,973	(308,463)	427,510	438,284

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Facilities Support Tech II	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

The major variances for the FY17 budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0% - 5% based on a 3% average; offset by decreases in workers compensation rates.
2. Other contractual service costs in the amount of $33,025 related to custodial and security contracts.
3. Repair costs in the amount of $2,941 related to building and parking lot maintenance.

Decreases to Program Funding:
1. Utility costs adjustments in the amount of $341,488. These funds were transferred to the Division of Facilities Management as part of the County's utility bill consolidation effort. This consolidation will allow for more efficient tracking of utility consumption at County buildings and identify opportunities for energy efficiency upgrades.

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	93,853	134,425	134,525	-	134,525	134,525
Total Budgetary Costs	93,853	134,425	134,525	-	134,525	134,525

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
166 Huntington Oaks Plaza	93,853	134,425	134,525	-	134,525	134,525
Total Revenues	93,853	134,425	134,525	-	134,525	134,525

The major variances for the FY17 budget are as follows:

Increases to Program Funding:
1. Contractual services in the amount of $1,000 related to custodial services.

Preliminary

Leon County Fiscal Year 2017 Proposed Budget

Constitutional

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	52,775,817	53,532,923	55,473,915	499,345	55,973,260	57,917,857
Operating	15,527,734	16,953,044	18,252,338	-	18,252,338	18,185,206
Transportation	672,892	1,018,548	6,984	-	6,984	11,059
Capital Outlay	1,065,657	699,380	1,093,112	-	1,093,112	1,026,812
Grants-in-Aid	2,134,240	2,392,933	2,418,747	-	2,418,747	2,418,747
Interfund Transfers	874,868	275,000	-	-	-	-
Constitutional Payments	11,678,788	11,263,746	11,900,302	-	11,900,302	12,289,579
Budgeted Reserves	-	255,924	194,672	-	194,672	206,081
Sheriff Offset	-	-	(1,222,896)	-	(1,222,896)	(1,222,896)
Total Budgetary Costs	84,729,996	86,391,498	88,117,174	499,345	88,616,519	90,832,445

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Clerk of the Circuit Court	1,934,372	1,940,579	2,016,674	-	2,016,674	2,057,007
Property Appraiser	4,732,020	4,805,388	5,159,673	-	5,159,673	5,314,463
Sheriff	69,358,982	69,834,622	71,743,212	499,345	72,242,557	74,121,893
Supervisor of Elections	3,989,424	4,992,180	4,187,358	-	4,187,358	4,126,522
Tax Collector	4,715,198	4,818,729	5,010,257	-	5,010,257	5,212,560
Total Budget	84,729,996	86,391,498	88,117,174	499,345	88,616,519	90,832,445

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	10,727,109	10,861,040	11,486,648	-	11,486,648	11,862,332
060 Supervisor of Elections	3,989,424	4,992,180	4,187,358	-	4,187,358	4,126,522
110 Fine and Forfeiture	68,368,455	68,859,072	70,674,214	499,345	71,173,559	73,041,094
123 Stormwater Utility	66,047	65,920	65,920	-	65,920	65,920
125 Grants	121,155	121,155	121,155	-	121,155	121,155
130 9-1-1 Emergency Communications	1,283,200	1,276,500	1,355,300	-	1,355,300	1,375,250
135 Emergency Medical Services MSTU	101,797	138,816	144,369	-	144,369	150,144
145 Fire Services Fee	33,793	33,695	39,090	-	39,090	46,908
162 County Accepted Roadways and Drainage Systems	5,500	5,500	5,500	-	5,500	5,500
164 Special Assessment - Killearn Lakes Units I and II Sewer	4,478	5,000	5,000	-	5,000	5,000
401 Solid Waste	29,038	32,620	32,620	-	32,620	32,620
Total Revenues	84,729,996	86,391,498	88,117,174	499,345	88,616,519	90,832,445

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Clerk of the Circuit Court	168.00	168.00	168.00	-	168.00	168.00
Property Appraiser	52.00	52.00	52.00	-	52.00	52.00
Sheriff	606.00	608.00	608.00	8.00	616.00	616.00
Supervisor of Elections	18.00	19.00	19.00	-	19.00	19.00
Tax Collector	86.00	86.00	86.00	-	86.00	86.00
Total Full-Time Equivalents (FTE)	930.00	933.00	933.00	8.00	941.00	941.00

OPS Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Supervisor of Elections	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

Preliminary

Clerk of the Circuit Court Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	413,828	422,105	407,457	-	407,457	415,606
Constitutional Payments	1,520,544	1,518,474	1,609,217	-	1,609,217	1,641,401
Total Budgetary Costs	1,934,372	1,940,579	2,016,674	-	2,016,674	2,057,007

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Clerk - Article V Expenses (110-537-614)	413,828	422,105	407,457	-	407,457	415,606
Clerk - Finance Administration (001-132-586)	1,520,544	1,518,474	1,609,217	-	1,609,217	1,641,401
Total Budget	1,934,372	1,940,579	2,016,674	-	2,016,674	2,057,007

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	1,520,544	1,518,474	1,609,217	-	1,609,217	1,641,401
110 Fine and Forfeiture	413,828	422,105	407,457	-	407,457	415,606
Total Revenues	1,934,372	1,940,579	2,016,674	-	2,016,674	2,057,007

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Clerk - Finance Administration	25.00	25.00	25.00	-	25.00	25.00
Clerk - Article V Expenses	143.00	143.00	143.00	-	143.00	143.00
Total Full-Time Equivalents (FTE)	168.00	168.00	168.00	-	168.00	168.00

Preliminary

Clerk of the Circuit Court - Clerk - Finance Administration (001-132-586)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Constitutional Payments	1,520,544	1,518,474	1,609,217	-	1,609,217	1,641,401
Total Budgetary Costs	1,520,544	1,518,474	1,609,217	-	1,609,217	1,641,401

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	1,520,544	1,518,474	1,609,217	-	1,609,217	1,641,401
Total Revenues	1,520,544	1,518,474	1,609,217	-	1,609,217	1,641,401

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Clerk - Finance Division	25.00	25.00	25.00	-	25.00	25.00
Total Full-Time Equivalents (FTE)	25.00	25.00	25.00	-	25.00	25.00

The major variances for the FY 2017 Clerk Finance budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for a salary adjustment to be determined by the Clerk, offset by decreases in workers compensation rates.
2. The county's annual cost allocation plan determined that the County's cost share for the audit function has increased in the amount of $61,844. This is consistent with the Clerk's office previously maintaining a vacancy in the audit function and now has both positions filled.

Preliminary

Clerk of the Circuit Court - Clerk - Article V Expenses (110-537-614)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	413,828	422,105	407,457	-	407,457	415,606
Total Budgetary Costs	413,828	422,105	407,457	-	407,457	415,606

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
110 Fine and Forfeiture	413,828	422,105	407,457	-	407,457	415,606
Total Revenues	413,828	422,105	407,457	-	407,457	415,606

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Clerk - Courts	101.50	101.50	101.50	-	101.50	101.50
Clerk - Information Services	10.00	10.00	10.00	-	10.00	10.00
Clerk - Administration	31.50	31.50	31.50	-	31.50	31.50
Total Full-Time Equivalents (FTE)	143.00	143.00	143.00	-	143.00	143.00

Clerk's Article V expenses relate to Article V of the Florida Constitution. In FY08 new reporting requirements for Article V entities were implemented. Effective July 1, 2004, Article V of the Florida Constitution required counties provide funding for certain costs incurred by the state court system. As defined in s. 29.008, F.S., counties must fund the following: (1) Communications services, including telephone expenses, computer equipment/networks, courier/subpoena services, and auxiliary aids; (2) Existing radio systems; (3) Existing multi agency criminal justice information systems; (4) Facilities costs including construction or lease of facilities for court functions, maintenance of these facilities, utility costs, security; and (5) Local Requirements including Legal Aid.

Increases to Program Funding:
1. FY 2017 budget reflects costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for a salary adjustment to be determined by the Clerk, offset by decreases in workers compensation rates.

Preliminary

Property Appraiser (001-512-586)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Constitutional Payments	4,732,020	4,805,388	5,159,673	-	5,159,673	5,314,463
Total Budgetary Costs	4,732,020	4,805,388	5,159,673	-	5,159,673	5,314,463

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	4,732,020	4,805,388	5,159,673	-	5,159,673	5,314,463
Total Revenues	4,732,020	4,805,388	5,159,673	-	5,159,673	5,314,463

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Property Appraiser	1.00	1.00	1.00	-	1.00	1.00
Financial Officer	1.00	1.00	1.00	-	1.00	1.00
Administrative Supervisor/Secretary/Telephone Operator	1.00	1.00	1.00	-	1.00	1.00
Assistant Property Appraiser	1.00	1.00	1.00	-	1.00	1.00
Chief Deputy of Appraisals	1.00	1.00	1.00	-	1.00	1.00
Commercial Analyst	3.00	3.00	3.00	-	3.00	3.00
Exemption/Customer Service Supervisor	1.00	1.00	1.00	-	1.00	1.00
Data Entry Operator	2.00	2.00	2.00	-	2.00	2.00
Chief Information Officer	1.00	1.00	1.00	-	1.00	1.00
Director of Management Services	1.00	1.00	1.00	-	1.00	1.00
Director of Real Estate	1.00	1.00	1.00	-	1.00	1.00
Exempt/Customer Service Technicians	6.00	6.00	6.00	-	6.00	6.00
GIS Coordinator	1.00	1.00	1.00	-	1.00	1.00
GIS/IT Specialist	4.00	4.00	4.00	-	4.00	4.00
Land Appraisers/Sales	3.00	3.00	3.00	-	3.00	3.00
Land Supervisor	1.00	1.00	1.00	-	1.00	1.00
NAL Supervisor	1.00	1.00	1.00	-	1.00	1.00
TPP Supervisor	1.00	1.00	1.00	-	1.00	1.00
Network System Administrator	1.00	1.00	1.00	-	1.00	1.00
Residential Appraisal/Specialist	11.00	11.00	11.00	-	11.00	11.00
RE Title/NAL Technician	4.00	4.00	4.00	-	4.00	4.00
Supervisor/Administrator Field Operations	1.00	1.00	1.00	-	1.00	1.00
TPP Appraiser/Auditor	3.00	3.00	3.00	-	3.00	3.00
Tax Roll Administrator	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	52.00	52.00	52.00	-	52.00	52.00

The major variances for the FY 2017 Property Appraiser budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for a salary adjustment to be determined by the Clerk, offset by decreases in workers compensation rates. Requested budget also includes leave payout for retirees and technology enhancements.

Preliminary

Sheriff Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	50,859,746	50,942,858	53,265,859	499,345	53,765,204	55,632,064
Operating	13,660,293	14,150,193	15,951,863	-	15,951,863	15,952,930
Transportation	668,235	1,009,079	-	-	-	-
Capital Outlay	1,040,445	687,480	1,013,812	-	1,013,812	1,013,812
Grants-in-Aid	2,134,240	2,392,933	2,418,747	-	2,418,747	2,418,747
Interfund Transfers	874,868	275,000	-	-	-	-
Constitutional Payments	121,155	121,155	121,155	-	121,155	121,155
Budgeted Reserves	-	255,924	194,672	-	194,672	206,081
Sheriff Offset	-	-	(1,222,896)	-	-1,222,896	(1,222,896)
Total Budgetary Costs	69,358,982	69,834,622	71,743,212	499,345	72,242,557	74,121,893

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Corrections (110-511-586)	32,113,163	32,930,477	34,345,119	204,093	34,549,212	35,383,845
Emergency Management- Base Grant (125-864-586)	121,155	121,155	121,155	-	121,155	121,155
Enhanced 9-1-1 (130-180-586)	1,283,200	1,276,500	1,355,300	-	1,355,300	1,375,250
Law Enforcement (110-510-586)	35,841,464	35,506,490	35,921,638	295,252	36,216,890	37,241,643
Total Budget	69,358,982	69,834,622	71,743,212	499,345	72,242,557	74,121,893

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
110 Fine and Forfeiture	67,954,627	68,436,967	70,266,757	499,345	70,766,102	72,625,488
125 Grants	121,155	121,155	121,155	-	121,155	121,155
130 9-1-1 Emergency Communications	1,283,200	1,276,500	1,355,300	-	1,355,300	1,375,250
Total Revenues	69,358,982	69,834,622	71,743,212	499,345	72,242,557	74,121,893

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Law Enforcement	306.00	308.00	308.00	4.00	312.00	312.00
Corrections	293.00	293.00	293.00	4.00	297.00	297.00
Emergency Management- Base Grant	2.00	2.00	2.00	-	2.00	2.00
Enhanced 9-1-1	5.00	5.00	5.00	-	5.00	5.00
Total Full-Time Equivalents (FTE)	606.00	608.00	608.00	8.00	616.00	616.00

Preliminary

Sheriff - Law Enforcement (110-510-586)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	28,718,894	27,906,081	29,461,890	295,252	29,757,142	30,781,895
Operating	3,344,332	3,529,417	4,577,431	-	4,577,431	4,577,431
Transportation	668,009	1,007,079	-	-	-	-
Capital Outlay	648,615	670,980	786,466	-	786,466	786,466
Grants-in-Aid	2,134,240	2,392,933	2,418,747	-	2,418,747	2,418,747
Interfund Transfers	327,375	-	-	-	-	-
Sheriff Offset	-	-	(1,322,896)	-	(1,322,896)	(1,322,896)
Total Budgetary Costs	35,841,464	35,506,490	35,921,638	295,252	36,216,890	37,241,643

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
110 Fine and Forfeiture	35,841,464	35,506,490	35,921,638	295,252	36,216,890	37,241,643
Total Revenues	35,841,464	35,506,490	35,921,638	295,252	36,216,890	37,241,643

Preliminary

Sheriff - Law Enforcement (110-510-586)

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Aircraft Mechanic	1.00	1.00	1.00	-	1.00	1.00
Bailiff Security Technician	1.00	1.00	1.00	-	1.00	1.00
Captain	8.00	8.00	8.00	-	8.00	8.00
Clerk Specialist	1.00	1.00	1.00	-	1.00	1.00
Communications Officer	1.00	1.00	1.00	-	1.00	1.00
Deputy	186.00	188.00	188.00	4.00	192.00	192.00
Evidence Custodian	2.00	2.00	2.00	-	2.00	2.00
Finance Operations Manager	1.00	1.00	1.00	-	1.00	1.00
Fiscal Accounts Payable	1.00	1.00	1.00	-	1.00	1.00
Fleet Maintenance Manager	1.00	1.00	1.00	-	1.00	1.00
Lieutenant	13.00	13.00	13.00	-	13.00	13.00
Sergeant Accreditation	1.00	1.00	1.00	-	1.00	1.00
Major	3.00	3.00	3.00	-	3.00	3.00
Process Server	7.00	7.00	7.00	-	7.00	7.00
Records Clerk	2.00	2.00	2.00	-	2.00	2.00
Records Manager	1.00	1.00	1.00	-	1.00	1.00
Secretary	2.00	2.00	2.00	-	2.00	2.00
Sergeant	29.00	29.00	29.00	-	29.00	29.00
Sheriff	1.00	1.00	1.00	-	1.00	1.00
Victim Advocate	1.00	1.00	1.00	-	1.00	1.00
IT Technician	3.00	3.00	3.00	-	3.00	3.00
Administrative Assistant	1.00	1.00	1.00	-	1.00	1.00
Civil Enforcement Supervisor	1.00	1.00	1.00	-	1.00	1.00
Crime Analyst	3.00	3.00	3.00	-	3.00	3.00
Fingerprint Clerk	1.00	1.00	1.00	-	1.00	1.00
Fiscal Operations Purch/Prop	2.00	2.00	2.00	-	2.00	2.00
Fleet Maintenance Mechanic	3.00	3.00	3.00	-	3.00	3.00
Human Resources Generalist	4.00	4.00	4.00	-	4.00	4.00
Payroll Specialist	1.00	1.00	1.00	-	1.00	1.00
Human Resources Manager	1.00	1.00	1.00	-	1.00	1.00
IT Manager	1.00	1.00	1.00	-	1.00	1.00
Publication Specialist	1.00	1.00	1.00	-	1.00	1.00
Records Custodian	1.00	1.00	1.00	-	1.00	1.00
Records Specialist	2.00	2.00	2.00	-	2.00	2.00
Latent Fingerprint Examiner	1.00	1.00	1.00	-	1.00	1.00
Paralegal	1.00	1.00	1.00	-	1.00	1.00
Public Information Officer	1.00	1.00	1.00	-	1.00	1.00
Fiscal Operations Coordinator	1.00	1.00	1.00	-	1.00	1.00
Warrants Clerk	2.00	2.00	2.00	-	2.00	2.00
Judicial Services Specialist	3.00	3.00	3.00	-	3.00	3.00
Chief Administrative Officer	1.00	1.00	1.00	-	1.00	1.00
Records Technician	4.00	4.00	4.00	-	4.00	4.00
IT Administrator	2.00	2.00	2.00	-	2.00	2.00
Fiscal Clerk II	1.00	1.00	1.00	-	1.00	1.00
Traffic Support Specialist	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	306.00	308.00	308.00	4.00	312.00	312.00

Preliminary

Sheriff - Law Enforcement (110-510-586)

The major variances for the FY 2017 Sheriff Law Enforcement budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates at 7%, and funding for a salary adjustment to be determined by the Sheriff, offset by a decrease in workers compensation rates. Additionally, in FY 2016, the Board approved a market analysis salary study for all sworn positions in Law Enforcement and Corrections for the Sheriff's office. Personnel cost increases reflect the year two of the salary adjustments of the 3 year implementation of a Salary Step Pay Plan. The total personnel cost increase for Law Enforcement is $501,463.
2. The budget proposal reflects costs associated with the addition of four new road patrol deputy positions for Law Enforcement for a total of $295,252.
3. $158,542 for repair and maintenance of vehicles and software.
4. $65,554 for operating supplies uniforms and ammunition.
5. $22,920 for training.
6. $8,570 for travel and per diem.
7. $16,000 for computer software and data process supplies.
8. $56,049 for various insurance coverages.
9. $45,831 for communications services.
10. $25,814 for Consolidated Dispatch Agency.

Increases in capital outlay funding:
1. $10,434 for steel shelving unit.
2. $14,400 for Self Contained Breathing Apparatus (SCBA) pacs and masks and a laptop.
3. $108,000 for School Resource Deputy laptops.
4. $71,432 for investigations equipment including rifle, modular workstation, shelving, scene lights, video recorders, and remote control kits.
5. $345,500 in fleet vehicle replacement equipment.
6. $37,000 for aircraft radio upgrade and aircraft cargo hook.
7. $28,000 replacement laptops.
8. $171,700 in information technology equipment including, monitors, laptops, Radio IP servers, external webserver, file server, printer replacement, laptops, training computers, Airmedia devices, TV w/DVR and applicant Livescan.

Preliminary

Sheriff - Corrections (110-511-586)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	21,890,638	22,728,928	23,455,588	204,093	23,659,681	24,494,314
Operating	9,623,250	9,810,049	10,562,185	-	10,562,185	10,562,185
Capital Outlay	386,833	16,500	227,346	-	227,346	227,346
Interfund Transfers	212,442	275,000	-	-	-	-
Budgeted Reserves	-	100,000	-	-	-	-
Sheriff Offset	-	-	100,000	-	100,000	100,000
Total Budgetary Costs	32,113,163	32,930,477	34,345,119	204,093	34,549,212	35,383,845

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
110 Fine and Forfeiture	32,113,163	32,930,477	34,345,119	204,093	34,549,212	35,383,845
Total Revenues	32,113,163	32,930,477	34,345,119	204,093	34,549,212	35,383,845

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Major	1.00	1.00	1.00	-	1.00	1.00
Captain	3.00	3.00	3.00	-	3.00	3.00
Lieutenant	9.00	9.00	9.00	-	9.00	9.00
Sergeant	23.00	23.00	23.00	-	23.00	23.00
Correctional Officer	206.00	206.00	206.00	-	206.00	206.00
Correctional Technician	31.00	31.00	31.00	2.00	33.00	33.00
Administrative Assistant	2.00	2.00	2.00	-	2.00	2.00
Inmate Records Clerk	4.00	4.00	4.00	-	4.00	4.00
Facilities Maintenance Manager	1.00	1.00	1.00	-	1.00	1.00
Maintenance II	-	-	-	1.00	1.00	1.00
IT Support Staff	1.00	1.00	1.00	-	1.00	1.00
Fiscal OPS Coordinator	1.00	1.00	1.00	-	1.00	1.00
Facilities Maintenance - Electrician	2.00	2.00	2.00	-	2.00	2.00
Facilities Maintenance - General	3.00	3.00	3.00	-	3.00	3.00
Facilities Maintenance - HVAC	1.00	1.00	1.00	-	1.00	1.00
Facilities Maintenance - Plumber	1.00	1.00	1.00	-	1.00	1.00
Inmate Records Specialist	2.00	2.00	2.00	-	2.00	2.00
Correctional Detective	1.00	1.00	1.00	-	1.00	1.00
IT Support Supervisor	1.00	1.00	1.00	-	1.00	1.00
Property Manager	-	-	-	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	293.00	293.00	293.00	4.00	297.00	297.00

Preliminary

Sheriff - Corrections (110-511-586)

The major variances for the FY 2017 Sheriff Corrections budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates at 7%, and funding for a salary adjustment to be determined by Sheriff, offset by decreases to worker's compensation rates. Additionally, on March 10, 2015, the Board approved a market analysis salary study for all sworn positions in Law Enforcement and Corrections for the Sheriff's office. Personnel cost increases reflect year two of the salary adjustments of the 3 year implementation of a Salary Step Pay Plan. The total personnel cost increase for Corrections is $903,753.
2. The budget proposal reflects costs associated with the addition of four positions: two Correction Technicians, one Maintenance II and one Property Manager for total cost of $204,093.
3. $356,613 for contractual services
4. $61,583 for insurance.
5. $64,228 for repair and maintenance.
6. $146,383 for operating supplies for the jail including clothing, bedding and kitchen utensils.
7. $165,000 in computer software purchases.
8. $2,500 in training
9. $2,500 in publications and memberships.

Increases in capital outlay funding including:
1. $108,306 for jail security camera system, printers, monitors, scanners, and laptop replacements.
2. $119,040 for jail equipment including, tents for work camp, convection oven, exercise equipment, food carts, food warmer, high speed buffer and repair parts, medical monitor, printer, electric medical bed, and office furniture.

Preliminary

Sheriff - Emergency Management- Base Grant (125-864-586)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Constitutional Payments	121,155	121,155	121,155	-	121,155	121,155
Total Budgetary Costs	121,155	121,155	121,155	-	121,155	121,155

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
125 Grants	121,155	121,155	121,155	-	121,155	121,155
Total Revenues	121,155	121,155	121,155	-	121,155	121,155

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Emergency Management Coordinator	1.00	1.00	1.00	-	1.00	1.00
Emergency Management Director	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

Preliminary

Sheriff - Enhanced 9-1-1 (130-180-586)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	250,214	307,849	348,381	-	348,381	355,855
Operating	692,711	810,727	812,247	-	812,247	813,314
Transportation	226	2,000	-	-	-	-
Capital Outlay	4,998	-	-	-	-	-
Interfund Transfers	335,051	-	-	-	-	-
Budgeted Reserves	-	155,924	194,672	-	194,672	206,081
Total Budgetary Costs	1,283,200	1,276,500	1,355,300	-	1,355,300	1,375,250

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
130 9-1-1 Emergency Communications	1,283,200	1,276,500	1,355,300	-	1,355,300	1,375,250
Total Revenues	1,283,200	1,276,500	1,355,300	-	1,355,300	1,375,250

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Administrative Associate IV	1.00	1.00	1.00	-	1.00	1.00
Customer Services Specialist	1.00	1.00	1.00	-	1.00	1.00
GIS Mapping Specialist	2.00	2.00	2.00	-	2.00	2.00
9-1-1 Systems Manager	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	5.00	5.00	5.00	-	5.00	5.00

The major variances for the FY 2017 Sheriff Enhanced 9 1 1 budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates at 7%, and funding for a salary adjustment to be determined by the Sheriff, offset by decreases to workers compensation rates.
2. Increase is reserves in the amount of $38,748. The reserves are accumulated and used to fund the capital improvements necessary to maintain the system.

Preliminary

Supervisor of Elections Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	1,916,071	2,590,065	2,208,056	-	2,208,056	2,285,793
Operating	1,453,613	2,380,746	1,893,018	-	1,893,018	1,816,670
Transportation	4,657	9,469	6,984	-	6,984	11,059
Capital Outlay	25,212	11,900	79,300	-	79,300	13,000
Constitutional Payments	589,871	-	-	-	-	-
Total Budgetary Costs	3,989,424	4,992,180	4,187,358	-	4,187,358	4,126,522

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Elections (060-520-586)	182,122	-	-	-	-	-
Elections (060-521-513)	1,333,315	2,863,135	1,580,223	-	1,580,223	1,616,061
Elections (060-521-586)	407,749	-	-	-	-	-
SOE Grants (060-525-513)	55,091	-	-	-	-	-
Voter Registration (060-520-513)	2,011,147	2,129,045	2,607,135	-	2,607,135	2,510,461
Total Budget	3,989,424	4,992,180	4,187,358	-	4,187,358	4,126,522

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
060 Supervisor of Elections	3,989,424	4,992,180	4,187,358	-	4,187,358	4,126,522
Total Revenues	3,989,424	4,992,180	4,187,358	-	4,187,358	4,126,522

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Voter Registration	18.00	19.00	19.00	-	19.00	19.00
Total Full-Time Equivalents (FTE)	18.00	19.00	19.00	-	19.00	19.00

OPS Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Elections	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	1,719,431	1,824,655	1,914,044	-	1,914,044	1,990,418
Operating	283,532	294,165	643,982	-	643,982	505,609
Transportation	6	5,925	4,309	-	4,309	7,434
Capital Outlay	8,178	4,300	44,800	-	44,800	7,000
Total Budgetary Costs	2,011,147	2,129,045	2,607,135	-	2,607,135	2,510,461

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
060 Supervisor of Elections	2,011,147	2,129,045	2,607,135	-	2,607,135	2,510,461
Total Revenues	2,011,147	2,129,045	2,607,135	-	2,607,135	2,510,461

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Supervisor of Elections	1.00	1.00	1.00	-	1.00	1.00
Assistant Supervisor of Elect	1.00	1.00	1.00	-	1.00	1.00
Administrative Services Mngr.	1.00	1.00	1.00	-	1.00	1.00
Election Systems Manager	1.00	1.00	1.00	-	1.00	1.00
Voting Systems Manager	1.00	1.00	1.00	-	1.00	1.00
Outreach Coordinator	1.00	1.00	1.00	-	1.00	1.00
Elections Coordinator	1.00	1.00	1.00	-	1.00	1.00
Election Records Manager	1.00	1.00	1.00	-	1.00	1.00
Voting Systems Technician	2.00	2.00	2.00	-	2.00	2.00
Demographics/GIS Manager	1.00	1.00	1.00	-	1.00	1.00
Elections Records Specialist	4.00	4.00	3.00	-	3.00	3.00
Election Records Clerk	-	-	1.00	-	1.00	1.00
Election Records Specialist II	1.00	1.00	1.00	-	1.00	1.00
Voting Systems Technician II	1.00	1.00	1.00	-	1.00	1.00
Outreach Specialist	1.00	1.00	1.00	-	1.00	1.00
Election Systems Specialist	-	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	18.00	19.00	19.00	-	19.00	19.00

Preliminary

The major variances for the FY 2017 Supervisor of Election Voter Registration budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates at 7%, and funding for a salary adjustment to be determined by the Supervisor of Elections, offset by decreases to workers compensation rates.
2. $68,841 for repairs and maintenance.
3. $158,156 for rentals and leases consolidation of work space and the increased square footage of leased space at the Voting Operations Center.
4. $19,100 for contractual services.
5. $34,950 for postage.
6. $34,700 for printing and binding.
7. $56,200 for machinery and equipment. Majority of the increase is related to the purchase of cubicles and workstations for the consolidation of office space.
8. $17,100 in travel and per diem.

Supervisor of Elections - Elections (060-520-586)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Constitutional Payments	182,122	-	-	-	-	-
Total Budgetary Costs	182,122	-	-	-	-	-

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
060 Supervisor of Elections	182,122	-	-	-	-	-
Total Revenues	182,122	-	-	-	-	-

Preliminary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	196,640	765,410	294,012	-	294,012	295,375
Operating	1,114,990	2,086,581	1,249,036	-	1,249,036	1,311,061
Transportation	4,651	3,544	2,675	-	2,675	3,625
Capital Outlay	17,033	7,600	34,500	-	34,500	6,000
Total Budgetary Costs	1,333,315	2,863,135	1,580,223	-	1,580,223	1,616,061

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
060 Supervisor of Elections	1,333,315	2,863,135	1,580,223	-	1,580,223	1,616,061
Total Revenues	1,333,315	2,863,135	1,580,223	-	1,580,223	1,616,061

OPS Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Elections Consolidated OPS	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

The major variances for the FY 2017 Supervisor of Election Elections budget are as follows:

Decreases to Program Funding:

1. Personnel and operating costs decreased for FY 2017 due to the non presidential primary elections cycle and worker compensation rates, which are offset by increased costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates at 7%, and funding for a salary adjustment to be determined by the Supervisor of Elections.

Preliminary

Supervisor of Elections - Elections (060-521-586)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Constitutional Payments	407,749	-	-	-	-	-
Total Budgetary Costs	407,749	-	-	-	-	-

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
060 Supervisor of Elections	407,749	-	-	-	-	-
Total Revenues	407,749	-	-	-	-	-

Preliminary

Supervisor of Elections - SOE Grants (060-525-513)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	55,091	-	-	-	-	-
Total Budgetary Costs	55,091	-	-	-	-	-

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
060 Supervisor of Elections	55,091	-	-	-	-	-
Total Revenues	55,091	-	-	-	-	-

Preliminary

Tax Collector Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Constitutional Payments	4,715,198	4,818,729	5,010,257	-	5,010,257	5,212,560
Total Budgetary Costs	4,715,198	4,818,729	5,010,257	-	5,010,257	5,212,560

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Tax Collector (001-513-586)	4,474,544	4,537,178	4,717,758	-	4,717,758	4,906,468
Tax Collector (123-513-586)	66,047	65,920	65,920	-	65,920	65,920
Tax Collector (135-513-586)	101,797	138,816	144,369	-	144,369	150,144
Tax Collector (145-513-586)	33,793	33,695	39,090	-	39,090	46,908
Tax Collector (162-513-586)	5,500	5,500	5,500	-	5,500	5,500
Tax Collector (164-513-586)	4,478	5,000	5,000	-	5,000	5,000
Tax Collector (401-513-586)	29,038	32,620	32,620	-	32,620	32,620
Total Budget	4,715,198	4,818,729	5,010,257	-	5,010,257	5,212,560

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	4,474,544	4,537,178	4,717,758	-	4,717,758	4,906,468
123 Stormwater Utility	66,047	65,920	65,920	-	65,920	65,920
135 Emergency Medical Services MSTU	101,797	138,816	144,369	-	144,369	150,144
145 Fire Services Fee	33,793	33,695	39,090	-	39,090	46,908
162 County Accepted Roadways and Drainage Systems	5,500	5,500	5,500	-	5,500	5,500
164 Special Assessment - Killearn Lakes Units I and II Sewer	4,478	5,000	5,000	-	5,000	5,000
401 Solid Waste	29,038	32,620	32,620	-	32,620	32,620
Total Revenues	4,715,198	4,818,729	5,010,257	-	5,010,257	5,212,560

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Tax Collector	86.00	86.00	86.00	-	86.00	86.00
Total Full-Time Equivalents (FTE)	86.00	86.00	86.00	-	86.00	86.00

Preliminary

Tax Collector - Tax Collector (001-513-586)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Constitutional Payments	4,474,544	4,537,178	4,717,758	-	4,717,758	4,906,468
Total Budgetary Costs	4,474,544	4,537,178	4,717,758	-	4,717,758	4,906,468

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	4,474,544	4,537,178	4,717,758	-	4,717,758	4,906,468
Total Revenues	4,474,544	4,537,178	4,717,758	-	4,717,758	4,906,468

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Tax Collector	86.00	86.00	86.00	-	86.00	86.00
Total Full-Time Equivalents (FTE)	86.00	86.00	86.00	-	86.00	86.00

Notes:

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

The major variances for the FY 2017 Tax Collector budget are as follows:

Increases to Program Funding:
1. Increase has to do with increased commission payments associated with increase collections due to the July 1, 2016 certified valuations increasing by 2.8% and leaving the millage rate constant. The methodology was also used to estimate the portion of the payment increase to the School Board.

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

Preliminary

Tax Collector - Tax Collector (123-513-586)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Constitutional Payments	66,047	65,920	65,920	-	65,920	65,920
Total Budgetary Costs	66,047	65,920	65,920	-	65,920	65,920

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
123 Stormwater Utility	66,047	65,920	65,920	-	65,920	65,920
Total Revenues	66,047	65,920	65,920	-	65,920	65,920

Notes:

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

Preliminary

Tax Collector - Tax Collector (135-513-586)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Constitutional Payments	101,797	138,816	144,369	-	144,369	150,144
Total Budgetary Costs	101,797	138,816	144,369	-	144,369	150,144

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
135 Emergency Medical Services MSTU	101,797	138,816	144,369	-	144,369	150,144
Total Revenues	101,797	138,816	144,369	-	144,369	150,144

Notes:

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

Preliminary

Tax Collector - Tax Collector (145-513-586)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Constitutional Payments	33,793	33,695	39,090	-	39,090	46,908
Total Budgetary Costs	33,793	33,695	39,090	-	39,090	46,908

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
145 Fire Services Fee	33,793	33,695	39,090	-	39,090	46,908
Total Revenues	33,793	33,695	39,090	-	39,090	46,908

The major variances for the FY 2017 budget are as follows:

Increases to Program Funding:
1. Estimated increase in commission payment associated with the collection of the non ad valorem fire service assessment.

Preliminary

Tax Collector - Tax Collector (162-513-586)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Constitutional Payments	5,500	5,500	5,500	-	5,500	5,500
Total Budgetary Costs	5,500	5,500	5,500	-	5,500	5,500

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
162 County Accepted Roadways and Drainage Systems Program (CARDS) (162)	5,500	5,500	5,500	-	5,500	5,500
Total Revenues	5,500	5,500	5,500	-	5,500	5,500

Notes:

The budget reflects estimated commission payments associated with the collection of the special assessments on subdivision lots associated with County infrastructure improvements, specifically the sewer system in Killearn Lakes Unit I & II.

Preliminary

Tax Collector - Tax Collector (164-513-586)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Constitutional Payments	4,478	5,000	5,000	-	5,000	5,000
Total Budgetary Costs	4,478	5,000	5,000	-	5,000	5,000

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
164 Special Assessment - Killearn Lakes Units I and II Sewer	4,478	5,000	5,000	-	5,000	5,000
Total Revenues	4,478	5,000	5,000	-	5,000	5,000

Notes:

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

Preliminary

Tax Collector - Tax Collector (401-513-586)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Constitutional Payments	29,038	32,620	32,620	-	32,620	32,620
Total Budgetary Costs	29,038	32,620	32,620	-	32,620	32,620

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
401 Solid Waste	29,038	32,620	32,620	-	32,620	32,620
Total Revenues	29,038	32,620	32,620	-	32,620	32,620

Notes:

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

Preliminary

Leon County Fiscal Year 2017 Proposed Budget

Judicial

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	473,267	456,239	461,578	-	461,578	474,278
Operating	172,947	276,195	251,461	-	251,461	251,461
Capital Outlay	-	59,580	55,480	-	55,480	55,765
Grants-in-Aid	176,500	313,090	315,394	-	315,394	316,106
Total Budgetary Costs	822,714	1,105,104	1,083,913	-	1,083,913	1,097,610

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Court Administration	243,824	211,707	225,425	-	225,425	232,099
Other Court-Related Programs	372,707	597,100	593,711	-	593,711	600,734
State Attorney	78,117	117,685	109,955	-	109,955	109,955
Public Defender	114,095	148,950	133,195	-	133,195	133,195
Guardian Ad Litem	13,972	29,662	21,627	-	21,627	21,627
Total Budget	822,714	1,105,104	1,083,913	-	1,083,913	1,097,610

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	257,795	241,369	247,052	-	247,052	253,726
110 Fine and Forfeiture	317,212	526,145	503,064	-	503,064	503,491
114 Family Law Legal Services	141,881	121,908	115,179	-	115,179	119,234
117 Judicial Programs	105,826	215,682	218,618	-	218,618	221,159
Total Revenues	822,714	1,105,104	1,083,913	-	1,083,913	1,097,610

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Court Administration	2.90	2.72	2.72	-	2.72	2.72
Other Court-Related Programs	5.61	4.78	4.78	-	4.78	4.78
Total Full-Time Equivalents (FTE)	8.50	7.50	7.50	-	7.50	7.50

Preliminary

Court Administration Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	208,904	171,277	181,260	-	181,260	187,934
Operating	34,919	40,430	44,165	-	44,165	44,165
Total Budgetary Costs	243,824	211,707	225,425	-	225,425	232,099

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Court Administration (001-540-601)	236,314	200,647	210,630	-	210,630	217,304
Court Information Systems (001-540-713)	7,510	11,060	14,795	-	14,795	14,795
Total Budget	243,824	211,707	225,425	-	225,425	232,099

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	243,824	211,707	225,425	-	225,425	232,099
Total Revenues	243,824	211,707	225,425	-	225,425	232,099

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Court Administration	2.90	2.72	2.72	-	2.72	2.72
Total Full-Time Equivalents (FTE)	2.90	2.72	2.72	-	2.72	2.72

Preliminary

Court Administration - Court Administration (001-540-601)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	208,904	171,277	181,260	-	181,260	187,934
Operating	27,410	29,370	29,370	-	29,370	29,370
Total Budgetary Costs	236,314	200,647	210,630	-	210,630	217,304

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	236,314	200,647	210,630	-	210,630	217,304
Total Revenues	236,314	200,647	210,630	-	210,630	217,304

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Criminal Court Manager	1.00	1.00	1.00	-	1.00	1.00
Administrative Associate V	1.00	1.00	1.00	-	1.00	1.00
Trial Court Marshal	0.72	0.72	0.72	-	0.72	0.72
Court Liaison Officer	0.18	-	-	-	-	-
Total Full-Time Equivalents (FTE)	2.90	2.72	2.72	-	2.72	2.72

The major variances for the FY 2017 Court Administration budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average; offset by decreases in workers compensation rates.
2. Personnel Changes related to Trial Court Marshal position previously funded 100% from the General Fund. The new budget split will be 72% General Fund and 28% Other Court-Related Programs.

Preliminary

Court Administration - Court Information Systems (001-540-713)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	7,510	11,060	14,795	-	14,795	14,795
Total Budgetary Costs	7,510	11,060	14,795	-	14,795	14,795

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	7,510	11,060	14,795	-	14,795	14,795
Total Revenues	7,510	11,060	14,795	-	14,795	14,795

In FY08 new reporting requirements for Article V entities were implemented. Effective July 1, 2004 Article V of the Florida Constitution required counties provide funding for certain costs incurred by the state court system. As defined in s. 29.008, F.S., counties must fund the following: (1) Communications services, including telephone expenses, computer equipment/networks, courier/subpoena services, and auxiliary aids; (2) Existing radio systems; (3) Existing multi-agency criminal justice information systems; (4) Facilities costs including construction or lease of facilities for court-functions, maintenance of these facilities, utility costs, security; and (5) Local Requirements including Legal Aid.

The major variances for the FY 2017 Court Information Systems are as follows:

Increases to Program Funding:
1. In FY17, communications costs increased by $3,735.

Preliminary

Other Court-Related Programs Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	190,363	210,962	206,318	-	206,318	212,344
Operating	5,844	19,468	16,519	-	16,519	16,519
Capital Outlay	-	53,580	55,480	-	55,480	55,765
Grants-in-Aid	176,500	313,090	315,394	-	315,394	316,106
Total Budgetary Costs	372,707	597,100	593,711	-	593,711	600,734

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Alternative Juvenile Programs (117-509-569)	51,623	54,942	52,178	-	52,178	52,463
Court Administration - Teen Court (114-586-662)	141,881	121,908	115,179	-	115,179	119,234
Judicial Programs/Article V (117-548-662)	2,703	53,580	55,480	-	55,480	57,166
Law Library (117-546-714)	-	53,580	55,480	-	55,480	55,765
Legal Aid - Court (117-555-715)	51,500	53,580	55,480	-	55,480	55,765
Legal Aid (110-555-715)	125,000	259,510	259,914	-	259,914	260,341
Total Budget	372,707	597,100	593,711	-	593,711	600,734

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
110 Fine and Forfeiture	125,000	259,510	259,914	-	259,914	260,341
114 Family Law Legal Services	141,881	121,908	115,179	-	115,179	119,234
117 Judicial Programs	105,826	215,682	218,618	-	218,618	221,159
Total Revenues	372,707	597,100	593,711	-	593,711	600,734

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Court Administration - Teen Court	3.00	2.00	2.00	-	2.00	2.00
Alternative Juvenile Programs	1.00	1.00	1.00	-	1.00	1.00
Judicial Programs/Article V	1.61	1.78	1.78	-	1.78	1.78
Total Full-Time Equivalents (FTE)	5.61	4.78	4.78	-	4.78	4.78

Preliminary

Other Court-Related Programs - Legal Aid (110-555-715)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Grants-in-Aid	125,000	259,510	259,914	-	259,914	260,341
Total Budgetary Costs	125,000	259,510	259,914	-	259,914	260,341

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
110 Fine and Forfeiture	125,000	259,510	259,914	-	259,914	260,341
Total Revenues	125,000	259,510	259,914	-	259,914	260,341

The major variances for the FY 2017 Other Court Related Programs – Legal Aid budget is as follows:

Increases to Program Funding:
1. Cost reflects the increase approved by the Board in FY16 to provide additional funding for Legal Services of North Florida in the amount of $125,000 for a maximum of four years due to funding decreases from federal and state resources.

Preliminary

Other Court-Related Programs - Court Administration - Teen Court (114-586-662)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	136,171	111,147	104,418	-	104,418	108,473
Operating	5,710	10,761	10,761	-	10,761	10,761
Total Budgetary Costs	141,881	121,908	115,179	-	115,179	119,234

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
114 Family Law Legal Services	141,881	121,908	115,179	-	115,179	119,234
Total Revenues	141,881	121,908	115,179	-	115,179	119,234

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Case Coordinator	1.00	1.00	-	-	-	-
Teen Court Director/Volunteer Coordinator	1.00	1.00	1.00	-	1.00	1.00
Teen Court Education Coordinator	1.00	-	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	3.00	2.00	2.00	-	2.00	2.00

The major variances for the FY 2017 Teen Court budget are as follows:

Decreases to Program Funding:
1. Operating expenses related to personnel adjustments causing a decrease in the amount of $6,729.

Preliminary

Other Court-Related Programs - Alternative Juvenile Programs (117-509-569)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	51,623	54,942	52,178	-	52,178	52,463
Total Budgetary Costs	51,623	54,942	52,178	-	52,178	52,463

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
117 Judicial Programs	51,623	54,942	52,178	-	52,178	52,463
Total Revenues	51,623	54,942	52,178	-	52,178	52,463

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Juvenile Alternative Sanction Coordinator	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

On June 8, 2004 the Board of County Commissioners authorized the imposition of a $65 criminal violation court costs. In accordance with Florida Statutes and the enabling County Ordinance, the proceeds from the $65.00 fine are to be used as follows: 25% to supplement State funding requirements related to the implementation of a Statewide court system or to pay for local requirements; 25% to be used to fund legal aid programs; 25% to be used to fund law library personnel and materials; and 25% to be used to fund alternative juvenile programs. At the end of the fiscal year, any fund balance remaining shall be utilized in subsequent fiscal years for the funding of either State or local requirements. For FY17, the budget reflects a slight increase in anticipated revenue.

The major variances for the FY 2017 Alternative Juvenile Programs budget are as follows:

Decreases to Program Funding:
1. Operating expenses related to personnel adjustments causing a decrease in the amount of $2,764.

Preliminary

Other Court-Related Programs - Law Library (117-546-714)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Capital Outlay	-	53,580	55,480	-	55,480	55,765
Total Budgetary Costs	-	53,580	55,480	-	55,480	55,765

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
117 Judicial Programs	-	53,580	55,480	-	55,480	55,765
Total Revenues	-	53,580	55,480	-	55,480	55,765

On June 8, 2004 the Board of County Commissioners authorized the imposition of a $65 criminal violation court costs. In accordance with Florida Statutes and the enabling County Ordinance, the proceeds from the $65.00 fine are to be used as follows: 25% to supplement State funding requirements related to the implementation of a Statewide court system or to pay for local requirements; 25% to be used to fund legal aid programs; 25% to be used to fund law library personnel and materials; and 25% to be used to fund alternative juvenile programs. At the end of the fiscal year, any fund balance remaining shall be utilized in subsequent fiscal years for the funding of either State or local requirements. For FY17, the budget reflects a slight increase in anticipated revenue.

Preliminary

Other Court-Related Programs - Judicial Programs/Article V (117-548-662)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	2,569	44,873	49,722	-	49,722	51,408
Operating	134	8,707	5,758	-	5,758	5,758
Total Budgetary Costs	2,703	53,580	55,480	-	55,480	57,166

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
117 Judicial Programs	2,703	53,580	55,480	-	55,480	57,166
Total Revenues	2,703	53,580	55,480	-	55,480	57,166

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Trial Court Marshal	0.28	0.28	0.28	-	0.28	0.28
Court Liaison Officer	0.33	0.50	0.50	-	0.50	0.50
Integrated Computer Systems Interface Developer	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	1.61	1.78	1.78	-	1.78	1.78

On June 8, 2004 the Board of County Commissioners authorized the imposition of a $65 criminal violation court costs. In accordance with Florida Statutes and the enabling County Ordinance, the proceeds from the $65.00 fine are to be used as follows: 25% to supplement State funding requirements related to the implementation of a Statewide court system or to pay for local requirements; 25% to be used to fund legal aid programs; 25% to be used to fund law library personnel and materials; and 25% to be used to fund alternative juvenile programs. At the end of the fiscal year, any fund balance remaining shall be utilized in subsequent fiscal years for the funding of either State or local requirements. For FY17, the budget reflects a slight increase in anticipated revenue.

The major variances for the FY 2017 Judicial Programs/Article V budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average; offset by decreases in worker's compensation rates.

Decreases to Program Funding:
1. Budget decrease in Operating expense of $2,924 reflects the budgeting of revenues/credits received from the five surrounding counties within the 2nd Judicial Circuit that assist in funding this program. This budgeting reflects the requirements of reporting Article V expenditures to the State.

Preliminary

Other Court-Related Programs - Legal Aid - Court (117-555-715)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Grants-in-Aid	51,500	53,580	55,480	-	55,480	55,765
Total Budgetary Costs	51,500	53,580	55,480	-	55,480	55,765

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
117 Judicial Programs	51,500	53,580	55,480	-	55,480	55,765
Total Revenues	51,500	53,580	55,480	-	55,480	55,765

On June 8, 2004 the Board of County Commissioners authorized the imposition of a $65 criminal violation court costs. In accordance with Florida Statutes and the enabling County Ordinance, the proceeds from the $65.00 fine are to be used as follows: 25% to supplement State funding requirements related to the implementation of a Statewide court system or to pay for local requirements; 25% to be used to fund legal aid programs; 25% to be used to fund law library personnel and materials; and 25% to be used to fund alternative juvenile programs. At the end of the fiscal year, any fund balance remaining shall be utilized in subsequent fiscal years for the funding of either State or local requirements. For FY17, the budget increase reflects a slight increase in anticipated revenue.

Preliminary

State Attorney Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	37,000	37,000	37,000	-	37,000	37,000
Operating	41,117	80,685	72,955	-	72,955	72,955
Total Budgetary Costs	78,117	117,685	109,955	-	109,955	109,955

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
State Attorney (110-532-602)	73,578	98,600	98,600	-	98,600	98,600
State Attorney (110-532-713)	4,539	19,085	11,355	-	11,355	11,355
Total Budget	78,117	117,685	109,955	-	109,955	109,955

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
110 Fine and Forfeiture	78,117	117,685	109,955	-	109,955	109,955
Total Revenues	78,117	117,685	109,955	-	109,955	109,955

Preliminary

State Attorney - State Attorney (110-532-602)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	37,000	37,000	37,000	-	37,000	37,000
Operating	36,578	61,600	61,600	-	61,600	61,600
Total Budgetary Costs	73,578	98,600	98,600	-	98,600	98,600

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
110 Fine and Forfeiture	73,578	98,600	98,600	-	98,600	98,600
Total Revenues	73,578	98,600	98,600	-	98,600	98,600

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

Preliminary

State Attorney - State Attorney (110-532-713)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	4,539	19,085	11,355	-	11,355	11,355
Total Budgetary Costs	4,539	19,085	11,355	-	11,355	11,355

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
110 Fine and Forfeiture	4,539	19,085	11,355	-	11,355	11,355
Total Revenues	4,539	19,085	11,355	-	11,355	11,355

Notes:
In FY08 new reporting for Article V entities were implemented. In previous years, communication costs associated with the phone system were reported in the State Attorney's operating budget. These expenses are currently budgeted in State Attorney Information Systems and the actual expenses will be reported separately each year.

Decreases to Program Funding:
Decrease in Communication Costs for FY17 in the amount of $7,730 related to phone system repair and maintenance costs being budgeted at the fund level, not the individual department level.

Preliminary

Public Defender Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	37,000	37,000	37,000	-	37,000	37,000
Operating	77,095	111,950	96,195	-	96,195	96,195
Total Budgetary Costs	114,095	148,950	133,195	-	133,195	133,195

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Public Defender (110-533-603)	108,217	118,525	118,525	-	118,525	118,525
Public Defender (110-533-713)	5,878	30,425	14,670	-	14,670	14,670
Total Budget	114,095	148,950	133,195	-	133,195	133,195

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
110 Fine and Forfeiture	114,095	148,950	133,195	-	133,195	133,195
Total Revenues	114,095	148,950	133,195	-	133,195	133,195

Preliminary

Public Defender - Public Defender (110-533-603)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	37,000	37,000	37,000	-	37,000	37,000
Operating	71,217	81,525	81,525	-	81,525	81,525
Total Budgetary Costs	108,217	118,525	118,525	-	118,525	118,525

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
110 Fine and Forfeiture	108,217	118,525	118,525	-	118,525	118,525
Total Revenues	108,217	118,525	118,525	-	118,525	118,525

Notes:

The FY17 Public Defender's budget is recommended at the same funding level as the previous fiscal year.

Preliminary

Public Defender - Public Defender (110-533-713)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	5,878	30,425	14,670	-	14,670	14,670
Total Budgetary Costs	5,878	30,425	14,670	-	14,670	14,670

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
110 Fine and Forfeiture	5,878	30,425	14,670	-	14,670	14,670
Total Revenues	5,878	30,425	14,670	-	14,670	14,670

Notes:
In FY08 new reporting for Article V entities were implemented. In previous years, communication costs associated with the phone system were reported in the Public Defender's operating budget. These expenses are currently budgeted in Public Defender's Information Systems and the actual expenses will be reported separately each year.

The major variances for the FY 2017 Public Defender budget are as follows:

Decreases to Program Funding:
1. Decrease in communication costs in the amount of $15,755 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.

Preliminary

Guardian Ad Litem Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	13,972	23,662	21,627	-	21,627	21,627
Capital Outlay	-	6,000	-	-	-	-
Total Budgetary Costs	13,972	29,662	21,627	-	21,627	21,627

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
GAL Information Systems (001-547-713)	771	3,720	1,685	-	1,685	1,685
Guardian Ad Litem (001-547-685)	13,200	25,942	19,942	-	19,942	19,942
Total Budget	13,972	29,662	21,627	-	21,627	21,627

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	13,972	29,662	21,627	-	21,627	21,627
Total Revenues	13,972	29,662	21,627	-	21,627	21,627

Preliminary

Guardian Ad Litem - Guardian Ad Litem (001-547-685)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	13,200	19,942	19,942	-	19,942	19,942
Capital Outlay	-	6,000	-	-	-	-
Total Budgetary Costs	13,200	25,942	19,942	-	19,942	19,942

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	13,200	25,942	19,942	-	19,942	19,942
Total Revenues	13,200	25,942	19,942	-	19,942	19,942

The major variances for the FY 2017 Guardian Ad Litem budget are as follows:

Decreases to Program Funding:
1. Capital Outlay decreased by $6,000 due to the one-time purchase of four laptop computers in FY16 for Guardian Ad Litem attorneys.

Preliminary

Guardian Ad Litem - GAL Information Systems (001-547-713)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	771	3,720	1,685	-	1,685	1,685
Total Budgetary Costs	771	3,720	1,685	-	1,685	1,685

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	771	3,720	1,685	-	1,685	1,685
Total Revenues	771	3,720	1,685	-	1,685	1,685

Notes:

The major variances for the FY 2017 Guardian Ad Litem - GAL Information Systems are as follows:

Decreases to Program Funding:
1. Decrease in communication costs in the amount of $2,035 is related to phone system repair and maintenance costs being budgeted at the fund level, not the individual organizational department level.

Preliminary

Line Item Funding Summary

Annually during the budget process (by March 31), the Board determines the amount of funding available for specific outside agencies. During the April 26, 2016 Budget Workshop, the Board reviewed contracts for all non-human service providers and tentatively approved continued contract funding for Whole Child Leon, Oasis Center, Tallahassee Trust for Historic Preservation, Sustainable Tallahassee, Sharing Tree, DISC Village, Domestic Violence Coordinating Council, and Tallahassee Senior Citizens Foundation. The Board requested further information on funding levels before deciding the appropriate allocation for Tallahassee Memorial Trauma Center, United Partners for Human Services, and St. Francis Wildlife Association. For FY17, the Board tentatively approved the allocation of line item funding as follows:

-Homeless Shelter Relocation (Capital Costs) $100,000 (Year 3 of 5 year commitment)

Funding for these Line Item Agencies have been realigned to the respective departments for the administration of the contracts:

Office of Human Services and Community Partnerships
-United Partners for Human Services $23,750
-Whole Child Leon Project $38,000
-Tallahassee Memorial Trauma Center TBD

Office of Strategic Initiatives
-Oasis Center/Commission on Status for Women $20,000

Office of Management and Budget
-Tallahassee Trust for Historic Preservation $63,175

Office of Sustainability
-Sustainable Tallahassee $8,800
-The Sharing Tree $20,000

Office of Intervention and Detention Alternatives
-DISC Village/Juvenile Assessment Center $222,759
-Domestic Violence Coordinating Council $25,000

Parks and Recreation
-Tallahassee Senior Citizens Foundation $179,000

Animal Control
-St. Francis Wildlife Association TBD

Preliminary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	25,000	-	-	-	-	-
Grants-in-Aid	354,000	125,000	100,000	-	100,000	100,000
Total Budgetary Costs	379,000	125,000	100,000	-	100,000	100,000

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Goodwood Conference Center (160-888-552)	229,000	-	-	-	-	-
Line Item - Economic Development (001-888-552)	25,000	-	-	-	-	-
Line Item - Human Service Agencies (001-888-569)	125,000	125,000	100,000	-	100,000	100,000
Total Budget	379,000	125,000	100,000	-	100,000	100,000

Non-Operating

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	150,000	125,000	100,000	-	100,000	100,000
160 Tourism Development	229,000	-	-	-	-	-
Total Revenues	379,000	125,000	100,000	-	100,000	100,000

Preliminary

Leon County Fiscal Year 2017 Proposed Budget

Line Item Funding

Organizational Code / Account	FY 2015 Actual	FY 2016 Adopted	FY 2017 Proposed	FY 2018 Projected
001-888-552 Line Item - Economic Development				
58263 Knight Creative Communities Initiative	25,000	0	0	0
001-888-552 Totals	25,000	0	0	0
001-888-569 Line Item - Human Service Agencies				
58253 Domestic Violence Coordinating Council	25,000	25,000	0	0
58262 Homeless Shelter Relocation	100,000	100,000	100,000	100,000
001-888-569 Totals	125,000	125,000	100,000	100,000
160-888-552 Goodwood Conference Center				
58300 Other Grants & Aids	229,000	0	0	0
160-888-552 Totals	229,000	0	0	0
Line Item Funding Totals	379,000	125,000	100,000	100,000

Preliminary

Fire Control Summary

During FY 2009, the County entered into an interlocal agreement for a functionally consolidated Fire and Emergency Medical Services program with the City of Tallahassee. In FY10, the Board approved placing the fire service on the tax bill for property owners who did not pay the fee via the established billing system. Non-ad valorem collections for FY17 include $1.94 million. Direct billing by the City of Tallahassee is still the primary source for the collection of this fee. The original fire service fee was adopted by resolution on June 9, 2009. A new fire service fee, based upon a contracted fire service fee study, was adopted by the Board on May 26, 2015. In order to maintain the fee at the 2009 levels, the Board reduced the fees for the unincorporated area by 15% for FY16 and FY17. The Board approved $1.2 million from unincorporated area general revenue fund balances be used for this reduction. The full rate will become effective October 1, 2017 (FY18).

The increase in costs from previous years is associated with more resources provided for fire services (such as an additional fire fighter at unincorporated area fire stations and additional funding for volunteer fire departments), and to maintain legal service fees over the next five years. Billing for these services in the unincorporated area will be through the City electric bill, or quarterly direct billing for properties not served by City utilities. Property owners who do not respond to direct billing will have the fee placed on their tax bill in subsequent years. Approximately 10,746 property owners in Leon County pay the fire service fee through their property tax bill, and roughly 9,768 residents pay using the quarterly billing method.

Preliminary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	6,841,328	7,946,149	8,230,385	-	8,230,385	8,320,601
Total Budgetary Costs	6,841,328	7,946,149	8,230,385	-	8,230,385	8,320,601

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Fire Services Payment (145-838-522)	6,626,631	7,463,670	7,747,906	-	7,747,906	7,838,122
Volunteer Fire Department (145-843-522)	214,697	482,479	482,479	-	482,479	482,479
Total Budget	6,841,328	7,946,149	8,230,385	-	8,230,385	8,320,601

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
145 Fire Services Fee	6,841,328	7,946,149	8,230,385	-	8,230,385	8,320,601
Total Revenues	6,841,328	7,946,149	8,230,385	-	8,230,385	8,320,601

Cost Allocations Summary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	-	-	-	-	-	-
Total Budgetary Costs	-	-	-	-	-	-

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Indirect Costs - Bank of America (165-499-519)	22,000	22,000	24,000	-	24,000	25,000
Indirect Costs - Building Inspections (120-499-524)	219,000	233,000	244,000	-	244,000	251,000
Indirect Costs - Emergency 911 (130-499-525)	5,000	6,000	7,000	-	7,000	7,000
Indirect Costs - EMS (135-499-526)	1,114,000	1,367,000	1,400,000	-	1,400,000	1,442,000
Indirect Costs - Fire Services (145-499-522)	50,000	20,000	25,000	-	25,000	26,000
Indirect Costs - General Fund (001-499-519)	(5,791,000)	(6,339,100)	(6,784,200)	-	(6,784,200)	(6,987,200)
Indirect Costs - Growth Management (121-499-537)	585,000	662,000	757,000	-	757,000	780,000
Indirect Costs - Huntington Oaks Plaza (166-499-519)	2,000	3,000	4,000	-	4,000	4,000
Indirect Costs - Insurance Service (501-499-596)	20,000	19,000	24,000	-	24,000	25,000
Indirect Costs - Judicial Programs (117-499-601)	-	2,100	2,200	-	2,200	2,200
Indirect Costs – Animal Control (140-499-562)	90,000	92,000	115,000	-	115,000	118,000
Indirect Costs – Parks and Recreation (140-499-572)	520,000	497,000	520,000	-	520,000	536,000
Indirect Costs - Probation Services (111-499-523)	416,000	510,000	638,000	-	638,000	657,000
Indirect Costs - Radio Communications (131-499-519)	3,000	3,000	4,000	-	4,000	4,000
Indirect Costs - Solid Waste (401-499-534)	460,000	523,000	523,000	-	523,000	539,000
Indirect Costs - Stormwater Utility (123-499-538)	353,000	392,000	442,000	-	442,000	455,000
Indirect Costs - Teen Court (114-499-662)	8,000	8,000	9,000	-	9,000	9,000
Indirect Costs - Tourism Development (160-499-552)	154,000	189,000	236,000	-	236,000	243,000
Indirect Costs - Transportation Trust (106-499-541)	1,770,000	1,791,000	1,810,000	-	1,810,000	1,864,000
Total Budget	-	-	-	-	-	-

Preliminary

Risk Allocations Summary

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

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	1,095,694	1,143,993	1,113,517	-	1,113,517	1,113,517
Total Budgetary Costs	1,095,694	1,143,993	1,113,517	-	1,113,517	1,113,517

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Bank of America - Risk (165-495-519)	38,213	38,524	38,528	-	38,528	38,528
Building Inspection (120-495-524)	6,121	6,199	7,049	-	7,049	7,049
EMS - Risk (135-495-526)	59,157	56,306	55,725	-	55,725	55,725
Fine & Forfeiture - Risk (110-495-689)	292,139	300,378	285,199	-	285,199	285,199
Fleet Maintenance - Risk (505-495-591)	9,965	9,883	9,172	-	9,172	9,172
General Fund - Risk (001-495-519)	415,999	469,752	482,884	-	482,884	482,884
Grants - Risk (125-495-595)	1,834	1,710	1,690	-	1,690	1,690
Growth Management - Risk (121-495-537)	17,461	15,957	16,361	-	16,361	16,361
Huntington Oaks - Risk (166-495-519)	13,772	14,235	12,671	-	12,671	12,671
Insurance Service - Risk (501-495-596)	-	-	422	-	422	422
Judicial Programs - Risk (117-495-569)	609	1,069	1,102	-	1,102	1,102
Municipal Services - Risk (140-495-572)	67,325	32,813	31,593	-	31,593	31,593
Probation Services - Risk (111-495-523)	31,729	32,308	16,003	-	16,003	16,003
Solid Waste - Risk (401-495-534)	26,899	21,836	23,061	-	23,061	23,061
Stormwater Utility - Risk (123-495-538)	16,964	17,535	15,628	-	15,628	15,628
Supervisor of Elections - Risk (060-495-513)	16,486	16,542	16,104	-	16,104	16,104
Teen Court - Risk (114-495-662)	1,714	1,634	1,582	-	1,582	1,582
Tourism Development - Risk (160-495-552)	6,987	6,760	6,858	-	6,858	6,858
Transportation Trust - Risk (106-495-541)	72,320	67,275	66,955	-	66,955	66,955
VFD Fire Services - Risk (145-495-552)	-	33,277	24,930	-	24,930	24,930
Total Budget	1,095,694	1,143,993	1,113,517	-	1,113,517	1,113,517

Preliminary

Workers' Comp Risk Management (501-821-596)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	3,544,466	3,115,397	3,033,897	-	3,033,897	3,033,897
Transportation	216,196	277,325	262,395	-	262,395	262,395
Total Budgetary Costs	3,760,662	3,392,722	3,296,292	-	3,296,292	3,296,292

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
501 Insurance Service	3,760,662	3,392,722	3,296,292	-	3,296,292	3,296,292
Total Revenues	3,760,662	3,392,722	3,296,292	-	3,296,292	3,296,292

Preliminary

Communications Summary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Operating	681,825	1,103,438	1,392,807	-	1,392,807	1,392,807
Total Budgetary Costs	681,825	1,103,438	1,392,807	-	1,392,807	1,392,807

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Communications Trust (502-900-590)	457,362	837,708	953,689	-	953,689	953,689
MIS Automation - Animal Control (140-470-562)	710	710	3,077	-	3,077	3,077
MIS Automation - Building Inspection (120-470-524)	1,800	1,900	2,900	-	2,900	2,900
MIS Automation - EMS Fund (135-470-526)	8,595	8,920	13,800	-	13,800	13,800
MIS Automation - General Fund (001-470-519)	136,675	160,540	252,850	-	252,850	252,850
MIS Automation - Growth Management (121-470-537)	6,300	7,150	15,625	-	15,625	15,625
MIS Automation - Motor Pool Fund (505-470-519)	415	570	1,870	-	1,870	1,870
MIS Automation - Parks and Recreation (140-470-572)	335	2,940	3,207	-	3,207	3,207
MIS Automation - Probation Services (111-470-523)	3,860	6,590	12,110	-	12,110	12,110
MIS Automation - Public Defender (110-470-603)	16,393	21,520	43,203	-	43,203	43,203
MIS Automation - Solid Waste Fund (401-470-534)	18,485	19,400	23,320	-	23,320	23,320
MIS Automation - State Attorney (110-470-602)	12,480	14,140	25,066	-	25,066	25,066
MIS Automation - Tourism Development (160-470-552)	8,815	8,820	11,465	-	11,465	11,465
MIS Automation - Transportation Trust (106-470-541)	9,600	12,530	15,790	-	15,790	15,790
MIS Automation-Risk Fund (501-470-513)	-	-	355	-	355	355
MIS Automation-SOE (060-470-513)	-	-	14,480	-	14,480	14,480
Total Budget	681,825	1,103,438	1,392,807	-	1,392,807	1,392,807

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	136,675	160,540	252,850	-	252,850	252,850
060 Supervisor of Elections	-	-	14,480	-	14,480	14,480
106 Transportation Trust	9,600	12,530	15,790	-	15,790	15,790
110 Fine and Forfeiture	28,873	35,660	68,269	-	68,269	68,269
111 Probation Services	3,860	6,590	12,110	-	12,110	12,110
120 Building Inspection	1,800	1,900	2,900	-	2,900	2,900
121 Development Services & Environmental Management Fund	6,300	7,150	15,625	-	15,625	15,625
135 Emergency Medical Services MSTU	8,595	8,920	13,800	-	13,800	13,800
140 Municipal Service	1,045	3,650	6,284	-	6,284	6,284
160 Tourism Development	8,815	8,820	11,465	-	11,465	11,465
401 Solid Waste	18,485	19,400	23,320	-	23,320	23,320
501 Insurance Service	-	-	355	-	355	355
502 Communications Trust	457,362	837,708	953,689	-	953,689	953,689
505 Motor Pool	415	570	1,870	-	1,870	1,870
Total Revenues	681,825	1,103,438	1,392,807	-	1,392,807	1,392,807

Preliminary

Budgeted Reserves Summary

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

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Budgeted Reserves	-	444,649	416,020	-	416,020	435,098
Total Budgetary Costs	-	444,649	416,020	-	416,020	435,098

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Budgeted Reserves - Drug Court (116-990-599)	-	9,590	6,020	-	6,020	9,875
Budgeted Reserves - Fine and Forfeiture (110-990-599)	-	50,000	50,000	-	50,000	50,000
Budgeted Reserves - General Fund (001-990-599)	-	200,000	200,000	-	200,000	200,000
Budgeted Reserves - Insurance Service (501-990-599)	-	25,059	-	-	-	-
Budgeted Reserves - Municipal Service (140-990-599)	-	40,000	40,000	-	40,000	55,223
Budgeted Reserves - Stormwater Utility (123-990-599)	-	20,000	20,000	-	20,000	20,000
Budgeted Reserves - Tourism Development (160-990-599)	-	50,000	50,000	-	50,000	50,000
Budgeted Reserves - Transport. Trust (106-990-599)	-	50,000	50,000	-	50,000	50,000
Total Budget	-	444,649	416,020	-	416,020	435,098

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	-	200,000	200,000	-	200,000	200,000
106 Transportation Trust	-	50,000	50,000	-	50,000	50,000
110 Fine and Forfeiture	-	50,000	50,000	-	50,000	50,000
116 Drug Abuse Trust	-	9,590	6,020	-	6,020	9,875
123 Stormwater Utility	-	20,000	20,000	-	20,000	20,000
140 Municipal Service	-	40,000	40,000	-	40,000	55,223
160 Tourism Development	-	50,000	50,000	-	50,000	50,000
501 Insurance Service	-	25,059	-	-	-	-
Total Revenues	-	444,649	416,020	-	416,020	435,098

Preliminary

Leon County Fiscal Year 2017 Proposed Budget

Budgeted Reserves

Organizational Code / Account	FY 2015 Actual	FY 2016 Adopted	FY 2017 Proposed	FY 2018 Projected
001-990-599 Budgeted Reserves - General Fund				
59900 Budgeted Contingency	0	200,000	200,000	200,000
001-990-599 Totals	0	200,000	200,000	200,000
106-990-599 Budgeted Reserves - Transport. Trust				
59900 Budgeted Contingency	0	50,000	50,000	50,000
106-990-599 Totals	0	50,000	50,000	50,000
110-990-599 Budgeted Reserves - Fine and Forfeiture				
59900 Budgeted Contingency	0	25,000	25,000	25,000
59930 Reserve For Article V	0	25,000	25,000	25,000
110-990-599 Totals	0	50,000	50,000	50,000
116-990-599 Budgeted Reserves - Drug Court				
59930 Reserve For Article V	0	9,590	6,020	9,875
116-990-599 Totals	0	9,590	6,020	9,875
123-990-599 Budgeted Reserves - Stormwater Utility				
59900 Budgeted Contingency	0	20,000	20,000	20,000
123-990-599 Totals	0	20,000	20,000	20,000
140-990-599 Budgeted Reserves - Municipal Service				
59900 Budgeted Contingency	0	40,000	40,000	55,223
140-990-599 Totals	0	40,000	40,000	55,223
160-990-599 Budgeted Reserves - Tourism Development				
59900 Budgeted Contingency	0	50,000	50,000	50,000
160-990-599 Totals	0	50,000	50,000	50,000
501-990-599 Budgeted Reserves - Insurance Service				
59918 Reserve For Fund Balance	0	25,059	0	0
501-990-599 Totals	0	25,059	0	0
Budgeted Reserves Totals	0	444,649	416,020	435,098

Preliminary

Budgeted Capital Reserves Summary

Budgeted reserves reflect anticipated collection of interest in the E-911 System Capital Project Fund.

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Budgeted Reserves	-	12,540	12,540	-	12,540	12,540
Total Budgetary Costs	-	12,540	12,540	-	12,540	12,540

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
911 Capital Projects (330-990-599)	-	12,540	12,540	-	12,540	12,540
Total Budget	-	12,540	12,540	-	12,540	12,540

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
330 9-1-1 Capital Projects	-	12,540	12,540	-	12,540	12,540
Total Revenues	-	12,540	12,540	-	12,540	12,540

Preliminary

Other Non-Operating Summary

These expenses relate to costs that are not associated with a specific County Department. A detailed description regarding for these costs is provided below.

Non-Operating Expenditures - General Fund
These expenses includes: County's annual dues (i.e. National Association of Counties, Florida Association of Counties), unemployment compensation payments, licensing (ASCAP), state fire service payments, pre-employment drug tests, payment for legal notices, annual audit expenses, and bank charges.

Summer Youth Employment
The Summer Youth Employment Program is funded by the County out of general revenue. The participants in this program are Leon County students between the ages of 14 and 21. In FY 2015, the Board approved an enhanced Summer Youth Program. The new program will include civic engagement activities as well as and tours of County facilities such as the Solid Waste Facility, the Public Safety Complex and the Leon County Jail. The prior program assigned a participant to one department for the duration of the program. Additionally, by reducing the program from six to four weeks allowed for an increase in participants from 56 to approximately 80, a 50% increase in the program. Participants will be covered by the County's workers' compensation program and wages will be paid out of available funds. For FY17, $80,425 is allocated for the program.

Other Non-Operating Expenses
Non-operating expenditures include payments to the City of Tallahassee, the Community Redevelopment Area (CRA) / Tax Increment Financing (TIF) districts, and for mid-year grant matches. This fiscal year $2.3 million is budgeted for CRA/TIF payments: $1,505,140 for the Southside/Frenchtown payment, and $815,575 for the Downtown CRA. Payments are estimated to increase by $410,974. In addition, as a result of the North Monroe Street Task Force study, $75,000 has been budgeted in north and southbound bus stops on Monroe Street by the Walmart north of I-10. Over the last three years, payments to the CRAs have increased by $1.2 million.

Reimbursement of Administrative Costs
Reimbursements of administrative costs are associated with the chargeback of Public Works operations and engineering staff to various capital projects.

State Juvenile Detention Payments
The Juvenile Detention payment is a mandate authorized by the legislature in 2004. The mandate requires counties to pay the State for the predisposition of juveniles at detention facilities. Historically, costs for this program have steadily increased. During the 2016 legislative session, the disagreement between the state and counties regarding the cost of detention sharing for juveniles was resolved. This resolution caused Leon County's share of costs to decline by $162,160 for FY 2017.

Drug Abuse Trust
Expenditures associated with the support of drug intervention programs overseen by Court Administration.

800 MHZ System Maintenance
The Moving Violation Surcharge Fund is used to account for resources and expenditures associated with Leon County's participation in an intergovernmental radio communications programs previously approved by the Florida Department of Management Services. The actual expenditure is an annual payment to the City of Tallahassee for ongoing maintenance associated with the Leon County 800 MHZ radio system. In FY 2008, Leon County entered into a new maintenance contract for the system involving an upgrade from analog to digital technology. Due to the completed capital upgrade, funds associated with this program were moved from a special revenue capital fund to a special revenue operating fund.

Killearn Lakes Units I and II Sewer Services
This expenditure is a payment to the City of Tallahassee for the construction of a sewer system in these two subdivisions. Revenue for the payment is derived by a non-ad valorem assessment charge to individual lots. The County collects the assessments for remittance to the city.

Grant Match Funds
Matching funds are provided for contingent grants that require a certain percent of the funding required to implement or operate a program. The pledged match is contingent on the grant being awarded. For FY17, this funding will remain level.

Payment to the City of Tallahassee for Parks & Recreation
In 2005, the County and the City entered into a 15 year agreement to make City parks, recreational facilities and programs fully accessible to the residents of the unincorporated area of Leon County. For FY17, this payment will be $1,273,620, an increase of $2,118 over the FY16 payment.

Preliminary

Non-Operating

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	726,788	683,794	562,319	-	562,319	576,928
Operating	4,665,877	5,496,312	5,772,311	-	5,772,311	6,331,816
Grants-in-Aid	1,694,522	1,523,160	1,428,983	75,000	1,503,983	1,446,193
Total Budgetary Costs	7,087,186	7,703,266	7,763,613	75,000	7,838,613	8,354,937

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
800 Mhz System Maintenance (131-529-519)	1,309,036	1,211,332	1,338,826	-	1,338,826	1,378,991
Blueprint 2000 (001-403-515)	63,143	65,565	331,846	-	331,846	342,719
CRTPA (001-402-515)	228,784	241,181	119,523	-	119,523	123,259
CRA-Payment (001-972-559)	1,660,665	2,109,741	2,520,715	-	2,520,715	2,984,858
Drug Abuse (116-800-562)	71,648	52,920	53,395	-	53,395	54,463
Grant Match Funds (125-991-595)	-	90,000	90,000	-	90,000	90,000
Juvenile Detention Payment - State (110-620-689)	985,639	1,022,660	860,500	-	860,500	877,710
Minority/Women Small Business Enterprise (001-112-513)	177,296	431,130	-	-	-	-
Non-Operating General Fund (001-820-519)	920,660	959,741	907,280	75,000	982,280	907,280
Payment to City- Parks & Recreation (140-838-572)	1,080,239	1,271,502	1,273,620	-	1,273,620	1,327,749
PLACE - Economic Development (001-114-512)	665,698	384,569	304,983	-	304,983	304,983
Public Works Admin Chargebacks (106-978-541)	(417,263)	(450,000)	(350,000)	-	(350,000)	(350,000)
Sewer Services Killearn Lakes Units I and II (164-838-535)	292,600	232,500	232,500	-	232,500	232,500
Summer Youth Employment (001-278-551)	49,040	80,425	80,425	-	80,425	80,425
Total Budget	7,087,186	7,703,266	7,763,613	75,000	7,838,613	8,354,937

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	3,765,286	4,272,352	4,264,772	75,000	4,339,772	4,743,524
106 Transportation Trust	(417,263)	(450,000)	(350,000)	-	(350,000)	(350,000)
110 Fine and Forfeiture	985,639	1,022,660	860,500	-	860,500	877,710
116 Drug Abuse Trust	71,648	52,920	53,395	-	53,395	54,463
125 Grants	-	90,000	90,000	-	90,000	90,000
131 Radio Communication Systems	1,309,036	1,211,332	1,338,826	-	1,338,826	1,378,991
140 Municipal Service	1,080,239	1,271,502	1,273,620	-	1,273,620	1,327,749
164 Special Assessment - Killearn Lakes Units I and II	292,600	232,500	232,500	-	232,500	232,500
Total Revenues	7,087,186	7,703,266	7,763,613	75,000	7,838,613	8,354,937

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Capital Regional Transportation Planning Agency	2.00	2.00	1.00	-	1.00	1.00
Blueprint 2000	1.00	1.00	3.50	-	3.50	3.50
Total Full-Time Equivalents (FTE)	3.00	3.00	4.50	-	4.50	4.50

Preliminary

Other Non-Operating - Capital Regional Transportation Planning Agency (001-402-515)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	228,784	226,181	104,523	-	104,523	108,259
Operating	-	15,000	15,000	-	15,000	15,000
Total Budgetary Costs	228,784	241,181	119,523	-	119,523	123,259

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	228,784	241,181	119,523	-	119,523	123,259
Total Revenues	228,784	241,181	119,523	-	119,523	123,259

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
CRTPA Executive Director	1.00	1.00	-	-	-	-
Senior Transportation Planner	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	2.00	2.00	1.00	-	1.00	1.00

Capital Regional Transportation Planning Agency personnel expenses were established for employees opting for County benefits as allowed by the inter-local agreement. These expenses are added to the annual true-up with the CRTPA and are reimbursed. Budgeting is done for accounting purposes only.

The major variances for the FY17 Capital Regional Transportation Planning Agency budget are as follows:

Decreases to Program Funding:
1. Personnel costs in the amount of $121,658 due to the retirement of the CRTPA Executive Director who utilized the FRS system. The new CRTPA Director will be on the City's payroll system and not affect the County budget.

Preliminary

Other Non-Operating - Blueprint 2000 (001-403-515)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Personnel Services	63,143	65,565	331,846	-	331,846	342,719
Total Budgetary Costs	63,143	65,565	331,846	-	331,846	342,719

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
001 General Fund	63,143	65,565	331,846	-	331,846	342,719
Total Revenues	63,143	65,565	331,846	-	331,846	342,719

Staffing Summary	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Legal Assistant	1.00	1.00	1.00	-	1.00	1.00
Director of PLACE	-	-	0.50	-	0.50	0.50
Dep. Director of Strategic Planning & Financial Accountability	-	-	1.00	-	1.00	1.00
MWSBE Analyst	-	-	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	3.50	-	3.50	3.50

Budget was established for Blueprint 2000 employees opting for County benefits as allowed by the inter-local agreement establishing the agency. Blueprint 2000 reimburses these personnel costs to the County on an annual basis. This is done for accounting purposes only.

The major variances for the FY17 Blueprint 2000 budget are as follows:

Increases to Program Funding:
1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates estimated at 7%, and funding for performance raises in a range of 0%-5% based on a 3% average; offset by decreases in workers compensation rates.

Preliminary

Debt Service Summary

The various Debt Service Funds account for the debt service, including the accumulation of resources and payment of principal and interest, associated with the existing bonds issued and/or bank loans obtained by the County and an Energy Performance Contract with Energy Systems Group.

The bonds or loans are secured by Non Ad Valorem Revenue sources. None of the financing is through General Obligation Bonds. These bonds or loans have been structured to have overall level annual payments until all dates of expiration occur in 2025. This level payment structure for debt service will result in the reduction of the debt service burden to the County over time as the percentage of monies spent on debt service in the budget reduces in the out years.

Leon County currently services four bank loans and one lease. Due to favorable interest rates, previous bonds were refinanced with bank loans. The original bonds were issued to fund the following County projects:

1. Construction of Public Libraries, the County Jail, and the Northeast Fire Station
2. Acquisition of the Tourist Development Council Building and the Bank of America Building
3. Renovations to the County Courthouse, the Fleet Management Facility, and the Public Works Building
4. Improvements to Stormwater Facilities, the County Landfill, and Parks & Recreation
5. Relocation of the Growth & Environmental Management Facility

The Energy Performance Contract is a lease to fund the acquisition of equipment to improve energy efficiency in various County facilities. The energy cost savings will offset the cost of the lease. Energy Systems Group will pay any balance on the lease not offset by the savings.

On June 23, 2015, the Board approved a bank loan to refund the remaining Capital Improvement Revenue Refunding Bonds, Series 2015 for an estimated $595,000 in net present value of the life of the loan. The bonds will mature October 1, 2017.

Preliminary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Debt Service	8,859,744	8,568,419	8,570,548	-	8,570,548	8,121,345
Total Budgetary Costs	8,859,744	8,568,419	8,570,548	-	8,570,548	8,121,345

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Debt Service	8,859,744	8,568,419	8,570,548	-	8,570,548	8,121,345
Total Budget	8,859,744	8,568,419	8,570,548	-	8,570,548	8,121,345

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
211 Bond Series 2012A & 2012B	579,831	581,483	580,798	-	580,798	7,076,046
220 Bond Series 2005	7,227,570	6,941,750	6,943,954	-	6,943,954	-
221 ESCO Lease	484,514	484,514	484,514	-	484,514	484,514
222 Debt Series 2014	567,830	560,672	561,282	-	561,282	560,785
Total Revenues	8,859,744	8,568,419	8,570,548	-	8,570,548	8,121,345

Debt Service Summary

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Debt Service	8,859,744	8,568,419	8,570,548	-	8,570,548	8,121,345
Total Budgetary Costs	8,859,744	8,568,419	8,570,548	-	8,570,548	8,121,345

Appropriations	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
2014 Debt Series (222-976-582)	567,830	-	-	-	-	-
2014 Debt Series (222-979-582)	-	560,672	561,282	-	561,282	560,785
Bond Series 2005 (220-958-582)	7,227,570	6,941,750	6,943,954	-	6,943,954	-
Bond Series 2012A (Tax Exempt) (211-975-582)	136,406	136,706	136,706	-	136,706	136,706
Bond Series 2012B (Taxable) (211-976-582)	443,425	444,777	444,092	-	444,092	6,939,340
ESCO Lease (221-977-582)	484,514	484,514	484,514	-	484,514	484,514
Total Budget	8,859,744	8,568,419	8,570,548	-	8,570,548	8,121,345

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
211 Bond Series 2012A & 2012B	579,831	581,483	580,798	-	580,798	7,076,046
220 Bond Series 2005	7,227,570	6,941,750	6,943,954	-	6,943,954	-
221 ESCO Lease	484,514	484,514	484,514	-	484,514	484,514
222 Debt Series 2014	567,830	560,672	561,282	-	561,282	560,785
Total Revenues	8,859,744	8,568,419	8,570,548	-	8,570,548	8,121,345

Preliminary

Debt Service - Bond Series 2012A (Tax Exempt) (211-975-582)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Debt Service	136,406	136,706	136,706	-	136,706	136,706
Total Budgetary Costs	136,406	136,706	136,706	-	136,706	136,706

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
211 Bond Series 2012A & 2012B	136,406	136,706	136,706	-	136,706	136,706
Total Revenues	136,406	136,706	136,706	-	136,706	136,706

This fund accounts for the debt service associated with the Capital Improvement Revenue Bond Series 2003A (Tax Exempt). This bond was issued to fund the acquisition of the Bank of America building and for major repairs and renovations to the existing County courthouse facility.

Preliminary

Debt Service - Bond Series 2012B (Taxable) (211-976-582)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Debt Service	443,425	444,777	444,092	-	444,092	6,939,340
Total Budgetary Costs	443,425	444,777	444,092	-	444,092	6,939,340

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
211 Bond Series 2012A & 2012B	443,425	444,777	444,092	-	444,092	6,939,340
Total Revenues	443,425	444,777	444,092	-	444,092	6,939,340

This fund accounts for the debt service associated with the Capital Improvement Revenue Bond Series 2003B (Taxable). This bond was issued to fund the acquisition of the Bank of America building and for major repairs and renovations to the existing County courthouse facility.

Preliminary

Debt Service - Bond Series 2005 (220-958-582)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Debt Service	7,227,570	6,941,750	6,943,954	-	6,943,954	-
Total Budgetary Costs	7,227,570	6,941,750	6,943,954	-	6,943,954	-

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
220 Bond Series 2005	7,227,570	6,941,750	6,943,954	-	6,943,954	-
Total Revenues	7,227,570	6,941,750	6,943,954	-	6,943,954	-

This fund accounts is for the debt service associated with the Capital Improvement Revenue Refunding Bond Series 2005. This bond was issued to fully refund the Parks and Recreation Bond Series 1998A and to refund a portion of the Stormwater Bond Series 1997 and a portion of the Capital Improvement Revenue Bond Series 1999. This bond was also issued to fund the relocation of the growth and environmental management facility, the construction of a public library, and renovations to the County courthouse building.

On June 23, 2015, the Board approved financing to refund the remaining Capital Improvement Revenue Refunding Bonds, Series 2015 for an estimated $595,000 in net present value of the life of the loan. The bonds will mature October 1, 2017. During FY 2014, the Board approved refunding the non-taxable portion (Fund 222 - Bond Series 2014) of the Capital Improvement Revenue Bond, Series 2005 for a total estimated $1.7 million in net present value over a period of eleven years beginning in FY 2014.

Preliminary

Debt Service - ESCO Lease (221-977-582)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Debt Service	484,514	484,514	484,514	-	484,514	484,514
Total Budgetary Costs	484,514	484,514	484,514	-	484,514	484,514

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
221 ESCO Lease	484,514	484,514	484,514	-	484,514	484,514
Total Revenues	484,514	484,514	484,514	-	484,514	484,514

This fund accounts for the debt service associated with the obligations relating to the County's Energy Performance Contract with Energy Systems Group. This lease was entered into to fund the acquisition of various facility improvement measures including lighting upgrades, HVAC systems, an energy management system and water/sewer improvements. These energy efficiency improvements will offset the cost of the lease. Energy Systems Group will pay any balance on the lease not offset by these energy cost savings. The net savings will total approximately $850,000.

Preliminary

Debt Service - 2014 Debt Series (222-976-582)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Debt Service	567,830	-	-	-	-	-
Total Budgetary Costs	567,830	-	-	-	-	-

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
222 Debt Series 2014	567,830	-	-	-	-	-
Total Revenues	567,830	-	-	-	-	-

This fund accounts is for the debt service associated Bond Series 2014 to refund the non-taxable portion of Bond Series 2005. Bond Series 2005 was initially issued to fully refund the Parks and Recreation Bond Series 1998A and to refund a portion of the Stormwater Bond Series 1997 and a portion of the Capital Improvement Revenue Bond Series 1999. This bond was also issued to fund the relocation of the growth and environmental management facility, the construction of a public library, and renovations to the County courthouse building. On July 8, 2014, the Board approved the partial refunding of Bond Series 2005 for a total estimated $1.7 million in net present value over a period of eleven years beginning in FY 2014.

Preliminary

Debt Service - 2014 Debt Series (222-979-582)

Budgetary Costs	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
Debt Service	-	560,672	561,282	-	561,282	560,785
Total Budgetary Costs	-	560,672	561,282	-	561,282	560,785

Funding Sources	FY 2015 Actual	FY 2016 Adopted	FY 2017 Continuation	FY 2017 Issues	FY 2017 Budget	FY 2018 Budget
222 Debt Series 2014	-	560,672	561,282	-	561,282	560,785
Total Revenues	-	560,672	561,282	-	561,282	560,785

Preliminary

Leon County
Board of County Commissioners

Notes for Budget Workshop Item #3

Leon County
Board of County Commissioners

Budget Workshop Item #3

June 14, 2016

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Acceptance of Status Report on Healthcare Services, Approval to Realign Pool Allocation for Primary Healthcare Providers and Approval for FY17 Funding Levels

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County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Wanda Hunter, Assistant County Administrator Scott Ross, Director Office of Financial Stewardship
Lead Staff/ Project Team:	Eryn D. Calabro, Director, Office of Human Services and Community Partnerships Tiffany Y. Harris, Healthcare Services Coordinator Jennifer Sousa, Financial Compliance Manager

Fiscal Impact:

This item recommends maintaining the current total funding level of $1,739,582 for healthcare services and programs. This funding amount is included in the tentative FY2017 budget.

Staff Recommendations:

Option #1: Accept the status report on healthcare services.

Option #2: Realign $200,000 from primary healthcare reimbursement pool to dental care thereby increasing the available funds for dental services from $100,000 to $300,000 for FY16 and FY17.

Option #3: Establish the FY17 funding levels for all healthcare services and programs at the current $1,739,582 level as detailed in Table #5.

Report and Discussion

Background:

This item seeks Board approval to reallocate $200,000 in the current year (FY2016) from primary care to dental within the current competitive pool budget and to approve the FY2017 funding levels.

This item addresses the following aspects of Leon County's Healthcare Program:

- Provides a summary of the FY16 funding levels for the primary healthcare programs
- Details the expenditures/reimbursements from the revenue pool set aside for services offered through Bond, NMC and Apalachee Center
- Requests the realignment of FY16 pooled funds based on an analysis of trend data within the service areas of primary health and dental services
- Recommends maintaining the FY17 funding levels for all currently funded primary healthcare services

Leon County's Primary Healthcare Program was established in 2001 and is administered through the Office of Human Services and Community Partnerships (HSCP) to help increase the provision of health services for uninsured and underinsured residents by providing quality, cost effective health services through collaborative community partnerships with the following agencies:

- Bond Community Health Center, Inc. (Bond)
- Neighborhood Medical Center (NMC)
- Apalachee Center
- Capital Medical Society Foundation/We Care Network (We Care)
- FAMU Pharmacy Pharmaceutical Services
- FAMU Pharmacy Diabetes Partnership
- Florida Healthy Kids Health Insurance Program

Through these partnerships, Leon County supports and expands access to healthcare services such as primary care, dental care, mental health treatment, specialty care, pharmaceuticals, and trauma care to uninsured and underinsured residents. The recommended FY17 funding level for the Tallahassee Memorial Healthcare Trauma Center is addressed in a separate budget discussion item.

At the June 23, 2015 budget workshop, the Board approved changing the payment method for services delivered by Bond, NMC and Apalachee Center from an independent contractor reimbursement model that was based on a set allocation amount for each provider to a competitive provider pool reimbursement model (Attachment #1). This new model created a single funding source (pool) that affords each provider the opportunity to receive patient reimbursements for primary care, dental, and mental health services equal to those received in past years, while encouraging a level playing field.

Analysis:
As illustrated below in Table #1, the Board approved $1,739,582 for healthcare services in FY16. Of that total, $1,323,768 was dedicated to the three primary healthcare providers (Bond, NMC and Apalachee Center) who participate in a competitive provider pool reimbursement model. The balance of $415,814 is allocated for other contractual services as indicated in Table 1 below.

Table 1: FY16 Leon County Healthcare Program and Funding Levels

Competitive Provider Pool Reimbursements (Bond, NMC, and Apalachee Center)	Primary Care Patient Visits	$959,015
	Dental Care Patient Visits	$100,000
	Mental Health Patient Visits	$264,753
	Competitive Reimbursement Total	***$1,323,768***
Capital Medical Society Foundation/We Care Network		$168,826
FAMU Pharmacy Pharmaceutical Services		$177,500
FAMU Pharmacy Diabetes Partnership		$67,000
Florida Healthy Kids Health Insurance Program		$2,488
subtotal		***$415,814***
Total		**$1,739,582**

Of the $1,323,768 competitive reimbursement pool, $959,015 (72.4%) was designated for primary health, $264,753 (20%) was earmarked for mental health service and $100,000 (7.6%) was set aside for dental services. Each of the three providers must submit a monthly invoice to HSCP to be reimbursed for the cost of services rendered for each patient visit. The Board was provided a status report on the primary health services reflecting the first quarter expenditures for the new competitive provider model at the March 8, 2016 meeting. Tables #2, #3, and #4 provide updated patient reimbursement expenditures through the second quarter of FY16 (through March).

Mental Health Services
Mental Health services include case management, as well as basic diagnostic procedures and drugs or therapeutic modalities ordered or provided by a mental health practitioner in the course of treating patients. Mental health services are reimbursed at a rate of $80 per visit. Table #2 shows the number of patient visits as well as the amount and percentage of the allocation expended through March, 2016.

Table 2: FY16 Mental Health Patient Visits and Reimbursement Billings

Mental Health	Bond		NMC		Apalachee Center		YTD Total	% of Reimbursement Billings
$264,753	1st Qtr	*2nd Qtr*	*1stQtr*	*2nd Qtr*	*1st Qtr*	*2nd Qtr*		
# of Visits	77	164	*124*	*82*	*225*	*276*	948	
Amount Reimbursed	$6,160	$13,120	$9,920	$6,560	$18,000	$22,080	$75,840	**28.65%**

Table #2 shows that approximately 29% of the total allotment for mental health services has been used by the mid-year point. Bond currently provides case management and referrals for mental health services. NMC and Apalachee Center also offer case management in addition to providing counseling and psychiatric services, including medication management. At this time, staff is not recommending any changes to the mental health allocation; however, staff will continue to monitor the spending trends, and if funds are available for reallocation, an updated analysis will be provided to the Board prior to the end of the fiscal year.

Primary Health Services

Primary health services include basic diagnostic procedures and drugs and/or therapeutic modalities ordered or provided by a primary care practitioner. This also includes preventative health services and continuing management of the healthcare needs of registered patients. Each provider is reimbursed at a rate of $125 per patient visit. The cumulative patient visit and budget activities for primary health services is illustrated below in Table #3.

Table 3: FY16 Primary Health Patient Visits and Reimbursement Billings

Primary Health	Bond		NMC		Apalachee Center		YTD Total	% of Reimbursement Billings
$959,915	*1st Qtr*	*2nd Qtr*	*1st Qtr*	*2nd Qtr*	*1st Qtr*	*2nd Qtr*		
# of Visits	627	779	*836*	*611*	*82*	*84*	3,019	
Amount Reimbursed	$78,375	$97,375	$104,500	$76,375	$10,250	$10,500	$377,375	**39.35%**

Approximately 40% of the funding dedicated for this service had been expended at the mid-year point. Based on discussions with the providers and current trend data, it is anticipated that the County will continue to be billed an average of 1,500 patient visits a quarter (or 500 patient visits a month) across all three providers. Should this trend continue, it will result in approximately $200,000 remaining in this allotment at the end of the fiscal year.

Dental Health Services

Dental Health services include basic diagnostic procedures as well as drugs or therapeutic modalities ordered or provided by a dentist in the course of treating patients. Services also include preventative dental health services and continuing management of the patient's needs. The reimbursement rate for dental services is $125 per visit.

Table 4: FY16 Dental Health Patient Visits and Reimbursement Billings

Dental Health	Bond		NMC		Apalachee Center		YTD Total	% of Reimbursement Billings
$100,000	*1st Qtr*	*2nd Qtr*	*1st Qtr*	*2nd Qtr*	*1st Qtr*	*2nd Qtr*		
# of Visits	97	472	*163*	*265*	*0*	*0*	997	
Amount Reimbursed	$12,125	$59,000	$20,375	$33,125	$0	$0	$124,625	**124.63%**

Table #4 above shows that the utilization of dental services exceeded the allotment prior to the end of the 2nd quarter. This is the first year multiple providers have accessed funds set aside for dental health services through the primary care program. In addition, both providers added an FTE for dental services around the start of the second quarter which greatly contributed to the 183% increase in dental reimbursement requests from one quarter to the next.

Staff reviewed a sampling of the second quarter invoices submitted by both Bond and NMC and verified that patients met the County's eligibility requirements before subsequently meeting with the providers to discuss the sudden increase. Discussions with the providers and a review of the current trend data indicate a need to revisit the alignment of funding for these services. In addition to adding staff, both providers indicated that community awareness of the availability of this resource, aggressive marketing, and referrals from primary health physicians who recognize the nexus between dental and physical health are driving factors.

Due to a sharp increase in the number of patients needing dental service resulting in the exhaustion of funds designated for dental care prior to the conclusion of the second quarter, ***staff recommends realigning $200,000 of the current primary care allocation to Dental Health Services, thereby increasing the cap to $300,000.*** As noted above, trend lines and discussions with providers indicate that the reduction of $200,000 to the primary healthcare allocation should not have an adverse impact on the number of patients seen related to primary healthcare reimbursements. As stipulated in the contract, the providers are aware that reimbursements are subject to fund availability.

FY 2017 Healthcare Services Funding Requests

In preparation for the FY17 Budget Workshop, agencies were asked to complete funding request applications that provided an overview of their program services, goals and objectives and, to identify other partnerships and funding sources. Applicants were also asked to include a statement explaining the purpose of the funding and the projected impact on the targeted population. Their responses served as the basis for funding recommendations for the upcoming year. Key elements noted in their applications are highlighted below.

Apalachee Center
As cited in Apalachee Center's response (Attachment #2), mental health services are available to uninsured and underinsured Leon County citizens who have a severe or persistent mental illness and are unable to receive the needed services in a primary care setting. Apalachee Center accepts referrals and coordinates client care with all CareNet partners. Bond and NMC typically serve patients with less severe mental health needs and refer clients needing care beyond their capacity to Apalachee Center. Apalachee Center has a SSI/SSDI Outreach Access and Recovery (SOAR) Specialist dedicated to serving Leon County clients on an outpatient basis by assisting them in applying for benefits under the SOAR process. Apalachee Center has requested continuation of current level funding through the competitive provider reimbursement pool.

Bond
Bond stated in their request (Attachment #3) that they were awarded a grant from the Agency for Healthcare Administration (ACHA) to expand dental services at the Gadsden Street location and to hire a full-time primary care practitioner at the Kearney Center. Bond anticipates full implementation of the program expansion by August, 2016. Bond has requested continuation of current level funding through the competitive provider reimbursement pool.

NMC
NMC's submission (Attachment #4) noted that FY16 represents the third year they received designation as a "service area competition awardee" by the Health Resources and Services Administration (HRSA). As a result of this designation, they received funding in the amount of $3,669,070. NMC's Tallahassee branch dental clinic began operating in FY16. Like Bond, they also anticipate expanding dental services prior to the end of the Board's FY17 funding cycle.

Additionally, NMC will open a community health clinic in partnership with Leon County Schools on the Rickards High School campus within the next 12 months. The clinic will provide primary physical, behavioral and dental health services to both students and the community at large. NMC has requested continuation of the current level funding through the competitive provider reimbursement pool.

We Care
We Care serves as the specialty care referral resource for Bond and NMC. In FY15, the County increased funding to We Care by $38,783 (30%) from $130,043 to its current level of $168,826. We Care has requested an additional $16,174 (approximately 10% above their current funding level) in FY17 to hire one FTE; a case manager (Attachment #5). Without this addition, We Care has indicated that they will continue limiting Bond and NMC referrals for specialty care services to 10 per week.

We Care explained that an increase in case managers would allow them to expedite a greater number of referrals through the addition of an FTE. However, this change would not address the availability of specialty care physicians to provide the service once We Care completes its referral process. Based on this analysis, staff does not recommend We Care's request for increased funding at this time.

FAMU Pharmaceutical Services and Diabetes Partnership
FAMU's Pharmaceutical Services and Diabetes Partnership submitted one application for both programs (Attachment #6). They are requesting continued funding in the amount of $244,500 so that low-income, uninsured residents of Leon County maintain access to comprehensive pharmaceutical services provided at their two locations.

Florida Healthy Kids Insurance Program
The allocation of funding to Florida Healthy Kids Insurance Program has historically been granted outside of the application process. The allocation is adjusted annually based on the number of children meeting eligibility requirements. While that number is not known at this time, review of trend data indicates costs have continued to decline and are not expected to exceed the current funding level of $2,488.

FY 2017 Healthcare Program Funding Recommendations
Staff recommends maintaining the funding levels for the County's various healthcare services and programs for FY17 at the current fund levels as reflected in Table #5.

Table 5: Recommended FY17 Leon County Healthcare Program and Funding Levels

Competitive Provider Pool Reimbursements (Bond, NMC, and Apalachee Center)	Primary Care Patient Visits	$759,015
	Dental Care Patient Visits	$300,000
	Mental Health Patient Visits	$264,753
	Competitive Reimbursement Total	***$1,323,768***
Capital Medical Society Foundation/We Care Network		$168,826
FAMU Pharmacy Pharmaceutical Services		$177,500
FAMU Pharmacy Diabetes Partnership		$67,000
Florida Healthy Kids Health Insurance Program		$2,488
Total		**$1,739,582**

The County's commitment to the provision of healthcare services continues to provide access to care for uninsured patients. For the competitive provider pool in FY17, staff recommends carrying forward the same funding formula as proposed earlier in this item for FY16 to address the sudden increase in dental reimbursement billings by realigning $200,000 from the primary health allotment to dental care. This would increase the available funds for dental care from $100,000 to $300,000.

In light of the sudden demand for dental services and recent discussions with Bond and NMC, staff plans to conduct an in-depth program review of the new competitive provider model and explore enhancements to this funding model for future consideration by the Board.

Conclusion
The viability of the competitive pool reimbursement funding model meets the objective of allowing citizens greater access to healthcare through various providers and locations while maintaining the flexibility to evaluate and realign funds within the service areas, if warranted. However, in light of the rapid increase and anticipated continuing demand for dental services,

staff recommends the realignment of $200,000 from primary care to dental services within the competitive pool budget.

The status report on healthcare services demonstrates that primary care and mental health patient visits have remained steady and are not expected to fully utilize the available funding. In contrast, Bond and NMC collectively experienced a 183% increase in dental service billings to the County between the first and second quarters of FY16. Due to this sudden increase, pool funds designated for dental care were exhausted prior to the conclusion of the second quarter so staff has provided a recommendation that would realign $200,000 from the primary health care allotment to dental care thereby increasing the available funds for dental services from $100,000 to $300,000.

This realignment of funds is recommended for immediate implementation in FY16 to meet the demand for dental services and to carry forward this formula, or allotment of funds, in FY17. Staff is not proposing any changes to the mental health allocation at this time; however, staff will continue to monitor the spending trends and if funds are available for reallocation, an updated analysis will be provided to the Board prior to the end of the fiscal year.

Staff will continue to perform analysis of the providers overall use of this funding model and patients served in the coming months. Staff will provide the Board options and recommendations on funding based on the latest data indicating service needs as part of the FY18 budget process. Staff will provide recommendations early in the FY18 budget cycle.

Options:

1. Accept the status report on health care services and expenditures.
2. Realign $200,000 from primary health care reimbursement pool to dental care thereby increasing the available funds for dental services from $100,000 to $300,000 for FY16 and FY17.
3. Establish the FY17 funding levels for all healthcare services and programs at the current $1,739,582 level as detailed in Table #5.
4. Board direction.

Recommendation:
Option #1, 2, and 3

Attachments:
1. June 23, 2015 Budget Workshop Establishment of FY16 Primary Healthcare Funding Levels
2. FY16 Non-Departmental Funding Request Application for Apalachee Center
3. FY16 Non-Departmental Funding Request Application for Bond Community Health Center
4. FY16 Non-Departmental Funding Request Application for Neighborhood Medical Center
5. FY16 Non-Departmental Funding Request Application for Capital Medical Society/We Care
6. FY16 Non-Departmental Funding Request Application for Florida A&M University

Leon County
Board of County Commissioners

Budget Workshop Item #12

June 23, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Establishment of FY 16 Primary Healthcare Funding Levels

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

Fiscal Impact:
This budget discussion item provides a summary of the Primary Healthcare program and seeks to establish the FY 16 funding level at $1.9 million, which is consistent with the FY15 funding.

Staff Recommendation:

Option #1: Establish the FY 16 Primary Healthcare Program funding at the current funding level of $1,939,582, as set forth:

Recommended FY 2016 Primary Health Care Funding Level

Program		*Rec. FY 16 Funding*
Competitive Provider Pool Reimbursements (Bond, NMC, and Apalachee Center)	Primary Care Patient Visits	$1,059,015
	Mental Health Patient Visits	$264,753
Capital Medical Society Foundation/We Care Network		$168,826
FAMU Pharmacy Pharmaceutical Services		$177,500
FAMU Pharmacy Diabetes Partnership		$67,000
Florida Healthy Kids Health Insurance Program		$2,488
Tallahassee Memorial HealthCare Trauma Center		$200,000
Total		**$1,939,582**

Report and Discussion

Background:
At the April 28, 2015 budget workshop, the Board approved the establishment of a new funding method for those CareNet agencies who are reimbursed on a per patient visit rate. Rather than independently contracting with multiple providers for a predetermined number of patient reimbursements, this competitive provider model will pool the available County funds for primary and mental healthcare services on a first-come, first-served basis. This model would not apply to the agencies in which the County provides administrative funding in support of their operations, only those direct service providers that are being reimbursed by the County on a per patient basis. In this new methodology, Bond Community Health Center (Bond), Neighborhood Medical Center (NMC) and Apalachee Center (Apalachee) would all be eligible to receive reimbursements up to the maximum amount of the established funding pool in which a portion of the pool, 20 percent, is reserved for mental health visits.

Analysis:
In order to establish the funding for the competitive provider pool and the funding amounts for the remaining CareNet agencies, this budget discussion item considers the status of the multiple state and federal issues that impact patient services. There are various state and federal issues currently affecting the local health system. With session ending early, issues such as Medicaid expansion, the Medicaid cost cap, and telemedicine are all ongoing policy initiatives that are still in limbo with the 2015 Florida Legislature as they convene for a special session to finalize the state budget.

Status of Federal Funding for CareNet Agencies
As of April 1, 2015, Neighborhood Medical Center (NMC) is in the second year of its three-year Service Area Competition award designation from the Health Resources and Services Administration (HRSA). Funding to NMC for this award for the second year is $2,413,724.

In October 2014, NMC, Bond Community Health Center (Bond), and North Florida Medical Centers (NFMC) applied for New Access Point funding from HRSA. On May 5, 2015, HRSA posted their New Access Point awards and none were awarded in Tallahassee.

In October 2014, NMC and Bond applied for Ryan White HIV Part C funding from HRSA. HRSA re-opened this grant in February 2015, with applications due March 23, 2015. NMC received the notice of award of $559,693 beginning May 1, 2015 through April 30, 2017.

Medicaid Expansion
With session ending early, pivotal issues such as Medicaid expansion and the status of the LIP program are still being reviewed. The Florida Senate is proposing a revamped version of Medicaid expansion in order to cover 800,000 uninsured Floridians. A special session is convened for June 1 - June 20 with the expectation of presenting a balanced budget to the Governor in time for the start of the state fiscal year on July 1.

Low Income Pool (LIP) Program

The Low Income Pool program is run by the Florida Agency for Health Care Administration (AHCA) and pools Federal, State, and local funds for distribution to hospitals, federally qualified health centers (FQHCs), and FQHC Look-Alikes in an attempt to increase access to care. It helps hospitals and FQHCs cover a portion of their uncompensated care costs. In Leon County, Bond Community Health Center currently receives more than $2.1 million in LIP funds, inclusive of the County's matching funds of $511,803 (a combination of FY13-14 and FY14-15 funds). In addition, Tallahassee Memorial HealthCare (TMH) receives $1.5 million in LIP funds to help pay for their Family Medicine Residency Program and Transition Center, inclusive of the County's matching funds of $200,000.

The TMH Trauma Center has received annual funding from the County for the last four years in the amount of $200,000. In FY 15, this funding was realigned into the Primary Healthcare Program's budget. For the last several years, this funding has been provided to AHCA as match funding for LIP funds in order for TMH to draw down additional funds that are used to support its Transition Center and Family Medicine Residency Program. Both of these programs play a significant role in serving the uninsured and underinsured residents of Leon County and partner with our other CareNet agencies to increase access to care.

The Governor's Office is pursuing legal action against the federal government for threatening to withhold LIP funds. The U.S. Health and Human Services (HHS) Secretary has recognized the Governor's request for LIP funding and HHS decided to provisionally grant an extension of LIP funds for two years. This funding was anticipated to expire on June 30, 2015 and was the underlying friction between the House and Senate in completing the state budget during the regular legislative session. For FY 15-16, the amount would total $1 billion, inclusive of state and local contributions; this is half of the current LIP program's $2.2 billion. For FY 16-17, the amount would drop to $600 million, inclusive of state and local contributions.

Funding of Leon County's Primary Healthcare Program

Historically, the County has funded primary and mental health and during the past five years that investment has been more than $1.9 million annually. Attachment #1 illustrates the amount of funding the County has provided to each agency over the last five years. The Board has approved of Bond and NMC's contracts having provisions that some of their funding be used for the Agency for Health Care Administration (AHCA) Medicaid Low Income Pool (LIP) matching funds for expansion of access to healthcare services. Attachment #2 illustrates the amount of funds leveraged and the total community benefit.

As part of the annual budget process, each CareNet agency submits a Non-Departmental Funding Request application during the budget development process to the Office of Human Services and Community Partnerships (HSCP). These applications serve as the basis upon which staff makes funding recommendations to the Board during the budget process. All agencies submitted their FY 2015-16 Non-Departmental Funding Request applications by the established deadline. (Attachments #3-4) With the Board's approval of the Competitive Provider Reimbursement Pool, the following summarizes the pool methodology for Bond, NMC, and the Apalachee Center as well as funding recommendations for the Capital Medical Society Foundation/We Care Network and FAMU Pharmacy.

Competitive Provider Reimbursement Pool

At the April 28, 2015 workshop, the Board approved of the competitive provider reimbursement pool model. This competitive provider model would be facilitated by creating a single pool of money for reimbursement for Bond, NMC, and Apalachee, on a per patient visit rate, inclusive of primary care and mental health visits. The reimbursement rates would remain the same, $125 per primary care visit and $80 per mental health visit. This is consistent with the current amount of mental health funding utilized by these three agencies. This allows for the same number of mental health services to be provided at any of the three locations and aligns with the Board's recent support of the integrated service model now offered by the Apalachee Center.

This reimbursement model gives each agency the opportunity to receive as many patient reimbursements as they have in past years, while also encouraging a level playing field for the agencies providing primary care and mental health services. The County will no longer have to assign a predetermined number of anticipated patient visits by contract for each of the provider agencies or realign those predetermined figures due to evolving state or federal programs and designations (FQHC, Non-FQHC, FQHC Look-Alike). This also bridges the gap of the providers' requests for additional funding with the Board's desire to responsibly fund the healthcare needs of this population by ensuring that each provider has the opportunity to fully utilize all of the resources dedicated to the County's Primary Healthcare Program. This model allows the funding to truly follow the patient. With the shifting of federal and state funds, the fluidity for the providers under this model would be beneficial to the high performing agencies and would also encourage them to follow through on helping patients establish their medical home.

If funding match opportunities become available, any of the currently funded Primary Healthcare Program agencies can bring a request to the Board asking for support with local match dollars just as they have in the past. The Board can then approve the necessary funding amount be taken from the primary healthcare funding pool and used to bring additional funding to that agency. The status of LIP funding from AHCA will be finalized before the budget is voted on in September 2015. This gives ample time for agencies to make funding requests to the Board before the pool of money is even available to be accessed in October 2015.

The FY 15 Primary Healthcare Program budget is approximately $1.9 million of which $1.3 million is allocated to Bond, NMC, and Apalachee for patient care reimbursements. Staff recommends that the Board maintain its overall level of funding for the Primary Healthcare Program.

Capital Medical Society Foundation's We Care Network

The We Care Network, operated by the Capital Medical Society Foundation, received $168,826 in funding for FY 15. They are requesting $192,000 to support the continued funding of an R.N. Program Coordinator and case management staff that coordinates the donation of specialty medical and dental care to low-income, uninsured residents of Leon County. The additional $23,174 funding request over the previous year's allocation is calculated based on We Care's statistics showing 66 percent of the services provided are for Leon County patients. 66 percent of We Care's $442,339 budget is $291,944. We Care anticipates $100,000 from other Leon County sources and is requesting $192,000 in total funding from the County to make up the difference for its budget.

Of the $192,000 requested, $180,000 would be used to provide salaries and benefits for the case management staff of the We Care Network. The remaining $12,000 would be used for patient assistance, which includes paying for patients' medications, transportation, and durable medical equipment, when needed. This patient assistance funding provides critical medications and equipment that allow patients to be treated at no cost by the volunteer physicians. Two recent examples of patient assistance fund expenses, as referenced in We Care's application, are:

- We Care spent $466 for a capsule required for a diagnostic procedure recommended by a gastroenterologist for a colon cancer patient. Based on diagnostic outcome, We Care then coordinated $20,000 in donated specialty medical services.
- We Care spent $221 for a hinged knee sleeve for an orthopedic post-surgical patient. Over $17,000 in care, including surgery, was donated by the orthopedic surgeon.

At this time, staff recommends allocating level funding of $168,826 to We Care for FY 16 as there is not currently additional Primary Healthcare Program funding available.

FAMU Pharmacy

FAMU Pharmacy is requesting $244,500 to ensure continued access of comprehensive pharmaceutical care services provided to low-income, uninsured residents of Leon County at their two locations. Additionally, this funding would continue the Diabetes Collaborative begun this year between FAMU Pharmacy, Bond, and NMC. $67,000 of the $244,500 is for the Diabetes Collaborative, with the remaining $177,500 funding staff, software, and operating costs of the two pharmacy locations. The Diabetes Collaborative's purpose is to improve diabetes related outcomes for patients with Type 1 or Type 2 diabetes through a self-management education program. FAMU has worked extensively with NMC's patients on this program. The partnership between Bond and FAMU had a slower start; however, they are both open to collaboration and are moving toward starting the program with Bond. Staff recommends FAMU receive level funding of $244,500 for FY 16. Staff is working closely with all three partners to ensure the goals of the Diabetes Collaborative are met and that patients of both primary care centers benefit from this opportunity.

Florida Healthy Kids

The Healthy Kids Corporation/Florida Healthy Kids health insurance program requires local match funds for participation. Currently, Chapter 624.91 F.S. permits local match credits for in-kind contributions and other efforts on behalf of children's health care. During the September 17, 2002 regular meeting, the Board voted to approve funding for eligible children. Staff recommends maintaining the funding level for this program at the historic level of $2,488.

Summary

The Board's ongoing investment in these CareNet agencies and uninsured patients provides critically needed services to the most vulnerable citizens. There are many issues affecting the local healthcare system that are still unresolved at this time. Until such time, the County's Primary Healthcare Program is needed to continue to provide access to care for the uninsured and indigent residents of Leon County. Medicaid expansion has the potential to cover most of the patients that Leon County currently reimburses the primary healthcare providers to see. The Low Income Pool program that brings additional dollars into the community and was set to expire on June 30, 2015, may be cut in half over the next two years while the Legislature continues to debate Medicaid expansion.

Based on the Board's direction from the April 28th budget workshop, this budget discussion item presents a fundamental shift in the utilization of limited funds for the Leon County Primary Healthcare Program to a competitive provider reimbursement model. As recommended by staff, the funding allocations outlined in Table #1 for FY 16 would maintain the overall level of funding for the Primary Healthcare Program at the FY15 funding levels.

Program		*FY 16 Funding Recommendations*
Competitive Provider Pool Reimbursements (Bond, NMC, and Apalachee Center)	Primary Care Patient Visits	$1,059,015
	Mental Health Patient Visits	$264,753
Capital Medical Society Foundation/We Care Network		$168,826
FAMU Pharmacy Pharmaceutical Services		$177,500
FAMU Pharmacy Diabetes Partnership		$67,000
Florida Healthy Kids Health Insurance Program		$2,488
Tallahassee Memorial HealthCare Trauma Center		$200,000
Total		**$1,939,582**

Table #1: FY 16 Primary Healthcare Program Funding Recommendations

Options:

1. Establish the FY 16 Primary Healthcare Program funding at the current funding level of $1,939,582, as set forth:

Recommended FY 2016 Primary Health Care Funding Level

Program		*Rec. FY 16 Funding*
Competitive Provider Pool Reimbursements (Bond, NMC, and Apalachee Center)	Primary Care Patient Visits	$1,059,015
	Mental Health Patient Visits	$264,753
Capital Medical Society Foundation/We Care Network		$168,826
FAMU Pharmacy Pharmaceutical Services		$177,500
FAMU Pharmacy Diabetes Partnership		$67,000
Florida Healthy Kids Health Insurance Program		$2,488
Tallahassee Memorial HealthCare Trauma Center		$200,000
Total		**$1,939,582**

2. Establish the FY16 primary healthcare program funding at a level determined by the Board.
3. Board direction.

Recommendation:
Option #1 is included in the tentative budget.

Attachments:
1. Leon County Primary Healthcare Program Funding, 2010-2015.
2. Agency for Health Care Administration Low Income Pool Matching Funds, 2013-2015.
3. Capital Medical Society Foundation/We Care Network Funding Application.
4. FAMU Pharmacy Funding Application.

2016/2017 Non-Departmental Funding Request Application

Leon County Office of Human Services and Community Partnerships
Primary Healthcare Program

SUBMISSION DEADLINE: Monday, May 16, 2016

Please read each question carefully and be thorough in your responses.
The following attachments must accompany the application:

1. **Agency's Articles of Incorporation**
2. **Agency's most recent tax return**
3. **Agency's most recent financial report or audit, including the audit management letter**

A. Organizational Information

Legal Name of Agency: Apalachee Center, Inc.

Agency Representative: Virginia (Ginger) Kelly, CFO

Physical Address: 2634 Capital Circle NE, Tallahassee, FL 32308

Mailing Address: same

Telephone: (850) 523-3333

Fax: (850) 523-3234

E-mail Address: gingerk@apalacheecenter.org

Agency Employer ID Number (FEIN): 59-1162148

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

Date of Agency Incorporation: June 14, 1966

B. Program Information

NOTE: In all questions below, "targeted population" is defined as Leon County residents living at or below 100% of the Federal Poverty Level who do not qualify for Medicaid or other insurance programs that could pay for clients' needed care. These are the eligibility criteria for Leon County's CareNet program. Any funding approved by the Leon County Board of County Commissioners is expected to be utilized to serve this population.

The below Chart illustrates the total funding available to be allocated to the Competitive Provider Pool for Fiscal Year 2016-2017.

Program Name	Encounter Reimbursement Amount	FY 16-17 Funding
Primary Health	$125/encounter	$959,015
Mental Health	$80/encounter	$264,753
Dental Health	$125/encounter	$100,000
Competitive Reimbursement Total		$1,323,768

1. Succinctly describe the program for which funding is being requested. Please include types of services provided. (Attach additional pages as necessary)

   Apalachee Center provides mental health services which include psychiatric evaluations, medication management as well as therapy and case management services to the target population. ARNPs/Psychiatrists staff walk-in (open) clinics three days a week which allows individuals needing assistance with medications to walk-in and be seen as needed. Support coordinators, Therapists and Peer Specialists are also available on site to assist individuals needing case management, therapy, referrals to access other needed services or other supportive services.

   Along with mental health services Apalachee provides primary health care services to this same population. A medical ARNP is on-site Monday, Wednesday and Friday from 8am – 5pm to provide physical health care services to Apalachee clients.

2. Describe any programmatic changes that have occurred in the last 12 months or that your organization expects to occur in the next 12 months. Examples include program expansion or contraction, changes in services provided, changes in eligibility guidelines, additional locations, etc.

   None.

3. Has your client intake policies and procedures changed in the last 12 months? Please include specifics on any changes regarding assistance to clients applying for benefits they may be eligible for, such as Medicaid, Medicare, VA, subsidies through the Federal Health Insurance Marketplace, etc.

All clients are screened through New Patient Registration to determine if they meet at least one of the following admission criteria: discharged from a state hospital or residential facility, one or more admissions to a crisis stabilization unit, relocated from a region where they were previously receiving case management or are on conditional release or probation with a mental health condition. If the client meets admission criteria they are scheduled an appointment with the Leon County Outpatient office.

Uninsured clients must bring in a photo ID, proof of residency and income verification to determine if they are eligible for services funded through Leon County.

Apalachee has a Soar Specialist which is a dedicated position in Leon County Outpatient responsible for assisting uninsured clients apply for benefits using the Soar process. The SOAR process involves very active case managers. First and foremost, they establish a collaborative relationship with the applicant, working side by side to gather all necessary information. The case manager also collaborates with SSA, DDS, treatment providers and medical records departments, playing a central role and acting as the hub of the process.

4. How many clients were served by your organization in 2015? How many of these clients were within the targeted population?

   In 2015 Apalachee Center served 2,578 Leon County residents; 669 were within the targeted population.

5. Why is this funding being requested? If this funding request is not approved, what would be the impact on your organization's ability to serve the targeted population?

   Funding is sought to provide mental and physical health care services to uninsured Leon County residents who would not otherwise be able to access services. Funding allows Apalachee to employ psychiatrist and /or psychiatric ARNP's, physical health ARNP's, Support Coordinators, Therapists and Peer Specialists to provide needed mental and physical health services. Without this funding access to these services would be severely restricted.

6. If approved, how will this funding be utilized to serve the targeted population? Please include a breakdown of proposed expenditures that totals the amount your organization is requesting from the County.

   $157,671 of the amount requested is intended to fund approximately 15% of the Center's Leon County outpatient mental health staff and $105,389 is intended to fund approximately 50% of the Center's Leon County primary care staff.

7. What other revenue do you receive that funds services for the targeted population? If the organization is funded by Leon County, how would the County funding be used differently than other funding received for this population?

   Apalachee Center receives funds from the Florida Department of Children and Families for outpatient, inpatient and residential mental health services. The Center currently receives no funding for primary care services for uninsured individuals.

8. What is the projected impact on the targeted population, if funding is approved?

This funding will allow uninsured Leon County residents access to needed mental and physical health care services. As a result it is expected that these individuals will have an improved health status and better quality of life.

9. Describe your outreach efforts to find and assist the targeted population.

   Apalachee Center staff provide outreach throughout the county. Apalachee receives referrals from Bond Community Health Center, Neighborhood Health Clinic, Leon County Health Department and Prison Health service for clients needing services. Through this program, referred clients receive needed services in a timely manner.

10. What other agencies in Leon County (governmental, non-profit, and private) provide services similar to those which would be provided by this funding? How do you coordinate with these agencies?

    Apalachee is the only agency in Leon County serving the severely mentally ill (SMI) client.

11. Please provide a narrative explaining how you coordinate with community agencies, including **ALL** of the CareNet partners (Apalachee Center, Bond Community Health Center, Capital Medical Society Foundation/We Care Network, FAMU Pharmacy, and Neighborhood Medical Center). Please be very specific about how you work with these CareNet partners to ensure coordinated care between your agencies.

    Apalachee Center accepts referrals and coordinates client care closely with all CareNet partners. Bond Community Health Center and Neighborhood typically serve clients with less severe mental health needs and refer any needing care beyond their capacity to Apalachee for services. Apalachee also routinely receives referrals from the CMS/ We Care Network for children needing services. The Center currently contracts with FAMU to provide our inpatient pharmacy services and are kept apprised of FAMU Pharmacy issues and needs.

C. Funding Information

12. Agency's current total budget: 2015/16 $24,784,600*(current)* 2016/17 $25,834,600*(proposed)*

13. Please list the 2015/16 funding amount and associated expenditures requested from **Leon County** and **Other Revenue Sources**:

Actual Expenditure Detail	Leon County Funded	Other Revenue Sources	Total
Compensation and Benefits	641,190	14,524,310	15,165,500
Building Occupancy	65,250	2,126,450	2,191,700
Professional Services	54,260	2,398,040	4,452,300
Travel	846	158,854	159,700
Equipment Rental, Maintenance, Purchase	10,247	687,053	697,300
Food Services	39,507	621,193	660,700
Medical and Pharmacy	34,204	627,946	662,150
Insurance	14,897	334,803	349,700

Interest	15,114	299,786	314,900
Operating Supplies and Expenses	25,701	1,342,649	1,368,350
Bad Debt Expense		762,300	762,300
Total	$901,216	$23,883,384	$24,784,600

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

Revenue Sources	2015/16 (Current)	2016/17 (Proposed)
CHSP		
Leon County (not CHSP)	263,060	263,060
Leon County (DCF match funding)	638,156	638,156
City of Tallahassee (not CHSP)		
United Way (not CHSP)		
State	13,841,000	14,891,000
Federal		
Grants		
Contributions/Special Events	5,500	5,500
Dues/Memberships		
Program Service Fees	9,578,589	9,578,589
Other Income (DCF match from other sources)	358,200	358,200
Interest Income	99,995	99,995
Total	$24,784,600	$25,834,500

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

Expenses	2015/16 (Current)	2016/17 (Proposed)
Compensation and Benefits	15,165,500	15,915,500
Building Occupancy	2,191,700	2,191,700
Professional Services	2,452,300	2,452,300
Travel	159,700	159,700
Equipment Rental, Maintenance, Purchase	697,300	697,300
Food Services	660,700	760,700
Medical and Pharmacy	662,150	762,150
Insurance	349,700	349,700
Interest	314,900	314,900
Operating Supplies and Expenses	1,368,350	1,468,350
Bad Debt Expense	762,300	762,300
Total	$24,784,600	$25,834,600

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

Apalachee Center continues to regularly review and evaluate all opportunities for grant funding, both public and private.

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: Virginia H. Kelly

Signature: Virginia H. Kelly

Date Signed: 5/13/2016

2016/2017 Non-Departmental Funding Request Application

Leon County Office of Human Services and Community Partnerships
Primary Healthcare Program

SUBMISSION DEADLINE: Monday, May 16, 2016

Please read each question carefully and be thorough in your responses.
The following attachments must accompany the application:

1. **Agency's Articles of Incorporation**
2. **Agency's most recent tax return**
3. **Agency's most recent financial report or audit, including the audit management letter**

A. Organizational Information

Legal Name of Agency: Bond Community Health Center, Inc.

Agency Representative: Temple O. Robinson, MD. Chief Executive Officer

Physical Address: 1720 South Gadsden Street, Tallahassee, FL 32301

Mailing Address: Same as Above

Telephone: (850) 576-4073

Fax: (850) 576-2824

E-mail Address: trobinson@bondchc.com

Agency Employer ID Number (FEIN): 59-2426414

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

Date of Agency Incorporation: June 22, 1984

Revised April 14, 2016

B. Program Information

NOTE: In all questions below, "targeted population" is defined as Leon County residents living at or below 100% of the Federal Poverty Level who do not qualify for Medicaid or other insurance programs that could pay for clients' needed care. These are the eligibility criteria for Leon County's CareNet program. Any funding approved by the Leon County Board of County Commissioners is expected to be utilized to serve this population.

The below Chart illustrates the total funding available to be allocated to the Competitive Provider Pool for Fiscal Year 2016-2017.

Program Name	Encounter Reimbursement Amount	FY 16-17 Funding
Primary Health	$125/encounter	$959,015
Mental Health	$80/encounter	$264,753
Dental Health	$125/encounter	$100,000
Competitive Reimbursement Total		$1,323,768

1. Succinctly describe the program for which funding is being requested. Please include types of services provided. (Attach additional pages as necessary)
   Bond Community Health Center, Inc. is requesting continued funding to provide comprehensive primary care to residents of Leon County. Services include Adult, Pediatric and Geriatric care; OB/GYN; Dental services; Diagnostic x-ray and laboratory; HIV/AIDS primary care, Case management and support groups; Social Work services; Behavioral Health assessments and referral services; Healthcare for the Homeless services; Public Housing health care, and Mobile Primary Care Services.

2. Describe any programmatic changes that have occurred in the last 12 months or that your organization expects to occur in the next 12 months. Examples include program expansion or contraction, changes in services provided, changes in eligibility guidelines, additional locations, etc.
   During the past 12 months Bond has experienced several programmatic changes.
   a. **In August of 2015, Bond resumed its Federally Qualified Health Center status with all the benefits thereof. This includes continued enhanced Medicaid reimbursement rates, access to 340b discount medications, and National Health Service Corp provider recruitment.**
   b. **Bond received funding to expand its dental department at its main site and establish full-time primary care services at the Kearney Center from the State of Florida.**

3. Has your client intake policies and procedures changed in the last 12 months? Please include specifics on any changes regarding assistance to clients applying for benefits they may be eligible for, such as Medicaid, Medicare, VA, subsidies through the Federal Health Insurance Marketplace, etc.

   There have been no significant changes to the client intake process. Patients must present financial documentation of financial resources or lack thereof using the guidelines dictated by Bond CHC and the various grant or payor sources. Based on the patient's financial resources and level of poverty (according to the federal income poverty guideline) the patient is assigned as a full-pay, sliding fee scale, private insurance, Medicare/Medicaid, Ryan White Grant or Leon County Fund beneficiary. Staff updates the patient's Medicaid/Medicare status at each clinical visit. Patients are queried at each visit for changes in employment and insurance status. Bond CHC's fiscal assessment process, with respect to a patient's eligibility to receive Leon County supported services, also includes the assessment of the patients Federal Poverty Level, proof of residency, insurance status and the determination of other eligibility for other third party payer sources.

   If a patient is deem eligible to receive Leon County funded services, the patient is given an eligibility "pass card" that streamlines the intake process when visiting other departments within the Center. Once deem eligible, the patient may quick present to any Bond site and any covered department--Dental, Primary Care, or Pharmacy.

   Bond CHC continues to employ three Certified Application Counselors (CACs), some of whom serve as medical case managers. The outreach teams educated citizens of the open enrollment periods and the benefits and penalties for not applying. During open enrollment periods, patients identified as self-pay, sliding fee scale, full-pay, or previously listed as "Leon County Grant" were vetted for eligibility. The CACs ensured that these individuals participated in an Affordable Care Act (ACA) counseling session and counseled patients on the tax consequences if they chose not to apply for the marketplace products. Patients who did not qualify for an ACA insurance plan were assisted in completing the exemption form to avoid tax penalties for failure to apply for health insurance. The social services staff continues to encourage patients to pursue Medicaid status--although Florida did not expand Medicaid—in hopes that the patients may be deemed to be significantly medically disabled and therefore be found eligible to receive SSI or SSDI benefits.

4. How many clients were served by your organization in 2015? How many of these clients were within the targeted population?

   Bond served a total of 7,935 clients in 2015 which resulted in a total of 26,991 visits. The targeted population consisted of 2,674 clients in 2015 which resulted in 3,047 visits.

5. Why is this funding being requested? If this funding request is not approved, what would be the impact on your organization's ability to serve the targeted population?

   Bond CHC is requesting continued funding to defray to costs of caring for the large volume of vulnerable uninsured residents of Leon County. Though $125/visit does not fully cover the average cost of a primary care or dental visit, these funds, will relieve some of the financial burden to provide access to comprehensive primary medical care and

dental care. Without this funding, Bond CHC would be forced to reduce the number of uninsured patients it treats. Residents will be left to acquire comprehensive medical care in a fragmented fashion seeking care throughout the County and in overcrowded and overburdened emergency rooms. As evident by the rapid utilization of dental funds in FY 15-16, patients seeking remedies for dental pain and preventive dental care will go lacking.

6. If approved, how will this funding be utilized to serve the targeted population? Please include a breakdown of proposed expenditures that totals the amount your organization is requesting from the County.

   Bond CHC anticipates caring for 2,500 residents/6,500 primary care, dental, or mental health/case management patient visits in FY 16/17 equaling $750,000. This $750,000 will offset the cost of the clinical visit, radiology services, labs, transportation, medications, prescriptions assistance services, injectable medications and vaccines.

7. What other revenue do you receive that funds services for the targeted population? If the organization is funded by Leon County, how would the County funding be used differently than other funding received for this population?

   Bond CHC, in collaboration with Neighborhood Medical Center, Tallahassee Community College and the We Care Network receives $125/dental visit to care for patients living in THE PROMISE ZONE through a CHSP grant (Appx $20,000). These funds are earmarked for residents whose income is 101-150% of the FPL, thus rendering them ineligible for Leon County funded dental services. Bond received $10,000 from a private benefactor to assist the uninsured in receiving emergency dental care and $10,000 in 2015 from the Leon County Health Department to address the large volume of residents seeking care for sexually transmitted diseases. Many uninsured Leon County residents that are HIV positive have their medical care costs paid through the Ryan White Part D program (federal dollars).

8. What is the projected impact on the targeted population, if funding is approved?

   The projected impact on this vulnerable population of uninsured is increased access to care, improved health outcomes, access to discounted medications, decreased number of preventable diseases, longer life expectancy, reduction in the number of patients accessing the emergency room for primary healthcare, reduction in infant mortality, decreased end-organ damage due to untreated chronic diseases.

9. Describe your outreach efforts to find and assist the targeted population.

   The Outreach Department at Bond CHC is robust and creative in reaching patients using traditional and non-traditional methods. Always armed with patient education and health screenings (blood pressure, blood sugar, and HIV testing), this staff has expert skills in finding people and bringing them into care. The van drivers have served as pseudo case managers. Often the van drivers are the first to identify when "a regular" is out of place and forwards this information to the attention of the provider or social worker. Bond will continue to utilize traditional media methods—print, TV, internet and radio.

Targeted outreach during the funding period will include:

- **Staff will assist eligible patients in enrolling in the ACA, incorporate grass roots advertising of the medical services, and help patients maintain self-management goals of chronic diseases.**
- **Residents of the most distant rural communities will be served by both case management and medical providers utilizing Bond CHC's mobile medical unit.**
- **Uninsured patients (both inpatient and ambulatory) at Apalachee Center Inc.'s main campus**
- **Residents of public housing, more than 55% of whom are uninsured, who often seek care in late stages of an illness. Bond's public housing site is located in the Springfield Community.**
- **Gathering spots informal and formal, such as churches, civic, barbershops, sporting and entertainment venues;**
- **Clients of the Comprehensive Emergency Services (CES) Center—The Kearney Center.**
- **Local colleges**
- **Discharge planners at the local hospitals and private physicians.**

10. What other agencies in Leon County (governmental, non-profit, and private) provide services similar to those which would be provided by this funding? How do you coordinate with these agencies?

The WeCare Network coordinates the provision of volunteer specialty care services to the uninsured of Leon County. Neighborhood Medical Center is a recipient of county and federal funds and provides similar primary care services. Services are not duplicative as patients generally declare one or the other their medical home due to transportation challenges or the level of services needed. Tallahassee Community College Dental Hygiene Program provides discounted dental screenings and cleanings. Several private physicians and clinics provide primary care, though the level is often not comprehensive and the cost for the uninsured is prohibitive.

11. Please provide a narrative explaining how you coordinate with community agencies, including ALL of the CareNet partners (Apalachee Center, Bond Community Health Center, Capital Medical Society Foundation/We Care Network, FAMU Pharmacy, and Neighborhood Medical Center). Please be very specific about how you work with these CareNet partners to ensure coordinated care between your agencies.

Bond coordinates services throughout the County. Bond's providers are affiliate staff members of **Tallahassee Memorial Hospital (TMH)** which allow for access to the hospital records, access to the hospital departments and collaboration during the hospital course. Bond's staff has partnered with **TMH** to adopt the Cardiometabolic Initiative and the Mindfulness based Therapeutic Lifestyle Change program to improve patient outcomes and decreased end organ damage associated with hypertension, elevated lipid levels and diabetes. A pilot program will

be developed and will incorporate a holistic and multisystem approach to patient care which addresses hyperlipidemia, hypertension, obesity, and stress management through lifestyle

changes, medication management and behavioral modification. Bond participates in the Big Bend Homeless Coalition activities, Whole Child Leon, and Leon-Gadsden County PACT. Providers are credentialed with the Children's Medical Services. Bond receives and accepts referrals from the **Apalachee Center Inc**. and its case managers coordinate care. Bond's and **Neighborhood Medical Center's** CEO sit on the **WeCare Network** Advisory Board and work collaboratively to address barriers to specialty care. Though Bond has an on-site pharmacy, a small number of patients continue to receive care at the **FAMU Pharmacy** and PLWH acquire HIV meds through the ADAP program that is administered by **FAMU** PharmD fellows. Bond CHC and **Neighborhood Medical Center (NMC)** have partnered in mentoring several research fellows and refer patients to each other's sites, accordingly, for unique services such as dental, mental health, and pediatrics. Bond CHC and **NMC** collaborated with the **FAMU College of Pharmacy and Pharmaceutical Sciences (FAMU-COPPS)** to equally receive referrals from the Diabetes Outcomes Improvement Project. As stated above, **Bond, NMC, TCC, and the We Care Network** have collaborated to provide specialty and basic dental care to uninsured Leon County residents at 105-150% of FPL living in the Promise Zone. Referrals are based on the resident's proximity to the sites and provider referrals. Bond's full scope of services and our active participation in numerous service networks and associations ensures that Bond CHC patients are holistically and conveniently served.

C. Funding Information

12. Agency's current total budget: 2015/16 **$ 7,225,644** *(current)* 2016/17 **$ 8,000,000** *(proposed)*

13. Please list the 2015/16 funding amount and associated expenditures requested from **Leon County** and **Other Revenue Sources**:

Requested Expenditures	Leon County Funded *	Other Revenue Sources	Total
Compensation and Benefits	403,436	4,170,291.00	4,573,727
Professional Fees	27,755	286,901.99	314,657
Occupancy/Utilities/Network	56,109	579,991.40	636,100
Supplies/Postage (incl. Medical and Office supplies)	78,945	816,054.56	895,000
Equipment Rental, Maintenance, Purchase	2,646	27,353.78	30,000
Meeting Costs/Travel/Transportation	4,410	45,589.64	50,000
Staff/Board Development/Recruitment	4,410	45,589.64	50,000
Awards/Grants/Direct Aid	-	-	-
Bad Debts/Uncollectible	-	-	-
Bonding/Liability/Directors Insurance	7,983	82,517.25	90,500
Other Expenses	-	-	
Accounting Software	882	9,117.93	10,000
Advertising & Marketing	2,646	27,353.78	30,000
Dues & Subscriptions	1,323	13,676.89	15,000
Electronic Health Records / Data Processing	14,113	145,886.85	160,000
Interest	1,205	12,455.34	13,660
Laboratory & Radiology Fees	15,436	159,563.74	175,000
Laundry	1,058	10,941.51	12,000
Maintenance & Repair	5,425	56,075.26	61,500
Medical Waste Collection	3,969	41,030.68	45,000
Miscellaneous	7,189	74,311.11	81,500
Postage & Delivery	1,058	10,941.51	12,000
Total	640,000	6,615,644	7,255,644

* Estimated Funding (15/16 Funding Pooled)

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

Revenue Sources	2015/16 (Current)	2016/17 (Proposed)
CHSP	-	
Leon County (not CHSP)	640,000.00	750,000.00
Leon County (not CHSP) 14-15 carryforward	101,650.00	-
City of Tallahassee (not CHSP)	-	-
United Way (not CHSP)	-	-
State	250,000.00	1,250,000.00
Federal	1,902,224.00	1,574,861.06
Grants	97,670.00	100,000.00
Contributions/Special Events	-	25,000.00
Dues/Memberships	-	-
Apalachee / BAWIC Collaboration	162,480.00	-
Program Service Fees	4,101,620.00	4,300,138.94
		-
Total	**7,255,644.00**	**8,000,000.00**

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

Actual Expenditure Detail (Estimated - Budget Year Ends 06-30-2016)	2015-2016	2016-2017 (budgeted)
Compensation and Benefits	4,573,727	5,042,945
Professional Fees	314,657	346,938
Occupancy/Utilities/Network	636,100	701,357
Supplies/Postage (incl. Medical and Office supplies)	895,000	986,818
Equipment Rental, Maintenance, Purchase	30,000	33,078
Meeting Costs/Travel/Transportation	50,000	55,129
Staff/Board Development/Recruitment	50,000	55,129
Awards/Grants/Direct Aid	-	-
Bad Debts/Uncollectible	-	-
Bonding/Liability/Directors Insurance	90,500	99,784
Other Expenses	-	-
Accounting Software	10,000	11,026
Advertising & Marketing	30,000	33,078
Dues & Subscriptions	15,000	16,539
Electronic Health Records / Data Processing	160,000	176,414
Interest	13,660	15,062
Laboratory & Radiology Fees	175,000	192,953
Laundry	12,000	13,231
Maintenance & Repair	61,500	67,809
Medical Waste Collection	45,000	49,617
Miscellaneous	81,500	89,861
Postage & Delivery	12,000	13,231
Total	**7,255,644**	**8,000,000**

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

Presently, Bond CHC is awaiting award decisions from several grant applications, including a Dental Expansion Grant (to provide dental care to the underserved); Ryan White Part D Supplemental Funding (to hire a LCSW/substance abuse counselor and an Adherence Nurse to address retention in care and prevent new HIV infections in uninsured Women, Infants, Children and Youth infected with HIV)

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: Temple O. Robinson, MD

Signature: Temple O. Robinson MD

Date Signed: May 13, 2016

2016/2017 Non-Departmental Funding Request Application

Leon County Office of Human Services and Community Partnerships
Primary Healthcare Program

SUBMISSION DEADLINE: Monday, May 16, 2016

Please read each question carefully and be thorough in your responses.
The following attachments must accompany the application:

1. **Agency's Articles of Incorporation**
2. **Agency's most recent tax return**
3. **Agency's most recent financial report or audit, including the audit management letter**

A. Organizational Information

Legal Name of Agency: Neighborhood Medical Center, Inc.

Agency Representative: Jeanne' Freeman, MSP, MSW

Physical Address: 438 W. Brevard Street, Tallahassee, Florida 32301

Mailing Address: 438 W. Brevard Street, Tallahassee, Florida 32301

Telephone: (850) 224-2469

Fax: (850) 513-3277

E-mail Address: jfreeman@neighborhoodmedicalcenter.org

Agency Employer ID Number (FEIN): 23-7422549

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

Date of Agency Incorporation: June 1974

Revised April 14, 2016

B. Program Information

NOTE: In all questions below, "targeted population" is defined as Leon County residents living at or below 100% of the Federal Poverty Level who do not qualify for Medicaid or other insurance programs that could pay for clients' needed care. These are the eligibility criteria for Leon County's CareNet program. Any funding approved by the Leon County Board of County Commissioners is expected to be utilized to serve this population.

The below Chart illustrates the total funding available to be allocated to the Competitive Provider Pool for Fiscal Year 2016-2017.

Program Name	Encounter Reimbursement Amount	FY 16-17 Funding
Primary Health	$125/encounter	$959,015
Mental Health	$80/encounter	$164,753
Dental Health	$125/encounter	$200,000
Competitive Reimbursement Total		$1,323,768

1. Succinctly describe the program for which funding is being requested. Please include types of services provided. (Attach additional pages as necessary). Additional information can be found on the attachment.

   - Primary care (adult and pediatric)
   - Mental Health services (counseling and psychiatric services that include medication management)
   - Dental services
   - Women's Health Care including Midwifery
   - Chronic Disease Management including HIV Care
   - Case Management
   - Radiological Services
   - Preventative Screenings (medical and dental)

2. Describe any programmatic changes that have occurred in the last 12 months or that your organization expects to occur in the next 12 months. Examples include program expansion or contraction, changes in services provided, changes in eligibility guidelines, additional locations, etc.

The following program changes have occurred during the last 12 months:

- NMC received additional federal funding by being designated a New Access Point at its Orange Avenue site. Funding for a mobile health unit was provided in this award.
- A dental clinic became operational in Tallahassee
- NMC was awarded a Ryan White Grant (HRSA Part C) to provide services to patients with HIV/AIDS
- All NMC locations have been designated as Rapid HIV testing using ClearView tests by the Florida Department of Health

The following program change is expected in the next 12 months:

- Through a partnership with the Leon County School Board, NMC will operate a community health clinic on the site of the Rickards High School campus. The clinic will provide primary health, behavioral health and dental health services to the community at large, not just students.

3. Has your client intake policies and procedures changed in the last 12 months? Please include specifics on any changes regarding assistance to clients applying for benefits they may be eligible for, such as Medicaid, Medicare, VA, subsidies through the Federal Health Insurance Marketplace, etc.

NMC's policies and procedures for the intake staff have not changed in the past 12 months.

4. How many clients were served by your organization in 2015? How many of these clients were within the targeted population?

NMC provided 29,220 encounters to 9740 patients in fy14/15. 5,976 of those were members of the agency's target population.

5. Why is this funding being requested? If this funding request is not approved, what would be the impact on your organization's ability to serve the targeted population?

The requested funding is essential to the sustainability of Neighborhood Medical Center and its mission to serve the target community. Without the requested funding, the number and extent of services the agency provides would be greatly reduced or possibly eliminated altogether.

6. If approved, how will this funding be utilized to serve the targeted population? Please include a breakdown of proposed expenditures that totals the amount your organization is requesting from the County.

PROGRAM NAME	COSTS	USED FOR	ITEMIZED COSTS
Primary Health	$959,015.00	Encounter reimbursement	$125/encounter
Mental Health	$164,753.00	Encounter reimbursement	$80/encounter
Dental Health	$200,000.00	Encounter reimbursement	$125/encounter

7. What other revenue do you receive that funds services for the targeted population? If the organization is funded by Leon County, how would the County funding be used differently than other funding received for this population?

NMC receives funds from the following sources. None of the additional funds have restrictions as to use. Encounters for patients who live outside Leon County can be reimbursed with these funds. Additional funding for fy15/16 includes the following:

FUNDING SOURCE	AMOUNT
Capital Health Plan	$256,000
HRSA	$3,669,070
Medicaid	This amount can only be determined by the number of patients served
Medicare	This amount can only be determined by the number of patients served
CHSP (United Way, City of Tallahassee, County)	$97,058
Contributions	$51,000
Other grants	514,000
Service fees	3,461,197
Total	$8,399,985

8. What is the projected impact on the targeted population, if funding is approved?

NMC has been providing services to residents of Leon County for over 40 years. Over the years, the number of services has grown so that the agency is now able to partner with community agencies to provide its patient's with the most comprehensive services based upon medical best practice for the condition. NMC continues its efforts to reach out into the community to provide awareness of its services, especially to the uninsured. The anticipated impact is that more uninsured or homeless residents of the Leon County community will receive services provided by NMC during the next fiscal year. NMC's philosophy is not just to get the bodies in the door to increase the number of patients served, it is to provide a level of care to those bodies that come into its doors so that they are able to have an improved quality of life because of the services provided them by NMC.

9. Describe your outreach efforts to find and assist the targeted population.

NMC has implemented a Comprehensive Community Outreach Team that provides outreach in the community at least twice monthly. This team was assembled to meet the total healthcare needs of the individual and or family and consists of a medical provider, case manager, mental health specialist, dental professional (dentist or dental hygienist), nurse, and community educator. This Comprehensive team partners with other organizations to attend NMC's events to further ensure that all needs are met. Some of the outreach partners include 211, Florida Department of Health, Big Bend Cares, Sickle Cell Foundation, Big Bend AHEC and Leon County Health Department.

NMC also has a smaller outreach team that schedules brief screening and educational outreach events at various locations around the county. These events, such as Health Happy Hour, provide information regarding a specific health topic and brief screenings in a community setting in an effort to meet the needs of the patients right where they are.

10. What other agencies in Leon County (governmental, non-profit, and private) provide services similar to those which would be provided by this funding? How do you coordinate with these agencies?

Bond Community Health Center and The Apalachee Center, along with several doctors in private practice, provide services similar to those that NMC provides. However, the primary difference is that NMC is willing to treat patients who cannot pay for services, whether uninsured or not, as long as they provide documentation of their financial status and residency.

Neighborhood Medical Center does have agreements with several community agencies to coordinate

the provision of services to prevent a gap in care. For instance, NMC partners with Bond CHC so that each agency provides a portion of the care to HIV/AIDS patients under the Ryan White Grant. NMC also partners with the Capital Medical Society (WeCare Network) to assist its patients with obtaining medical services that are outside of its scope of practice.

11. Please provide a narrative explaining how you coordinate with community agencies, including ALL of the CareNet partners (Apalachee Center, Bond Community Health Center, Capital Medical Society Foundation/We Care Network, FAMU Pharmacy, and Neighborhood Medical Center). Please be very specific about how you work with these CareNet partners to ensure coordinated care between your agencies.

Agency	Partnership/Collaboration
TMH Transition Center	Will provide access to tele-health services, receive referrals for patients who do not have a medical home once discharged from the emergency room
Apalachee Center	Will serve as a direct referral provider for mental health case management and psychiatric ARNP
FAMU Center for Health Equity	Will provide PharmD to assist with medication management and health education; also provides technical assistance on chronic disease programs, including the agency's HIV/AIDS program
Capital Medical Society (We Care)	Will serve as direct referral base to decrease waiting list for patients who require specialty services; will also provide dental care for residents in the Promise Zone.
Florida/Caribbean AETC	Will provide tele-health services for HIV/AIDS patients. NMC is a Practice Transformation Project site, in which the AETC provides technical assistance with our HIV/AIDS program.
Big Bend Cares	Will serve as a resource for HIV/AIDS case management for NMC's patients
Bond Community Health Center	Collaborated on care for mental health patients & HIV/AIDS patients
FAMU College of Pharmacy	Manages the on-site pharmacy, provides diabetes management and education and also provides interns
Department of Health Office of Minority Health	Provides breast and cervical cancer screenings for female patients who are over age 50
Leon County Health Department	Provides sexually transmitted disease screenings for NMC patients
Tallahassee Housing Authority	This agreement allows NMC to provide screenings and health education to certain housing authority residents
Tech Care X-Ray	Through this collaboration, patients receive on-site radiologic services
Primary Care of Southwest Georgia (PCSG)	This partnership provides a referral based relationship so that NMC's patients can receive services at PCSG that are not available at NMC and PCSG's patients can receive services not available there at NMC, if available
Gadsden County School Board	NMC provides primary health and dental services to students at Havana Magnet School
Leon County School Board	NMC provides primary health services to the students and employees
Hope House	NMC provides transportation to one of its sites for residents of this facility so that they may receive services.
Gadsden Re-Entry Program	NMC's partners with this agency to provide case managers to assist persons being released from prison
Brehon Institute	NMC provides transportation to one of its sites for residents of this facility so that they may receive services.

Keeton Corrections	NMC provides transportation to one of its sites for residents of this facility so that they may receive services.
Gadsden County Health Department – Havana Dental Clinic	Through this agreement NMC's pediatric and adult patients are provided dental care
FSU College of Nursing	Through this agreement student and faculty members provide services to NMC patients at the Havana site

C. Funding Information

12. Agency's current total budget: 2015/16 $8,399,985.00*(current)* 2016/17 $8,763,737.00*(proposed)*

13. Please list the 2015/16 funding amount and associated expenditures requested from **Leon County** and **Other Revenue Sources**:

Actual Expenditure Detail	Leon County Funded	Other Revenue Sources	Total
Compensation and Benefits	607,660	4,685,264	5,292,924
Professional Fees	0	565,000	565,000
Occupancy/Utilities/Network	0	278,000	278,000
Supplies/Postage	0	165,000	165,000
Equipment Rental, Maintenance, Purchase	0	208,000	208,000
Meeting Costs/Travel/Transportation	0	58,614	58,614
Staff/Board Development/Recruitment	0	65,000	65,000
Awards/Grants/Direct Aid	0	1,420,447	1,420,447
Bad Debts/Uncollectible	0	250,000	250,000
Bonding/Liability/Directors Insurance	0	97,000	97,000
Other Expenses (please itemize)	0	0	0
Total	**607,660**	**7,792,325**	**8,399,985**

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

Revenue Sources	2015/16 (Current)	2016/17 (Proposed)
CHSP	97,058	168,000
Leon County (not CHSP)	607,660	650,000
City of Tallahassee (not CHSP)	0	0
United Way (not CHSP)	0	0
State	0	0
Federal	3,669,070	3,865,737
Grants	514,000	520,000
Contributions/Special Events	51,000	60,000
Dues/Memberships	0	0
Program Service Fees	3,461,197	3,500,000
Utilized Reserves	0	0
Other Income (please itemize)	0	0
Total	**8,399,985**	**8,763,737**

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

Expenses	2015/16 (Current)	2016/17 (Proposed)
Compensation and Benefits	5,292,924	5,518,737
Professional Fees	565,000	565,000
Occupancy/Utilities/Network	278,000	290,000
Supplies/Postage	165,000	180,000
Equipment Rental, Maintenance, Purchase	208,000	480,000
Meeting Costs/Travel/Transportation	58,614	65,000
Staff/Board Development/Recruitment	65,000	65,000
Awards/Grants/Direct Aid	1,420,447	1,500,000
Bad Debts/Uncollectible	250,000	0
Bonding/Liability/Directors Insurance	97,000	100,000
Other Expenses (please itemize)	0	0
Total	**8,399,985**	**8,763,737**

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

Neighborhood Medical Center will hold fundraisers, at least annually, to secure funding for service provision. As a Federally Qualified Health Center, Neighborhood Medical Center will also continue to apply for grants through HRSA as applicable to ensure that the primary healthcare, mental health and dental needs of our community are met. Neighborhood Medical Center will continue to become credentialed with insurance companies as options to do so are made available.

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: Jeanne' Freeman, MSP, MSW

Signature: Jeanne' S. Freeman

Date Signed: May 13, 2016

Description of Services and Population Served

NMC is a federally qualified health center (FQHC) that provides primary, specialty and mental health care services to a target population that includes the uninsured, underinsured, and homeless residents of Leon County. Services are also provided to self-pay clients and to clients who are insured with Blue Cross Blue Shield, Capital Health Plan, PsychCare, Amerigroup, Prestige Health, United Health, Liberty, MCNA, Scion, Dental Health and Wellness, New Directions, Argus, WellCare, Staywell, Simply Health Care, Multi Plan, Magellan Complete Care, Clear Health Alliance, Humana, QTC, CMS and Sunshine. As a primary healthcare facility, we serve as the medical home for many of our patients, providing them with long-term, consistent care.

In fiscal year 2014/15, Neighborhood Medical Center provided services to approximately 9740 unduplicated patients for a total of 29,220 patient encounters. 5,976 of those patients were a member of NMC's target population. For fiscal year 2016/2017, we propose providing 45,000 encounters to 15,000 unduplicated clients. At least one-half or 7,500 of those unduplicated patients should be members of the agency's target population.

The target population for NMC's Project Integrated Health is the low-income, uninsured, underinsured, homeless or insured residents of the Big Bend area who are experiencing mental instability and whose mental problems can be managed through outpatient psychotherapy and medication management.

NMC's primary health clinic's services include:

- Complete physical exams for adults and pediatric patients
- Health maintenance exams for adult and pediatric patients
- Health education
- Management of chronic diseases (diabetes, hypertension, heart disease, and obesity),
- Adult immunizations (DT, Influenza, Pneumovac)
- Treatment and referral of transmittable diseases, including HIV/AIDS and other sexually transmitted diseases, Hepatitis A, B & C

- On-site radiologic services
- Eye care clinic
- Dental services that include extractions, fillings and cleanings
- Diabetes and smoking cessation classes and weight loss counseling
- Follow-up to hospital and emergency room treatment through a collaborative relationship with Tallahassee Memorial Hospital and Capital Regional Medical Center.
- Partnership with the We Care Network that allows for patient referrals to be made to doctors outside of NMC.
- Specialty care referral to NMC specialty clinics, which include specialists in cardiology, orthopedics, gynecology, obstetrics and dermatology

Project Integrated Health offers:

- Individual and family counseling and psychotherapy such as, supportive therapy, cognitive-behavioral and solution focused therapy
- Specialized counseling services for victims of domestic violence
- One-on-one education regarding mental health, substance abuse, and medical issues
- Community outreach programs
- Case management and referral services to other ancillary services

Dental Health Services

NMC's dental program focuses on preventive dentistry and is already in operation in 2 sites, 1 located at the agency's site in Havana at 604 E. 5th Avenue and the other at the agency's Orange Avenue site, 872 W. Orange Avenue. The Orange Avenue site is fully operational with paid staff that includes 1 full-time dentist, 1 full-time and 1 part-time dental assistant, 1 full-time dental hygienist and 2 full-time intake specialists. A proposed new location, at Rickard's High School, will have 2 dental chairs initially with plans to add 2 more as funds allow. This site will begin services with 1 full-time dentist, 1 full-time hygienist, 1 full-time dental assistant and 1 full-time intake assistant. There will able to examination rooms for ARNP's and MDs.

Services at all dental sites will include oral health education, oral health examinations, cleanings, fillings, and sealants.

- **Dental examinations** - this will increase the likelihood of preventing dental problems or finding and treating those that already exist
- **Cleanings** – performed regularly to prevent gum disease, an infection of tissues surrounding your teeth, and one of the major causes of bone loss if left untreated. Regular dental cleanings and good home care are main factors in preventing gum disease.
- **Sealants** - these plastic shields are used to protect permanent teeth against tooth decay. This is usually for children. According to research provided by the PEW Charitable Trusts, school-based sealant programs reduce tooth decay by 60% at one-third the cost of a filling
- **Extractions** - to have a tooth removed, usually because of disease, trauma or crowding.
- **Dental lab** - A lab for denture making is planned for later this fiscal year

All of NMC's Tallahassee facilities are opened a minimum of 52 weekly and patients are seen either by making an appointment or by walk-in. However, some sites are opened more hours, depending on the number of weekend clinic hours they provide. Transportation services are also provided to agency patients who require transportation from one agency facility to the next (example: Tallahassee patients without personal transportation who have an appointment scheduled at the Brevard Street site and also have an appointment scheduled across town at the Orange Avenue site immediately after the first appointment may request transportation services to the second appointment site). NMC makes a point of serving our patients with compassion and respect, and qualifying patients are seen regardless of their ability to pay. Fees for medical services are assessed on a sliding scale with charges ranging from $5-$70.00. All services are free for the homeless and those at or below 100% of the Federal poverty level.

2016/2017 Non-Departmental Funding Request Application

Office of Human Services and Community Partnerships
Primary Healthcare Program

SUBMISSION DEADLINE: Friday, May 6, 2016

A. Organizational Information

Legal Name of Agency: Capital Medical Society Foundation

Agency Representative: Pam Wilson

Physical Address: 1204 Miccosukee Road

Mailing Address: 1204 Miccosukee Road

Telephone: (850) 878-9018

Fax: (850) 878-0218

E-mail Address: pwilson@capmed.org

Agency Employer ID Number (FEIN): 59-2104510

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

Date of Agency Incorporation: May 1, 1981
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):

It is the mission of Capital Medical Society Foundation's We Care Network to provide a safety net to those low income, uninsured adults most in need in the community through the coordination of donated specialty medical and specialty dental care. The purpose of this effort is to improve health outcomes and the quality of life for persons who otherwise may not receive the specialty medical and/or specialty dental care they require. We strive to evenly distribute donated specialty medical and specialty dental care throughout our donating provider network. By collaborating with donating healthcare providers we hope to reduce the costs to the community for avoidable emergency room and in-patient care. We Care Network serves adult patients who are residents of Leon, Gadsden, Jefferson, and Wakulla Counties whose income is at or below 150% of the Federal Poverty Level and have no other insurance or resources to secure the care they require. In 2016, 150% of the Federal Poverty Level for a single patient is $17,820 annually.

Each year, the We Care Network organizes and coordinates the delivery of donated specialty medical and dental care valued at over $4.5 million to low-income, uninsured adult patients referred by primary care providers. Since its inception in 1992, over $64 million in donated special medical and/or dental care has been provided to the residents of Leon, Gadsden, Jefferson, and Wakulla Counties. **In FY 2014/15 over $2.7 million of that care was provided to Leon County low-income, uninsured, adult patients.** The We Care Network case managers efficiently screen patients for clinical and financial eligibility, educate patients on navigating access to care, educate referring providers in the referral process, and coordinate specialty medical and dental care donated by more than 300 volunteer physicians and 40 dentists, our local hospitals, and numerous ancillary medical providers.

Once the patient's clinical and financial eligibility have been determined, all of the care they receive is donated by the volunteer physicians, dentists, and ancillary medical providers who participate in the program at no cost to the patient. When needed, case managers help patients secure medication, transportation, durable medical equipment, and dental prosthetics through the We Care Network Patient Assistance Fund and by applying for prescription assistance programs through pharmaceutical companies when that option is available. **In FY 2014/15, $11,960 in patient assistance was provided to the patients of Leon County. This assistance equaled 63% of the patient assistance dollars spent in Leon, Gadsden, Jefferson, and Wakulla Counties.**

Program Expansion- We Care Network was the recipient of a 2016-17 *Promise Zone* grant from the City of Tallahassee to initiate the **Promise Zone Dental Program**. The target population of this grant is a subset of We Care Network's Leon County target population. The target population for this grant are adult residents of the defined Leon County Promise Zone (PZ) comprised of 11 contiguous census tracts, which include seven communities: the Greater Frenchtown Community, Providence Neighborhood, Callen Neighborhood, and Liberty Park Neighborhood, Bond Community, South City, and Apalachee Ridge. The demographics for the Promise Zone include:

- Communities that have an overall poverty rate of 51.58% and as high as 70% in one tract
- An unemployment rate of 30% for those 16 and older, which is four times higher than the

rest of the city
- 15% of residents 25 and older didn't graduate from high school

Capital Medical Society Foundation, Inc. applied for this grant to supplement funding provided through a contractual relationship with Leon County Office of Human Services and Community Partnerships (CareNet) and Bond Community Health Center and Neighborhood Medical Center that includes flat rate reimbursement for basic dental services for all Leon County residents whose income is at or below 100% of the Federal Poverty Level. Basic dental services include evaluation, x-rays, dental prophylaxis, fillings, and simple extractions provided by these two community health centers. The Promise Zone Dental Program will target Promise Zone residents with incomes above 100% of the Federal Poverty Level and below 150% of the Federal Poverty Level and will mirror the reimbursement rate of $125 per patient visit for direct services, up to $40,625. Residents identified by We Care Network who are already within its program and those identified by NMC, BCHC, VA, and TMH Family Medicine Residency Program will be screened financially and residentially for the program. If eligible for the Promise Zone Dental Program, We Care Network case managers will coordinate services with its collaborative partners BCHC, NMC, and TCC Dental Hygiene Program. Patients in this program who are identified by the treating dentists as needing specialty dental care will be referred to We Care Dental Program for donated specialty dental services.

The goals and objectives of this program are:

- To improve access to basic dental services for the underserved, low income, uninsured adult residents of the Promise Zone
- To streamline service delivery to Leon County residents for basic dental services and specialty dental services if needed through We Care Network's donated specialty dental services.
- To improve health outcomes for uninsured patients by addressing dental issues preventatively which if left untreated can lead to systemic health issues, such as diabetes, heart disease, osteoporosis of the jaw, and cancers.
- To reduce Emergency Room visits related to dental pain

By improving access to dental care for low income, uninsured adults in Leon County, We Care Network hopes to improve overall health outcomes for its target population longitudinally.

Staff:
To address the staffing needs of the Promise Zone Dental Program, funding from this grant was used to move a case management aide from .5 FTE to 1.0 FTE. In addition, .3 FTE of the Senior Case Manager/Dental Coordinator will be dedicated to this new program. Full funding requested to support the compensation of We Care staff for this program was not awarded.

Staffing Needs: Although new patient referrals decreased in 2014/15, caseloads for case managers increased from an average of 115 to 150 by October, 2015. 150 is considered the maximum manageable caseload since many patients required multiple referral coordination. As of March, 2016, patient caseloads have reached more than 170 per case manager and has high as 190 per case manager. Funding for Leon County from all funders has remained flat in the past 12 months. No additional funding is available to add an additional case manager or case

management aide for We Care Network and the infrastructure necessary for a new hire, such as IT equipment and software, phone, office setup.

Since October, 2015, We Care Network has limited referrals from Bond and NMC to 10 referrals a week. Priority is always given to the most urgent patient needs and the Program Coordinator is reviewing backlogged referrals for hierarchy of need. The backlog of referrals at Neighborhood Medical Center and Bond Community Health Center are as follows as of March 14, 2016:

Bond Community Health Center: 30
Neighborhood Medical Center: 118

The lengthy delay in We Care Network's ability to accept referrals on a timely basis based on staffing limitations is impacting health outcomes for Leon County

Outposts at Referring Providers: We Care Network continues onsite meetings at Neighborhood Medical Center and Bond Community Health Center one-half day weekly to assist provider staff in assessing referral documentation for clinical and financial eligibility and referral readiness. This process has identified the need for ongoing training of referring providers and their staff for referrals so that basic labs and diagnostics are completed and financial eligibility disqualifiers such as other insurance have been identified prior to referral when possible.

Sovereign Immunity Contracts with FLDOH Volunteer Health Care Provider Program: Based on Rule Change to DOH Rule 64I-2 that went into effect in June, 2015, all volunteer providers within the We Care Network were required to reapply and complete new 5 year contracts with FLDOH in order to receive sovereign immunity as volunteer providers in the Volunteer Health Care Provider Program. We Care Network staff was responsible for recontracting 243 volunteer providers within its network by the December 31, 2015 deadline in order to continue providing donated services to its patients. No compensation was received to complete this effort which required hours of manpower and mileage reimbursement to We Care Network staff to coordinate securing the applications and contracts from donating providers. We Care Network prioritized this effort in order to maintain its donating provider network.

We Care Patient Tracking System Database Updates: We Care Network was able to upgrade its We Care Patient Tracking System through CHSP funding to improve data entry and outcome tracking for grant reporting purposes. Upgrading the database is an ongoing process strategically spread over several years based on available funding to accommodate changing reporting requirements of grantors and auditors.

There is no other access point or program like the We Care Network that grants low-income, uninsured adult patients' access to free specialty medical and/or dental care from physicians, dentists, hospitals, and ancillary medical providers. We are the only program serving the targeted population in this way through the efficient allocation of resources to leverage donated care.

2. 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 support an efficient allocation of resources to continue to leverage over $2.5 million in donated specialty medical and/or dental care for eligible low income, uninsured Leon County patients. The funding is being requested to support the compensation expenses, operating expenses, and patient assistance expenses needed to coordinate donated specialty medical and dental service for the targeted population. **The increased funding is being requested in order to hire an additional 1 FTE case manager dedicated to Leon County patients. In an effort to more efficiently allocate funding, We Care Network will return to the model of no clinical staff at this time.** If the increase in funding is not received, We Care Network will need to continue restricting the number of Leon County referrals it can accept in an effort to reduce case managers' patient caseloads. The replacement of the clinical Program Coordinator with a non-clinical Program Coordinator was completed in March, 2016 to allocate funding for an additional 1 FTE Case Manager to support the case management team. Sustained funding at prior year funding level would provide compensation for case management staff to coordinate services for a reduced number of Leon County's targeted population, and for patient assistance funding for Leon County patients for prescriptions, transportation, and durable medical equipment, and recurring operating expenses for the We Care Network program.

In addition to funding for case management staff compensation, additional funding for patient assistance would pay for medications, transportation, durable medical equipment, and dental prosthetics for new and established We Care Network patients. Providing this direct assistance improves patient compliance with treatment plans, improves health outcomes for these patients, and benefits our communities by avoiding a higher cost to the community for avoidable hospitalizations and emergency room use.

The We Care Network case managers serve as the access point to donated specialty medical and/or dental care for low-income, uninsured adult patients. The process employed by the We Care Network allows healthcare providers to donate care in an organized fashion without requiring the volunteer physicians/dentist or their staff to determine eligibility or to coordinate access to other care for these patients. Case managers also provide the navigation system to support patients who are eligible for donated care through the coordination of appointments, diagnostics, surgery, prescriptions, transportation, and eventual return to their primary care home.

The funding by the Leon County Office of Human Services and Community Partnerships Primary Healthcare Program provides significant support for the We Care Network program and ensures that charity care is provided for the neediest in our community with improved health outcomes and cost savings to the community. The emergency room is the most expensive medical setting, estimated to cost at least four times as much as treating a patient through a regular hospital admission. Treatment is not as effective. Recovery is not as good and takes longer to achieve.

We Care Network is grateful for the renewed funding of $168,826 in FY 2015/16; however, it was predicted that without an increase in funding, as requested, services to Leon County patients would need to be decreased in order to maintain manageable case managers' caseloads. By October, 2015, average patient caseloads increased from 115 to 150. By March, 2016, caseloads have increased to more than 170 patients per case manager and as high as 190 per case manager. This increase has required We Care Network to place a limit of 10 referrals a week indefinitely from Neighborhood Medical Center and Bond Community Health Center. Current backlog of referrals is more than 100 patients at any point in time. Without increased funding to support the addition of 1 FTE case manager dedicated to Leon County

patients, the restriction on Leon County referrals will continue. It is anticipated that without access to specialty medical and dental care, health outcomes would decline for the target population and unnecessary emergency room would likely increase as the only available option.

Funding Expenditure Purposes	Proposed Leon County Funding	Outcomes Benefiting Leon County
Compensation and Benefits	$180,000	Provide case management services to leverage over $2.7 million in donated specialty medical and/or dental care to low-income, uninsured adult patients of Leon County to improve health outcomes, reduce emergency use, and improve employability.
Patient Assistance Fund/Direct aid	$5,000	Provide prescriptions, gas cards, bus passes, and durable medical equipment to We Care Network to facilitate completion of care plan and health outcomes
Operating Expenses		
	$185,000	

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

Based on FY 2014/15 outcomes and progress to date in FY2015/16, we anticipate that in FY 2016/17 we will provide donated specialty medical and specialty dental service to 460 newly-eligible patients and patients with ongoing eligibility from Leon, Gadsden, Jefferson, and Wakulla Counties. 280 of those patients will be residents of Leon County. We anticipate we will receive 800 new referrals for 392 Leon County patients who will be screened for medical and financial eligibility. We estimate of those, 180 will be determined medically or financially ineligible for the We Care Network Program and will be provided short-term case management to direct them to other resources. We estimate that over $2.5 million in donated specialty medical and specialty dental care will be coordinated in FY 2016-17 for eligible Leon County adult patients. We estimate an additional $14,000 will be spent to provide patient assistance to these patients including prescriptions, durable medical equipment, and transportation expenses related to their diagnoses.

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

The targeted population to be served by the We Care Network are low income, uninsured adult residents of Leon County whose income is at or below 150% of the Federal Poverty Level and have no other resources to secure needed specialty medical and/or specialty dental care. We anticipate that in FY 2016/17 we will serve a population with similar demographics as we have served in past years, i.e. By Race: 45% White; 48% Black/African-American; 5% Hispanic; 2% Other; By Gender: 56% Female; 44% male; By Age: 4% (25 and under); 15% (26-39); 39% (55 and over).

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

We Care Network's outreach to provide donated specialty medical and specialty dental care is rooted in a model of partnership with referring primary care providers who identify patients needing medical and/or dental care outside the scope of primary care services or basic dental services. Primary care partners include Bond Community Health Center, Neighborhood Medical Center, TMH Family Medicine Residency Program, TMH Transition Center, and Apalachee Center. Referred patients are screened for financial and clinical eligibility prior to referral to a specialty medical or specialty dental provider.

We Care Network continues onsite meetings at Neighborhood Medical Center and Bond Community Health Center one-half day weekly to assist provider staff in assessing referral documentation for clinical and financial eligibility and referral readiness. This process has identified the need for ongoing training of referring providers and their staff for referrals so that basic labs and diagnostics are completed and financial eligibility disqualifiers such as other insurance have been identified prior to referral when possible.

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

The time frame for the use of funding will be for one year and will be implemented immediately.

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

Short Term- 392 new, unduplicated Leon County adult patients will be referred primary care physicians to be screened for clinical and financial eligibility for specialty medical and/or specialty dental care.

Intermediate- 280 new and established financially and clinically-eligible low income, uninsured Leon County adult residents will received donated specialty medical and/or specialty dental care.

Intermediate- Over $2.5 million in donated specialty medical and/or specialty dental services will be coordinated for the target population by We Care Network's case management team.

Long-term- Leon County's eligible, low income, adult target population will receive donated specialty medical and/or specialty dental care to improve health outcomes and reduce the

costs to the community for avoidable emergency room and in-patient care.

8. **If currently funded by Leon County for these services, please state progress towards meeting goals and objectives for FY 2015/16.**

The We Care Network operates on a July-June fiscal year. From 7/1/2015-4/12/2016, **$4,358,686.31** in donated specialty medical and dental care has been coordinated by We Care Network to Leon, Gadsden, Jefferson, and Wakulla County residents. .From 7/1/2015 – 4/12/2016, **$2,743,093.96** in donated care has already been coordinated for Leon County patients. (63%)

From 7/1/2015-4/12/2016, We Care Network has coordinated **1,847** patient visits (kept appointments) to specialty physicians and dentists to newly-eligible and established patients of Leon, Gadsden, Jefferson, and Wakulla Counties. **1,096** patient visits (kept appointments) were coordinated for newly-eligible and established patients from Leon County. **(59%)**

We Care Network has received **913** referrals for new patients from all counties to screen for financial and medical eligibility. **625** referrals were for screening of patients from Leon County. **(69%)**

We Care Network has coordinated **309** requests for patient assistance for medications, transportation, CPAPs, and dental prosthetics **from 7/1/2015-4/12/2016 totaling $19,537.93. 208** of those requests were for Leon County patients with a value of **$13,100.61. (67%)**

9. **If any, state significant obstacles encountered in meeting goals/objectives.**

Current funding to support compensation of an additional case manager will prolong the need for We Care Network to restrict the number of Leon County referrals it can accept from referring providers to screen for financial and clinical eligibility for donated specialty medical and dental care. We Care Network has stewarded its current year funding to position itself to hire a new case manager if additional funding is received in order to maximize the availability of specialty medical and specialty dental care for eligible Leon County patients.

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

There is not another program in Leon County that uses the We Care Network model to provide access to providers who donate specialty medical and specialty dental care to low-income, uninsured adult patients in Leon County whose income is at or below 150% of the Federal Poverty Level.

One of the major roles of We Care Network case managers is to determine if there would be other programs that could pay for or otherwise provide care for the target population. Some of these programs include: Medicaid, Vocational Rehabilitation, Division of Blind Services, and Big Bend Cares. As part of the financial screening process, the case managers evaluate the patients' situation to make this determination. We try to assist patients in availing themselves of all potential resources before turning to We Care Network for donated care. This is important so

that as many patients as possible gain access to care through whatever program best suits their needs. If a patient is not eligible for any other program, and is clinically eligible, we accept the patient and our volunteer providers donate the care to the patient.

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

AGENCY	PARTNERSHIP/COLLABORATION
Apalachee Center	Apalachee Center-Leon County refers outpatient primary care patients from the target population to We Care Network who need specialty medical and/or dental care. Case Managers in our program work with Apalachee staff to determine patients' financial and clinical eligibility for donated specialty medical and/or dental services. If eligible, WCN coordinates donated care.
Bond Community Health Center	BCHC refers patients from the target population to We Care Network. Case Managers in our program work with BCHC staff to determine patients' financial and clinical eligibility for donated specialty medical and/or dental services. If eligible, WCN coordinates donated care. We coordinate a weekly onsite out-post to assist BCHC in the eligibility/referral process and to train new BCHC case managers in the referral process as needed. BCHC has a seat on the We Care Network Advisory Committee to ensure collaboration. Bond CHC is also a partner in the Promise Zone Dental Program.
Neighborhood Medical Center	NMC refers patients from the target population to We Care Network. Case managers in our program work with NMC staff to determine patients' financial and clinical eligibility for donated specialty and/or dental services. If eligible, WCN coordinates donated care. We coordinate a weekly onsite out-post to assist NMC in the eligibility/referral process and to train new NMC case managers in the referral process as needed. NMC has a seat on the We Care

	Advisory Committee to ensure collaboration. Neighborhood Medical Center is a partner in the Promise Zone Dental Program.
Leon County Health Department	LCHD refers patients to We Care Network from the target population. Case managers work with the health department to determine financial and clinical eligibility for donated specialty medical and/or dental services. If eligible, WCN coordinates donated care. LCHD also grants access to the Molar Express for 6 We Care Network Dental Clinic Days annually and donates a panoramic x-ray to each new We Care Network patient seen at that location.
TMH Family Medicine Residency Program	TMHFMRP refers patients to We Care Network from the target population. Case managers work with the residency program to determine financial and clinical eligibility for donated specialty medical and/or dental services. If eligible, WCN coordinates donated care.
TMH Transition Center	TMH Transition Center refers patients to We Care Network from the target population who have been discharged from an inpatient hospitalization and do not have another primary care home. Case managers work with the Transition Center to determine financial and clinical eligibility for donated specialty medical and/or dental services. If eligible, WCN coordinates donated care.
FAMU Pharmacy	FAMU Pharmacy works with We Care patients to provide prescription assistance programs which reduce the costs We Care must pay for patients' medications.
Dept. of Vocational Rehabilitation	We refer patients who may be eligible for vocational rehabilitation or who may need care from both programs based on the patient's circumstances.
Big Bend Cares (BBC)	BBC and We Care Network sometimes have mutual patients who see providers related to their HIV/AIDS through BBC and providers for other health issues through We Care Network

Desloge Home Oxygen and Medical Equipment	CPAP equipment that is donated to We Care Network for pulmonary patients is refurbished for a nominal fee and maintained in inventory for use by We Care Network patients by prescription.
Affordable Dentures	Provides dentures at a flat rate of $100 for We Care Network dental patients

C. Funding Information

12. Agency's current total budget: 2015/16 $550,321 *(current)* 2016/17 $600,139*(proposed)*

13. Total cost of program: $389,385

14. Please list the 2015/16 funding amount and associated expenditures for Leon County and other revenue sources:

Actual Expenditure Detail	Leon County Funded	Other Agencies Funded	Total
Compensation and Benefits	$138,888	$157,626	$296,514
Professional Fees	-	$38,548	$38,548
Occupancy/Utilities/Network	$13,391	$24,929	$38,320
Supplies/Postage	$2,809	$6,130	$8,939
Equipment Rental, Maintenance, Purchase	$1,032	$1,452	$2,484
Meeting Costs/Travel/Transportation	-	$2,900	$2,900
Staff/Board Development/Recruitment	-	$1,885	$1,885
Awards/Grants/Direct Aid	$12,706	$138,422	$151,128
Bad Debts/Uncollectible	-	-	-
Bonding/Liability/Directors Insurance		$9,603	$9,603
Other Expenses (please itemize)			
Total	$168,826	$381,495	$550,321

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

Revenue Sources	2015/16 (Current)	2016/17 (Proposed)
Community Human Service Partnership (CHSP)	$65,000	$85,000
Leon County (not CHSP)	$168,826	$185,000
City of Tallahassee (not CHSP)	-	-
United Way (not CHSP)Rural Counties	$8,714	$8,714
State*	$41,000	$38,000
Federal*	-	-
Grants*	$45,000	$85,388
Contributions/Special Events	$218,056	$198,053

Dues/Memberships	--	-
Program Service Fees	-	-
Other Income (please itemize) interest only (Rent/interest)	$32,854	$25,075
Total	$579,450	$625,230

**Please provide details regarding State and Federal funding received.*

Leon County Dept. of Health-$35,000; Jefferson County Dept. of Health-$3,000; Wakulla County Department of Health-$3,000

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

Expenses	**2015/16 (Current)**	**2016/17 (Proposed)**
Compensation and Benefits	$296,514	$328,931
Professional Fees	$38,548	$35,153
Occupancy/Utilities/Network	$38,320	$43,903
Supplies/Postage	$8,939	$8,939
Equipment Rental, Maintenance, Purchase	$2,484	$2,484
Meeting Costs/Travel/Transportation	$2,900	$3,192
Staff/Board Development/Recruitment	$1,885	$1,885
Awards/Grants/Direct Aid	$151,128	$165,569
Bad Debts/Uncollectible	-	-
Bonding/Liability/Directors Insurance	$9,603	$10,083
Other Expenses (please itemize)	-	-
Total	$550,321	$600,139

17. Does your agency plan to submit a request to Leon County to provide matching funds for any current or anticipated grant funding? If so, please provide grant details, including application deadline. **NO**

    a. Has your agency requested matching funds for this grant(s) from another entity outside of Leon County Government? **NO** If so, whom? What was the response/outcome?

18. Describe actions and fund-raisers to secure funding.

    Each year the We Care Network staff writes grants requesting funding from the following sources:

- Charles A. Frueauff Foundation
- **Community Human Services Partnership/United Way-Leon** to provide funding for Leon County patient case management and/or other program needs, such as IT upgrades
- United Way of the Big Bend (Rural Counties) to provide funding for **other county patients**

We contract with health departments in the four counties we serve to provide services to their residents.

Our current contracts are with:

- **Leon County Health Department**
- Jefferson County Health Department
- Wakulla County Health Department
- Gadsden County Commission through Gadsden County Health Department

The following county commissions in our service area contract with us to provide services:

- **Leon County Commission (CareNet funding)**
- Wakulla County Commission

The following schedule is of funding sources to be requested for AGENCY FY 2016/17

Event	Date	Possible Dollar Results or Specific Results, if the Event Has Been Completed
Other Contributions/Special Events	Ongoing throughout the year	$198,053
Request funding from the Community Human Services Partnership (United Way)	February 2016	**$85,000**
Charles A. Frueauff Foundation	February 2016	$45,000
Request funding from the Leon County Health Department	May 2016	**$35,000**
Request funding from the Wakulla County Health Department	May 2016	$3,000
Request funding from the Jefferson County Health Department	May 2016	$0
Request from Leon County/CareNet	May 2016	**$185,000**
Request funding from United Way of the Big Bend (for services to the rural counties)	June 2016	$8,714
Jefferson County Commission	March 2016	$2,000
Gadsden County Commission	April 2016	$27,000
PROJECTED TOTALS		**$588,767**

19. Will this program or event recur every year?

No: _____ Yes: x

20. Would funding by Leon County be requested in subsequent years for this program?

No: _____ Yes: x
If "yes," estimate, the amount of next year's funding request: $185,000

Has Leon County ever contributed funds to this program in the past?

No: _____ Yes: x

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

Date: In chart below

Recipient or Agency: Capital Medical Society Foundation

Program Title: We Care Network

Funding Level: In chart below

All funding from Leon County/CareNet was provided to the Capital Medical Society Foundation, Inc. for the We Care Network program. The Table below shows the funding provided on a July 1-June 30 fiscal year, which is CMSF"s fiscal year.

Funding Year	**Funding Amount**
2001-2002	$30,012.68
2002-2003	$65,357.90
2003-2004	$83,616
2004-2005	$83,616
2005-2006	$83,616
2006-2007	$83,616
2007-2008	$83,616
2008-2009	$83,616
2009-2010	$120,048
2010-2011	$130,043
2011-2012	$130,043
2012-2013	$130,043
2013-2014	$168,826
2014-2015	$168,826
2015-2016	$168,826

21. 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.

Print Name: Pam Wilson

Title: Executive Director

Signature: Pam Wilson

Date Signed: 4/19/16

Office of Human Services and Community Partnerships
Primary Healthcare Program

SUBMISSION DEADLINE: Friday, May 6, 2016

A. Organizational Information

Legal Name of Agency: Florida A&M University

Agency Representative: Dr. Michael Thompson

Physical Address: 1415 South Martin Luther King Blvd., Tallahassee, Fl 32307

Mailing Address: Same as above

Telephone: (850) 599-3171

Fax: (850) 599-3347

E-mail Address: Michael.thompson@famu.edu or Otis.kirksey@famu.edu

Agency Employer ID Number (FEIN): 59-0977035

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

Date of Agency Incorporation: 05/06/16
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):**

The FAMU College of Pharmacy currently receives funds from the Leon County Board of County Commissioners support the following programs:

a. **The Unified Pharmaceutical Plan** – this program provides comprehensive pharmaceutical care services to uninsured citizens living in Leon County. These services include prescription dispensing, adverse drug reaction surveillance, disease management and patient counseling.

b. **Patient Assistant Program** – this program is designed to increased access to newer and in many cases safer medications that are traditionally much more expensive medications currently available on the FAMU Pharmacy drug formulary.

c. **The Leon County – FAMU Diabetes Initiative** – The purpose of this initiative is to improve diabetes related clinical outcomes of patients within the target area. This initiative is a collaboration between Leon County, Florida A&M University, Neighborhood Medical Center and Bond Community Health Center

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 ensure the continued access of comprehensive pharmaceutical care services as well as advance diabetes education and management to uninsured patients living in Leon County. The failure of this request to be funded will result in a deficit in care that has the possibility in leading to increased hospitalizations, morbidity and mortality.

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

   The projected impact of the services funded through this request include:
   a. Improved patient adherence to prescribe medication regimens
   b. Improved therapeutic outcomes as a direct result of access to prescription medications, patient counseling and disease management
   c. Improved diabetes related outcomes
   d. Reduced adverse drug events

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

   Our target population consists of NMC and BCHC patients with who live at or below 100% of the Federal Poverty Level who do not qualify for Medicaid or other insurance programs that could pay for clients' needed care.

5. **Provide the methods that are being used effectively to attain this program's targeted population.**
   Our Comprehensive Pharmaceutical Care Program is provided exclusively to patients of

Neighborhood Medical Center. Pharmacy services are provided on a sliding fee scheduled based on patients economic status as defined by BCHC.

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

The Unified Pharmaceutical Plan is an ongoing program. Funding will ensure that continuity of care is maintained. The Leon County – FAMU Diabetes Collaborative is seeking its 2ND year of funding. During year 1 of funding, phase 1 (Baseline Assessment) was completed.
Phase 2 (Intervention phase) of the proposed project will be implemented during the 2ND year of funding.

7. **List the program's short-term, intermediate, and long-term goals.**
Short-term goals
   a. To standardized selected diabetes intervention strategies between Neighborhood Medical Center and Bond Community Health Center.
   b. To develop a professional development program for clinical staff at both clinics aimed at enhancing their skills in managing patients with diabetes

Long Term Goals
   a. To improve diabetes related outcomes target population
   b. To improve therapeutic outcomes as a direct result of access to prescription medications.
   c. To reduce adverse drug events

8. **If currently funded by Leon County for these services, please state progress towards meeting goals and objectives for FY 2015/16.**

Phase 1 of the Diabetes Collaborative has been completed. The results of the assessment are provided in Appendix 1 to this application. Phase 2 will begin in July 2016 and is expected to be completed by spring 2017.

9. **If any, state significant obstacles encountered in meeting goals/objectives.**
There were no significant obstacles encountered that impacted our effort to meet goals and objectives.

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

Currently, there are no other agency that provides the types of services that we are currently providing.

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

Agency	Describe Partnership/Collaboration
Neighborhood Medical Center	Provide comprehensive pharmacy services for target population Provide diabetes disease management
Bond Community Health Center	Working collaboratively in the Diabetes Improvement program
WeCare	Receive prescription referrals

C. Funding Information

12. Agency's current total budget: 2015/16 $244,500 *(current)* 2016/17 $244,500 *(proposed)*

13. Total cost of program:
$354,500

14. Please list the 2015/16 funding amount and associated expenditures for Leon County and other revenue sources:

Actual Expenditure Detail	Leon County Funded	Other Agencies Funded	Total
Compensation and Benefits	$162,200		$162,200
Professional Fees			
Occupancy/Utilities/Network			
Supplies/Postage			
Equipment Rental, Maintenance, Purchase	$6,142		$6,142
Meeting Costs/Travel/Transportation			
Staff/Board Development/Recruitment			
Awards/Grants/Direct Aid			
Bad Debts/Uncollectible			
Bonding/Liability/Directors Insurance			
Other Expenses (please itemize) MedData Services and Software Pharmacy Software at Orange Ave Diabetes Collaborative	 $6,229 $2,929 $67,000		 $6,229 $2,929 $67,000
Total	$244,500		$244,500

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

Revenue Sources	2015/16 (Current)	2016/17 (Proposed)
Community Human Service Partnership (CHSP)		
Leon County (not CHSP)		
City of Tallahassee (not CHSP)	$244,500	$244,500
United Way (not CHSP)		
State*		
Federal*		

Grants*		
Contributions/Special Events Dispensing Fees	$110,000	$110,000
Dues/Memberships		
Program Service Fees		
Other Income (please itemize)		
Total	$354,500	$354,500

**Please provide details regarding State and Federal funding received.*

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

Expenses	**2015/16 (Current)**	**2016/17 (Proposed)**
Compensation and Benefits	$162,200	$162,200
Professional Fees		
Occupancy/Utilities/Network		
Supplies/Postage		
Equipment Rental, Maintenance, Purchase	$6,142	$6,142
Meeting Costs/Travel/Transportation		
Staff/Board Development/Recruitment		
Awards/Grants/Direct Aid		
Bad Debts/Uncollectible		
Bonding/Liability/Directors Insurance		
Other Expenses (please itemize) MedData Services and Software Pharmacy Software at Orange Ave Diabetes Collaborative	 $6,229 $2,929 $67,000	 $6,229 $2,929 $67,000
Total	$244,500	$244,500

17. **Does your agency plan to submit a request to Leon County to provide matching funds for any current or anticipated grant funding? If so, please provide grant details, including application deadline**. No

    a. Has your agency requested matching funds for this grant(s) from another entity outside of Leon County Government? If so, whom? What was the response/outcome?

    No

18. **Describe actions and fund-raisers to secure funding.**
    Supporting funds are raised via dispensing fees received from prescriptions.

19. **Will this program or event recur every year?**

    No: _____ Yes:_____X_____

20. **Would funding by Leon County be requested in subsequent years for this program?**

No: _____ Yes: X

If "yes," estimate, the amount of next year's funding request: $ 244,500

Has Leon County ever contributed funds to this program in the past?

No: _____ Yes: X

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

Date: This program has been funded by Leon County for the past 10 years (approx.)

Recipient or Agency: Florida A&M University

Program Title: Unified Pharmaceutical Program

Funding Level: $244,500

21. 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.

Print Name: Dr. Michael D. Thompson, PharmD, AAHIVP

Title: Dean and Professor

Signature: Michael Thompson

Date Signed: 5/9/2016

APPENDIX 1

Florida A&M University

College of Pharmacy and Pharmaceutical Sciences
CENTER FOR HEALTH EQUITY

DIABETES OUTCOMES IMPROVEMENT PROJECT ABSTRACT

Phase 1 – Baseline Assessment

Background

Diabetes continues to be a major cause of death in Florida and in Leon County, Florida among African-Americans. The death rate from Diabetes in Leon County among African-Americans is twice that of other racial groups according to Florida Department of Health. Medical providers at Bond Community Health Center and Neighborhood Medical Center currently manage significant numbers of underserved African-American diabetic patients in Leon County. In order to reduce this well-recognized health disparity in this community, providers at both clinics can work to improve values of various disease indicators that have been proven to reduce morbidity and mortality. This can be accomplished through the enhancement of care provided by both clinics through a program designed to intensify education of these patients and to identify and remove social and physical determinants that prevent effective control of the disease. Development of a model of care to improve key health indicators such as hemoglobin A1C, blood pressure control and other related factors can contribute to the resolution of this disparity if administered continually and consistently. The benefits of maintaining hemoglobin A1C less than 7 is a well-recognized indicator that contributes to reduce morbidity and mortality in this disease. The purpose of this project is to assess baseline values for selected diabetes-related health indicators.

Objectives:

1. Identify the percentage of patients with diabetes with an A1C value greater than 9 percent
2. Identify the percentage of the patients with diabetes with an A1C value less than 7 percent
3. Identify the percentage of patients with diagnosed diabetes who meet the American Diabetes Association (ADA) recommended blood pressure goal of less than 140/<80

Methodology

The Center for Health Equity will provide two faculty members assigned to each clinic to review medical records for Diabetic patients in each respective clinic to obtain baseline values of A1C and blood pressures. Medical records of patients who have received care within the past 12 months will be evaluated. Appropriate queries will be made in the electronic medical records using appropriate ICD-9 Codes at both clinics to ensure consistency in patients entering the program. Appropriate data collection tools are developed to capture information retrospectively. Demographic information (age, sex, race) as well as selective clinical indicators will be collected (A1C, Blood pressure, and ICD-9 and ICD-10 codes). Other information will include baseline lab values as discussed as well as economic and various social indicators.

Inclusion criteria:

1. Patients over 18 years of age with selected disease-indicating ICD-9 codes (250.00, 250.01)
2. Patients over 18 years of age with selected disease comorbidity-indicating ICD-9 codes (ZCA53, G9226, 2028F, 401.1, 401.9, 997.91) in addition to selected disease-indicating ICD-9 codes (250.00, 250.01)
3. Patients receiving treatment for diabetes for at least one year

Exclusion Criteria:

1. Patients without established diabetes as indicated by absence of ICD-9 codes 250.00 and

250.01
2. Patients not receiving treatment for diabetes for at least one year
3. Patients younger than 18 years of age

Results

A total of 293 charts from Bond (n=149) and Neighborhood (n=144) were reviewed. The racial makeup of the patient charts reviewed were majority African American (70%) and White (24%). Slightly more women (60%) were represented in the review than men (40%).

An assessment the level of glycemic control revealed that over 40% of the study population had A1cs measurements higher than the American Diabetes Association's recommended target of less than 7%. Additionally, 30% of charts reviewed had A1Cs greater than 9%, an indication of poor diabetes control. The assessment of blood pressure control also revealed that almost 50% of the charts reviewed did not meet the ADA recommended blood pressure goal of 140/80 or less. (Table 1)

Discussion

It is well known that poorly hypertension and diabetes is associated with increased morbidity and mortality. The results of this retrospective chart review support the need for the development and implementation of coordinated strategies to improve the quality of care diabetic patients at both NMC and Bond. It must be pointed out, however, that the findings of this report are consistent with that which has been reported previously in the literature. A recent study that evaluated the racial/ethnic differences in clinical quality performance among federally funded health centers, reported statistically similar results related to hypertension and diabetes control among Black/African American patients. (Lydie, Shi, Zhu, & et. al, 2013)

Factors that contribute to poor diabetes and hypertension control are patient and provider based. Patient related factors include adherence, beliefs, attitudes, knowledge, ethnicity/culture, financial resources, and social support. Clinician factors include failing to follow treatment guidelines, beliefs, attitudes and knowledge, patient-clinician interaction and communication, and the health care system (Nam, Chesla, Stotts, Kroon, & Janson, 2011).

Works Cited

Lydie, L. A., Shi, L., Zhu, J., & et. al. (2013). Racial/Ethnic Differences in Clnical Quality Performance Among Health Centers. *Journal of Ambulatory Care Managment*, 24-34.

Nam, S., Chesla, C., Stotts, N., Kroon, L., & Janson, S. (2011). Barriers to Diabetes Management: Patient and Provider Factors. *Diabetes Research and Clinical Practice, 93*, 1-19.

Results

Demographics		
Gender	***N***	***Percent***
African American	203	69%
Non-Hispanic White	71	24%
Hispanic	8	3%
Other	4	1.4%
Asian	1	0.3%
Not Reported	6	2.0%
Glycemic Control		
A1c < 7		
Yes	114	41%
No	164	59%
Missing	15	
A1c > 9		
Yes	87	30%
No	191	65%
Missing	15	
Blood Pressure Control		
Systolic BP > 140		
Yes	137	47%
No	156	53%
Diastolic BP >80		
Yes	120	41%
No	173	59%

Table 1

Leon County
Board of County Commissioners

Notes for Budget Workshop Item #4

Leon County
Board of County Commissioners

Budget Workshop Item #4

June 14, 2016

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Acceptance of Status Report on The Community Paramedic Program and, Approval to Participate with the Tallahassee Coalition for Coordinated Care

---

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Wanda Hunter, Assistant County Administrator Ken Morris, Assistant County Administrator Scott Ross, Director, Office of Financial Stewardship
Lead Staff/ Project Team:	Chad Abrams, Chief, Division of Emergency Medical Services Mac Kemp, Deputy Chief, Division of EMS Timothy Carlson, Financial Compliance Manager, Division of EMS

Fiscal Impact:
As recommended, this item has no current fiscal impact for FY17. However, should the Board direct staff to move forward with implementing a limited Community Paramedic Program without stakeholder support there would be a recurring operating impact of $80,000 and one-time capital costs of $75,000.

Staff Recommendation:

Option #1: Accept the Status Report on the Community Paramedic Program and authorize staff to continue to work with the stakeholders towards further development of a CPP.

Option #2: Approve staff's participation with the Tallahassee Coalition for Coordinated Care.

Option #3: Authorize staff to close the Department of Health CPP grant in accordance with the grant requirements.

Report and Discussion

Background:

During the Board Retreat on December 7, 2015, staff presented the Board an update on the status of the Community Paramedic Program. Staff recommended, and the Board approved the following updated Strategic Initiative:

> *(Q2, Q3) – Engage vested community partners in the development of a Community Paramedic Program that includes program parameters designed to meet local needs and a sustainable economic model to be presented for consideration during the FY17 budget process.*

Since the retreat, staff has met numerous times with local community stakeholders working towards implementing the County's strategic initiative. Though there is continued interest and support for the community paramedic program concept, a long term sustainable funding model with partner agency participation that does not put the County fully at risk for funding the program continues to be evaluated. For the purposes of FY2017 budget development, staff recommends for the County to continue to work with stakeholder agencies toward development of the community paramedic program and provide an update to the Board once a sustainable economic model with stakeholder participation has been developed.

Community Paramedic Program Overview

There are over 160 Community Paramedic Programs (CPP) providing services to citizens across the country. CPPs are innovative patient-centered approaches to meeting the needs of patients and their families. Successful programs have been designed to meet the unique needs of the community and have been created through collaborative relationships with healthcare stakeholders within the community. Because of the current nature of healthcare reimbursement, there is no current standalone funding mechanism for CPP services and most programs are supported through the financial commitment of partners that receive direct benefits from the program.

Some communities have created CPP services that focus solely on needs that produce a benefit to the organization that financially supports the program. For instance, Dallas, Texas initiated a full-time CPP that focuses on decreasing the call volume to its EMS system through services aimed to reduce the top utilizers of their 9-1-1 ambulance services. Dallas has had great success in meeting their intended goals and has reduced frequent system utilizers to a point where the city has funded the program based on cost avoidance measures associated with decreasing the amount of ambulance coverage they added versus the ambulance coverage they anticipated to add without the program. However, Dallas is now receiving funding from healthcare stakeholders and is working towards making the program budget-neutral for the city by obtaining additional hospital partners.

Citrus County, Florida's EMS provider, Nature Coast EMS, initiated a self-funded CPP that also focused on improvements that provided a benefit to their organization. Nature Coast reports that despite the successes they have had with the CPP they have not been able to justify enough cost-

avoidance benefits nor obtain direct revenue for the CPP services and have stopped providing CPP services. Nature Coast is actively pursuing the reinstatement their CPP services and are seeking community partners to share the cost of providing CPP services to the community.

Leon County Community Paramedic Program Evaluation and Development
With the goal of evaluating the benefits of implementing a CPP, the Board directed staff to modify the Strategic Initiative regarding EMS to pursue assistance for the start-up costs of a CPP at the December 10, 2013 meeting. The strategic initiative was modified and approved at the January 21, 2014 meeting.

The County has pursued grant funding from the Center for Medicare and Medicaid Services (CMS) Health Care Innovation Challenge Grant, Round 1 and Round 2 and from the Robert Wood Johnson Public Health Services and Systems Research Grant. The County was not awarded any grant funding through these programs. CMS did provide funding for two pilot CPPs in other communities through the Health Care Innovation Challenge Grant. The County has also sought funding for the CPP through the legislative lobbying process.

On April 3, 2014 the County, in conjunction with the National Association of Counties, hosted the Leon County Community Dialogue on Improving County Health to discuss access to medical care in the community. At that meeting community leaders identified a need to improve chronic care management and services for "high utilizers" that cycle in and out of the hospital and a need to close gaps in preventive care, follow-up, and ongoing outpatient treatment for the chronically ill. Staff utilized the information contained in the report published on this meeting in the further development of the CPP concept (Attachment 1).

The County submitted a Florida Department of Health (DOH) Matching Grant application seeking funding to help support the implementation of a CPP. The County was notified on June 13, 2014 that the Department of Health awarded a matching grant to assist with the start-up costs for the program with an overall approved project budget of $76,980 with the grant providing $57,735 of funding and a required County match of $19,245. This funding remains available to support the County's efforts in establishing a CPP however, the grant period will expire and the County will be required to return the unspent funding if the County is unable to provide the DOH a clear path for spending the grant funding during FY17. It should be noted that a requirement of the grant is for the County to continue any expanded services supported through the grant for a five year period or refund the grant funding to the DOH.

On September 2, 2014, the Board accepted the Florida DOH matching grant and approved an Agreement with Area Metropolitan Ambulance Authority (AMAA) from Ft. Worth, TX for consulting services to assist in the development of the CPP.

AMAA is a pioneer in CPP and mobile integrated healthcare solutions and has been successfully operating such a program since 2011. AMAA's experience has demonstrated the value of a CPP and AMAA has the experience necessary to engage community partners and establish achievable program goals and objectives. Additionally, AMAA has been successful in getting payment for

such service from partner organizations because of the amount of money the CPP saves the healthcare system.

On November 6, 2015, EMS held a kickoff breakfast meeting with local healthcare stakeholders with a specific purpose to develop a CPP that was based on healthcare gaps within the community. The meeting was led by EMS staff and facilitated by AMAA. Following the meeting, AMAA issued a proceeding report on the gap analysis as well as recommendations for the CPP moving forward (Attachment 2).

The gap analysis report identified the following broad information:

- *The County was identified as the most appropriate partner to facilitate a discussion on a healthcare system that is more heavily focused on achieving improved outcomes.*

- *Concern was expressed over the health disparities within the community and that the need for care in the underserved population is not met by the current system of care. Concern was also mentioned regarding the difficulty that high need patients have in navigating the healthcare system.*

  As the dialogue shifted from discussion of strengths and assets of the healthcare system, partners talked about gaps in services they see as barriers. There is an acute need to improve chronic care management and services for "high utilizers" that cycle in and out of the hospitals.

- *The partners discussed a number of critical gaps in access to care. The county has high quality healthcare services and well-trained physicians; however, the partners discussed the lack of a full continuum of services. It is difficult for uninsured and underinsured patients to connect to needed services in the system due to fragmented providers and a lack of follow-up services available to them. It was noted that many patients stop seeking services when confronted with the difficulty of navigating the system. In particular, investments need to be made to close gaps in preventive care, follow-up and ongoing outpatient treatment for the chronically ill.*

- *Healthcare delivery is provider-centered, which is a contributing factor to the continuum of care gap discussed earlier in the dialogue. Many partners discussed the need to shift towards a patient-centered model of healthcare delivery.*

- *Another suggestion was to provide services that would guide people through the healthcare system. There is a shortage of support staff throughout the healthcare system in the community that can provide those types of services to improve access and health literacy. Providing this type of support staff for patients ensures they receive needed care.*

Recommendations from the AMAA report consisted of the following:

> *It is recommended that Leon County continue to work with partner organizations and community stakeholders to further define program parameters and to establish a sustainable economic model. The information we have reviewed provides support for the development of a Community Paramedic Program that initially focuses on three service lines:*
>
> *1. Hospital readmission avoidance;*
> *2. Hospice revocation avoidance; and*
> *3. High system utilizers.*
>
> *The recommendation of these three initial programs is based on the information gleaned from the Leon County Community Dialogue on Improving County Health Community as well as the Community Paramedic briefing. The stakeholders present indicated that these programs would bring significant value.*
>
> *The Readmission Avoidance Program would help improve patient outcomes and experience of care, and reduce preventable readmissions. This is patient centric and helps the hospitals with Medicare penalties.*
>
> *The Hospice Revocation Avoidance Program will help meet the patient's desire regarding end of life care, as well as reduce unnecessary expenditures for the hospice agencies.*
>
> *The High System Utilizer Program will help improve the patient-centered aspect of Leon County's healthcare system, and reduce medical care expenditures by navigating these patients to the most appropriate setting for their healthcare needs.*

Based on these recommendations, the County pursued community stakeholders in the further development of a financially viable CPP.

Analysis:

The creation of a CPP can provide several direct benefits to citizens, the County and to the healthcare stakeholders in the community. When properly constructed a CPP focuses its service lines on identified gaps within the community thereby improving services to citizens. Each of the recommended CPP service lines provides benefits to different stakeholders. For instance, the hospital readmission avoidance program provides the greatest benefit to the hospitals as it helps them avoid costly readmission penalties and the costs associated with providing readmission services. The hospice revocation avoidance service line benefits the hospice organizations. The high system utilizer abatement program can provide cost avoidance opportunities to the hospitals and, to a somewhat lesser degree, the County.

At the Board Retreat, staff recommended and the Board approved approaching the funding model for the CPP where the benefiting stakeholder pays for the services being provided to them

by the County. This model places the financial costs of the program with the organization that receives the benefit of the program. Direct payment for CPP services from third parties such as health insurance organizations, Medicare and Medicaid are not available at this time. However as previously mentioned, CMS has provided grant funding for CPP pilots to determine the viability of providing Medicare and Medicaid payments for CPP services in the future. Staff anticipates that CPP services will quality for direct reimbursement at some point in the future.

From the County's perspective the financial benefits of providing CPP services rests with potential cost avoidance. It costs the County approximately $600,000 per ambulance for 24-hours per day 365-days per year of coverage. In FY15, EMS had its busiest year on record with 37,765 requests for service, a 12% increase over the previous year. In the first six months of FY16 EMS has experienced an additional 10% increase in requests for service. Under the current service model the only option the County has to meet the increased calls for service is to continually add ambulances.

A fully implemented CPP can help stabilize the pace of call volume growth EMS has experienced. As reported at the retreat, the top 46 utilizers of EMS services represent 3% of the total call volume. While each of the service lines proposed under the CPP has the potential to decrease the number of requests for service, the high system utilizer abatement program will focus on decreasing these numbers. While this aspect of the CPP will not result in an increase of revenue, it may help the County to abate future costs associated with adding ambulance coverage. In addition, other jurisdictions have reported that their CPP provided other benefits to their organization such as stabilizing recruitment and retention, improving the relationships between EMS and the medical community and an improvement in the overall public opinion of EMS in the community as CPP services are viewed as progressive solutions to complex community issues.

Since the Board Retreat, staff has met individually with Tallahassee Memorial Hospital (TMH), Capital Regional Medical Center (CRMC), Big Bend Hospice, and Covenant Hospice, to further the CPP dialogue, develop program parameters and a sustainable economic model. Staff focused the development of the CPP with these organizations because the services these organizations provide to the community fit within the recommendations provided to the County by the consultant. The overall consensus of the stakeholders is that the community would benefit from the development of a CPP. However, there is variance on the service lines of the CPP that would provide the intended results and, as of this time, there is no firm financial commitment from the stakeholders to support the program.

<u>Tallahassee Memorial Hospital</u>
Staff had 11 independent interactions with TMH officials regarding the development of the CPP and engaged TMH's Chief Communications Officer, Chief Financial Officer, Chief Medical Officer, and the Administrator of Regional Development, Population Health and Telemedicine in this process (Attachment 3).

TMH currently has an aggressive hospital readmission avoidance program in place through its Transition Center. TMH's efforts through the Transition Center have resulted in TMH avoiding hospital readmission penalties from Medicare for several years. In addition, TMH has utilized the Transition Center assets to provide medical care to frequent utilizers of the healthcare system. TMH is most interested in partnering with the County to further impact high system utilizers.

On February 26, 2016, the County sent a formal correspondence to TMH requesting their commitment to participate in the CPP (Attachment 4). Subsequently, staff continued to engage TMH on the development of the CPP program parameters and sustainable economic model. On May 24, 2016 TMH notified the County that they are willing to partner with the County to establish a "cost-free, one-year pilot project" that focuses on high system utilizers through the use of Transition Center resources that are already in place (Attachment 5). TMH has indicated to staff that they are unable to provide any direct financial support to the County to operate the CPP at this time.

Capital Regional Medical Center

Staff had 9 independent interactions with CRMC officials regarding the development of the CPP (Attachment 3). Throughout this process, County staff interacted with CRMC's Chief Operating Officer, Chief Financial Officer, Chief Nursing Officer, Director of Case Management, and the EMS Coordinators.

CRMC is interested in participating with the hospital readmission avoidance component of the CPP. CRMC believes that this program is a viable alternative to assist them in managing complex patients that are discharged from the hospital. These patients would be provided CPP services in addition to any other services currently available with a goal of avoiding a hospital readmission by facilitating care coordination of the patient.

On February 26, 2016, the County sent a formal correspondence to CRMC requesting their commitment to participate in the CPP (Attachment 6). Subsequently, staff continued to engage CRMC on the development of the CPP program parameters and sustainable economic model. On March 10, 2016 the County received a correspondence from CRMC agreeing to participate in the CPP and provide financial support to the program (Attachment 7). However, CRMC is still in the process of evaluating the economics related to their participation in the program and has been unable to provide a firm financial commitment to the program as of the writing of this item.

Big Bend Hospice

Staff had 5 independent interactions with Big Bend Hospice officials during the development of the CPP (Attachment 3). County staff interacted with the Director of Clinical Operations and the Professional Relations Manager throughout the process. On February 26, 2016, the County sent a formal correspondence to Big Bend Hospice requesting their commitment to participate in the CPP (Attachment 8). Big Bend Hospice notified the County of their interest in participating in the CPP hospice revocation avoidance services on March 10, 2016 and believes that this program will be a useful alternative for improving care options to their clients (Attachment 9).

Subsequently, staff continued to engage Big Bend Hospice on the development of the CPP program parameters and sustainable economic model. Big Bend Hospice staff has been reviewing their historical patient demographics to determine the overall impact that the CPP program may have and to develop the economic case for paying for CPP services. As of the writing of this item, Big Bend Hospice has not provided a firm financial commitment to participate in the CPP.

Covenant Hospice

Staff had 3 independent interactions with Covenant Hospice officials whom were interested in exploring the program parameters and understanding how the CPP may improve patient experience (Attachment 3). On February 26, 2016, the County sent a formal correspondence to Covenant Hospice requesting their commitment to participate in the CPP (Attachment 10). On April 5, 2016, Covenant Hospice advised the County that they had decided to not participate in the CPP at this time due to resource constraints (Attachment 11).

Program Options

In summary, staff has continued to engage the stakeholders seeking a formal commitment to support the CPP. At this time however, a sustainable full scale program cannot be put in place, without an agreement and financial commitment from the stakeholders. As previously stated, the greatest financial benefactors of a CPP are the stakeholders. The benefits of a CPP to the County are minimal in comparison and are centered on cost avoidance along with improvements in the relationships between the medical community and the County.

As the stakeholders have affirmed their interest in partnering with the County in this venture and recognize its value, staff recommends the Board authorize staff to continue to work with the stakeholders towards further development of a CPP. A status update will be provided to the Board at a future meeting.

As an alternative, the County could utilize the DOH grant to initiate a limited CPP that focuses on high system utilizers and programs that provide cost avoidance benefits to the County. Under this alternative, the County would add one FTE to staff the efforts and the program would have an annual recurring cost of approximately $80,000 and on-time capital costs of $75,000. The DOH grant ($57,735 grant; $19,245 County match) could be used to fund the first year of this program. However, under the grant terms, the County would be required to continue the CPP for an additional four-year period or reimburse the grant funding ($57,735) to the DOH should the CPP services be abated prior to the end of FY21.

It is important to note that provided the limited service levels under this alternative, staff is uncertain about the level of cost avoidance the County may realize. Jurisdictions that are successful in realizing cost avoidance related to CPP are operating full-time CPP services which contributes to their success in decreasing the reliance of their high-system utilizers on ambulance responses. A full-time, 24-hour per day CPP would require the County to add 5 FTEs at a cost

of approximately $365,000 plus operating expenses and would result in a significant budget impact and is therefore not included as a viable option for the Board's consideration.

Provided that the greatest benefactors of a CPP is the healthcare stakeholders and the minimal cost avoidance benefit that the County may receive from this program, staff does not recommend initiating any CPP services prior to the full commitment of the stakeholders and the development of a sustainable economic model that includes cost sharing arrangements. Due to the uncertainty surrounding the further development of the CPP within FY17 staff recommends the Board authorize staff to close the DOH CPP grant in accordance with the grant requirements.

Tallahassee Coalition for Coordinated Care

Representatives from the medical community that staff has engaged throughout this process have been cooperative and appreciative of the County's efforts to explore the creation of a CPP and the overall interest of the County to assist the medical community with these complex healthcare delivery issues. This process has also allowed the County to collaborate with healthcare providers on other important issues that are impacting the community through data sharing and quality care initiatives.

Because of our collaborative efforts, EMS has been invited to participate in the Tallahassee Coalition for Coordinated Care whose mission is to significantly enhance the experiences and healthcare outcomes of Medicare beneficiaries (Attachment 12). The membership of the coalition includes TMH, CRMC, skilled nursing facilities, home health agencies, and other providers of medical services. Participating in the coalition fits within the framework of the goals of the County in pursuing a CPP and will further link EMS resources with other healthcare providers. Because of this unique opportunity to strengthen our community partnerships, staff recommends the Board approve the participation of EMS with the coalition.

Conclusion

The most successful Community Paramedic Programs are based on a partnership and financial investment by all stakeholders. This model enhances the community's access to healthcare, improves collaborative relationships within the healthcare community and reduces the overall cost of healthcare services. Staff recommends that the Board authorize staff to continue to work with the stakeholders towards further development of a CPP which includes a sustainable economic model that does not put the County fully at risk for funding the program. In addition, staff seeks Board authorization to participate with the Tallahassee Coalition for Coordinated Care in an effort to further the dialogue related to improving the experience of care and health outcomes of Medicare beneficiaries.

Options:

1. Accept the Status Report on the Community Paramedic Program and authorize staff to continue to work with the stakeholders towards further development of a CPP.

2. Approve staff's participation with the Tallahassee Coalition for Coordinated Care.

3. Authorize staff to close the Department of Health CPP grant in accordance with the grant requirements.

4. Direct staff to move forward with implementing a limited CPP utilizing funding from the DOH grant for FY17.

5. Board direction.

Recommendation:
Options #1, 2 & 3.

Attachments:

1. Report on April 3, 2014 Leon County Community Dialogue, Improving County Health
2. Proceedings Report on Community Paramedic Gap Analysis and Recommendations for Leon County Community Paramedic Program
3. Summary of Stakeholder Contacts
4. February 26, 2016 Correspondence to Tallahassee Memorial Hospital
5. May 24, 2016 Correspondence from Tallahassee Memorial Hospital
6. February 26, 2016 Correspondence to Capital Regional Medical Center
7. March 10, 2016 Correspondence from Capital Regional Medical Center
8. February 26, 2016 Correspondence to Big Bend Hospice
9. March 10, 2016 Correspondence from Big Bend Hospice
10. February 26, 2016 Correspondence to Covenant Hospice
11. April 5, 2016 Correspondence from Covenant Hospice
12. Tallahassee Coalition for Coordinated Care Charter and Membership Application

Leon County Community Dialogue

IMPROVING COUNTY HEALTH • APRIL 3 2014

NACO National Association of Counties
The Voice of America's Counties

THE NATIONAL ASSOCIATION OF COUNTIES

The National Association of Counties (NACo) assists America's counties in pursuing excellence in public service by advancing sound public policies, promoting peer learning and accountability, fostering intergovernmental and public-private collaboration and providing value-added services to save counties and taxpayers money. The National Association of Counties (NACo) is the only national organization that represents county governments in the United States. Founded in 1935, NACo provides the elected and appointed leaders from the nation's 3,069 counties with the knowledge, skills and tools necessary to advance fiscally responsible, quality-driven and results-oriented policies and services to build healthy, vibrant, safe and fiscally resilient counties.

WHAT ARE THE COMMUNITY DIALOGUES?

The National Association of Counties (NACo), in partnership with the Robert Wood Johnson Foundation (RWJF) and the University of Wisconsin Population Health Institute (UWPHI) is conducting community dialogues in six counties across the country. The NACo Community Dialogue to Improve County Health sessions are intended to assist counties in assessing, planning, and strategizing current efforts toward coordinating health initiatives to improve the overall health of residents in these counties. These sessions are a part of NACo's Elected County Officials' Guide to County Health Rankings & Roadmaps project which aims to bring together public and private partners to share innovative ideas and strategize about how to resolve various challenges counties face.

NACO National Association of Counties

LEON COUNTY COMMUNITY DIALOGUE

Community healthcare leaders in Leon County gathered together to discuss access to care in the county. Participants included members of the County Commission, the County Administrator and staff, the Florida Department of Health in Leon County Interim Administrator, and representatives from the Florida State University (FSU) College of Medicine, Big Bend Cares, Neighborhood Medical Center, Apalachee Center, Bond Community Health Center, Capital Medical Society Foundation, North Florida Medical Centers, Tallahassee Memorial HealthCare, Florida A&M University (FAMU) College of Pharmacy and Pharmaceutical Sciences, and the United Way of the Big Bend.

Leon County staff led participants in identifying the strengths and assets of the current healthcare system, the gaps and barriers to collaboration, ideas and solutions to addressing those gaps and barriers, and next steps to achieving the goals.

County Commission Chair Kristin Dozier opened the Community Dialogue by noting the main outcome for the discussion would focus on how to improve access to care in Leon County through greater collaboration and increased partnerships. She stated the county wants to be the catalyst that drives these types of partnerships forward. County Administrator Vincent Long highlighted the goals of the discussion, including a conversation on where the county and its partners should go next in improving access to care. Leon County staff emphasized the dialogue was intended to provide a forum for an honest look at where the community is and how the strengths can be enhanced and the gaps can be filled to improve access to care.

This report provides a narrative summarization of the Community Dialogue. The report is organized by area of discussion and not the exact order of conversation as it occurred on April 3, 2014. The report does not include every comment made throughout the day, but serves to highlight the ideas discussed in their respective sections.

IDENTIFYING STRENGTHS AND ASSETS

WHAT ARE THE STRENGTHS AND ASSETS OF THE HEALTHCARE SYSTEM IN LEON COUNTY AND HOW CAN THE COMMUNITY BUILD ON WHAT IS WORKING WELL?

Participants spent a majority of the first session discussing the strengths of the healthcare system in Leon County. There were a number of comments that emphasized the strength and dedication of the safety net providers in the community, including the We Care Network coordinated by the Capital Medical Society Foundation, Bond Community Health Center, and Neighborhood Medical Center. This group of providers, known as the CareNet program, is supported by other healthcare partners such as the Florida State University (FSU) College of Medicine, the Florida A&M University (FAMU) College of Pharmacy, and Tallahassee Memorial HealthCare.

In Leon County, partners share in the mission to serve indigent populations, in particular both Bond Community Health Center and Neighborhood Medical Center have a long history and depth of experience serving the uninsured and underserved in Leon and surrounding counties. Others have also developed innovative methods of improving access for underserved populations. Tallahassee Memorial HealthCare, in collaboration with the FSU College of Medicine and Capital Health Plan, has established the Transition Center. The Center helps connect patients who are uninsured or underserved with safety net providers and primary care providers to ensure a continuity of care and lower readmissions to the hospitals.

> One of the things that is more unique about Tallahassee than most communities is... the large majority of health concerns and health programs are managed and directed by this community and through people in this community...When you have healthcare decisions made from afar, there isn't a sense of ownership...I think the way that this community makes decisions around healthcare and the fact that a large majority are made locally is highly important.
>
> — Mark O'Bryant
> *President and Chief Executive Officer*
> *Tallahassee Memorial HealthCare*

Leon County is home to two major universities, Florida State University and Florida A&M University. The FSU College of Medicine and the FAMU College of Pharmacy serve important roles by attracting students and faculty who are interested in serving the underserved, supporting TMH's residency programs, and embedding faculty in local healthcare organizations who serve the uninsured and underserved. As Florida's state capital, Tallahassee and Leon County are in a unique position to influence state policy.

The county has partnered with the City of Tallahassee and the United Way of the Big Bend to develop the Community Human Services Partnership, which invests over $4 million in social services, including healthcare, to improve the quality of life for our local citizens. The Florida Department of Health in Leon County operates a pediatric dental program. In partnership with Leon County Schools, it is piloting a sealant program for second graders.

Photos: Community Dialogue participants engage in conversation about improving access to care in Leon County.

WHAT IS OR SHOULD BE THE COUNTY'S ROLE IN IMPROVING ACCESS TO CARE?

The final portion of the morning session centered on the role the county could play to improve access to care. A number of partners discussed the county moving toward operating in a more outcome-driven fashion, consistent with nationwide healthcare trends. . The county was identified as the most appropriate partner to facilitate a discussion on a healthcare system that is more heavily focused on achieving improved outcomes. This would include facilitating discussions to establish certain health benchmarks and supporting providers to reach identified goals.

> "One of the issues we have in general is a level of public prejudice and stigma, not only about severe and persistent mental health issues… but with mild mental health issues…A lot of that has to do with both a reluctance to seek treatment and a reluctance to admit that there are interventions needed, and with the unavailability…of milder or more moderate forms of treatment, and that takes not just providers, but it takes a change in the culture of the community…I think that is a place where the county, with the partnership of the current providers, can take the lead and say we want to make this the healthiest county we can, both in terms of physical, but also in terms of behavioral health."
>
> — Jay Reeve
> *President and Chief Executive Officer*
> *Apalachee Center*

The county was also identified as having an important role in taking the lead on key health issues that impact the community. This includes pursuing innovative health technologies, such as telehealth and telemedicine, through policy development at the local and state level. Regarding mental health, initiatives to reduce stigmas associated with seeking mental health treatment were discussed and the county was identified as playing an important role in educating the public and promoting the importance of treatment for mental health and substance use disorders.

PUBLIC COMMENT PERIOD

At the end of this section of the dialogue, citizens were given an opportunity to make comments. Public comments included concern that the failure to expand Medicaid in Florida would have a dramatic impact on the uninsured, particularly in the African American population. Concern was expressed over the health disparities within the community and that the need for care in the underserved population is not met by the current system of care. Concern was also mentioned regarding the difficulty that high need patients have in navigating the healthcare system.

GAPS AND CURRENT BARRIERS TO COLLABORATION

WHAT ARE THE GAPS IN SERVICES IN THE COMMUNITY?

As the dialogue shifted from discussion of strengths and assets of the healthcare system, partners talked about the gaps in services they see as barriers. Although many partners highlighted the high quality of care provided by physicians, it was noted that some specialties suffer from a shortage of providers and additional physicians are needed to match the health needs of the community.

There was a discussion about gaps in services for the chronically ill. The current CareNet system has provided a strong safety net, but the system does not address funding of chronic disease treatment.. There is an acute need to improve chronic care management and services for "high utilizers" that cycle in and out of the hospital.

Many partners highlighted the need to put increased focus on prevention efforts, particularly among high need populations. Finally, there was discussion around a gap in acute ongoing behavioral health services, although this stems more from a statewide funding lapse. Conversation among the partners highlighted the quality of services delivered and focused most of the discussion on gaps in access to care.

WHAT ARE THE GAPS IN ACCESS TO CARE IN THE COMMUNITY?

The partners discussed a number of critical gaps in access to care. The county has high quality health-care services and well-trained physicians; however, the partners discussed the lack of a full continuum of services. It is difficult for uninsured and underinsured patients to connect to needed services in the system due to fragmented providers and a lack of follow-up services available to them. It was noted that many patients stop seeking services when confronted with the difficulty of navigating the system. In particular, investments need to be made to close gaps in preventive care, follow-up, and ongoing outpatient treatment for the chronically ill.

> "Our system is still very provider-centered rather than patient-centered and we expect patients to know how to navigate so many different systems to get all of the pieces [of care] that they need."
>
> — Lauren Faison
> *Administrator for Population Health and Regional Development*
> *Tallahassee Memorial HealthCare*

For those uninsured populations gaining access to health coverage through the Affordable Care Act, accessing a fragmented system of care will be particularly difficult as many of them are gaining insurance for the first time or after a long gap in coverage. The partners expressed concerns about gaps in coverage for those purchasing high-deductible plans on the Federal Health Insurance Marketplace.

Some providers have found it difficult to share patient health information. As information sharing is a critical component to a system that provides a strong continuity and continuum of care, partners expressed concern and a desire to move forward on improving capacity for information and health

record sharing. Multiple partners discussed the current status of health information exchanges, which offer significant potential for improving the community healthcare system, but are still in the development stage or have yet to be adopted universally. Part of the slow adoption of health information exchanges has to do with the complex issues surrounding the Health Insurance Portability and Accountability Act (HIPAA) and other privacy requirements and the cost-prohibitive nature of connecting medical records systems to health information exchanges.

Healthcare delivery is provider-centered, which is a contributing factor to the continuum of care gap discussed earlier in the dialogue. Many partners discussed the need to shift towards a patient-centered model of healthcare delivery.

At this point in the dialogue discussion shifted to an issue within the primary care provider system for the uninsured and underserved population. Due to the timing of federal funding decisions, the gathering of these key partners served as an important opportunity to address this critical community partnership.

PUBLIC COMMENT PERIOD
No members of the public offered comments for this section of the dialogue.

REMOVING BARRIERS TO COLLABORATION

WHAT ARE SOME OPPORTUNITIES TO ADDRESS GAPS IN THE COMMUNITY?

At the start of this session on how to address gaps in the healthcare system, partners were led in a short discussion of what gaps had been identified earlier in the day. They were also prompted to consider the healthcare system as a whole and where each of the partners fit into solving some of these key gaps in the community.

The Center for Health Equity at Florida A&M University (FAMU) will engage in an agreement with both community health centers to implement an outcome-driven model addressing diabetes. The pilot program will take a baseline assessment of patients and put them through a structured system of care that eliminates barriers such as transportation, mental health, substance abuse, and follow-up care. The baseline assessment measures will be monitored and outcomes reported on a quarterly basis to view improvement. This type of model would address continuum of care issues discussed in the earlier segment on gaps.

The partners discussed both the process and the types of community outcomes that should be addressed. There was discussion of anchoring any community shared vision on improving health to a national standard that is recognized by both leaders and the public (e.g. Healthy People 2020). There was broad agreement that any outcome data should be based on data already collected by providers, as they are all faced with a number of data collection requirements already.

Many partners weighed in on the process of filling community gaps with a broad census focused on developing a committee or community health council that would develop a shared community vision or community-based plan that addresses agreed upon priorities. The United Way of the Big Bend operates a community health council that spans across community sectors. The county currently has

Participants discussed additional partners that should be included in the development of a community-based plan that impacts health but were not included in the Community Dialogue. Suggestions included:

- Law enforcement
- Leon County School District
- City of Tallahassee
- County commissioners from surrounding counties
- Faith-based organizations
- Patients/clients
- County and city planners
- Leon County Emergency Medical Services (EMS)
- Transportation leaders
- Business leaders

a Community Health Coordinating Committee and it could be utilized as a vehicle for community partners and the county to move community health priorities forward. There was discussion of engaging county leaders from surrounding counties to gauge the utilization of healthcare services in Leon County from individuals residing in those counties. Other suggestions included the development of a multi-year strategic plan that includes an annual plan incorporating community health priorities.

Improving health literacy in the community was suggested as an opportunity to address access to care issues. One solution offered was to develop a focus group or survey of Leon County citizens to gauge their current understanding of health and then undertaking a public education effort to fill the needed gaps identified. Another suggestion was to provide services that would guide people through the healthcare system. There is a shortage of support staff throughout the healthcare system in the community that can provide those types of services to improve access and health literacy. Providing this type of support staff for patients ensures they receive needed care.

PUBLIC COMMENT PERIOD

Comments included concern over the high rates of infant mortality in Leon County. Income inequality and poverty were also identified as barriers to accessing care in the community, which also impacts low income citizens ability to provide or get transportation to gain access to healthcare. Some commenters agreed with ideas discussed by the partners such as consolidated medical records to provide for consistency of care across providers, the concept of case management, and a shift to patient-centered care. Community goals would be shared with the public to ensure transparency.

NEXT STEPS: WHAT WILL EACH PARTNER COMMIT TO MOVING FORWARD?

County Administrator Long opened this section of the dialogue by drawing on comments earlier in the day that focused on moving toward a more outcome-driven approach. He noted that county contracts have been focused on getting people into a primary care home, but this could be a pivot point to shift toward outcome-driven contracts with providers. This would allow the county to focus on moving the needle on specific health care needs in the community identified by partners. Multiple partners indicated that the community needs to first assess the health issues and develop a community-based plan to address them, and then potentially address how the county contracts with providers.

The United Way of the Big Bend expressed willingness to take the lead on being the catalyst for the community health council to pool resources and contribute to a discussion of a community-wide shared vision. Many other partners stated that they were willing to devote time and resources to a community health council.

A number of partners, including the FAMU College of Pharmacy and the Tallahassee Memorial Health-Care Transition Center said they would focus on sharing information and tools with all the partners to improve knowledge of the needs of the community. Dr. Thompson from FAMU offered to compile health statistics for the area, including in subgroups of the community, to help understand the health issues of the community. The Transition Center will share its patient-by-patient identifier and GIS mapping tools that provide data on the neediest populations in the community.

NACo COMMUNITY DIALOGUE SERIES

Leon County Community Dialogue

IMPROVING COUNTY HEALTH • APRIL 3 2014

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Proceedings Report on Community Paramedic Gap Analysis

&

Recommendations for Leon County Community Paramedic Program

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Introduction

Leon County, Florida engaged MedStar Mobile Healthcare to provide consulting services to assist in the development of a Community Paramedic Program. MedStar is a governmental administrative agency that is responsible for providing Emergency Medical Services for fifteen cities in the Ft. Worth, Texas area that includes 980,000 residents in 421 square miles. MedStar has operated a successful Community Paramedic Program since 2009 that has a demonstrated track record of improving patient navigation within the healthcare system resulting in improved patient outcomes and economic efficiencies. MedStar's Community Paramedic Program has been recognized as a model program and has developed industry recognized best practices in the field. MedStar has provided similar assistance in the development of Community Paramedic Programs to over 160 communities across the United States.

As a part of this engagement, MedStar reviewed the current healthcare environment in the community; provided guidance to the County on the development of a Community Paramedic Program; and, facilitated a meeting of community stakeholders to identify how a Community Paramedic Program can be designed to benefit patients and the community.

In MedStar's experience, it is important to design the Community Paramedic Program to meet the needs of the community it is serving. The goal of Community Paramedic Programs should be to provide patients with the right care, at the right time, in the right place. All successful Community Paramedic Programs that we know of were designed to meet an identifiable need within the community. It should also be noted that Community Paramedic Programs are not intended to replace, supplant or compete against healthcare services already available within a community. Community Paramedic Programs work to complement the services of the other health care professionals in the current healthcare system.

The focus of this report is to provide an overview of the information obtained at a community stakeholders' meeting that was held on November 6, 2015. This report provides a brief overview of the history and development of Mobile Integrated Healthcare / Community Paramedic Programs in the United States; provides a brief background on the development of the Community Paramedic Program in Leon County; summarizes the November 6, 2015 meeting; and provides actionable recommendations for the development of a Community Paramedic Program in Leon County.

History and Development of Mobile Integrated Health/Community Paramedic

The concept of Community Paramedicine was first formally initiated in 1997 in Red River, New Mexico. However, the rapid growth of Community Paramedic programs from four in 2009 to over 200 in 2015 has been due to the changes in the economics of healthcare transitioning for traditional fee for service to pay for performance. Hospitals and other healthcare providers are now being held financially accountable for improving patient outcomes, while reducing healthcare expenditures.

Physician involvement through telemedicine and other care coordination services also continues to grow as the complexity of patients being managed increases and the technology available to support teleconnectivity becomes more reliable and cost efficient.

Leon County Background

Leon County EMS has a long history of providing innovative programs that focus on meeting the needs of the patient. EMS has had a formal social service referral program since 2005. The goal of this program is to assist patients in finding appropriate services in the community that meet the needs of the patient. EMS across the county is a safety-net provider for individuals that have unmet needs. When patients are unable to identify resources that meet their specific needs, they will often default to calling EMS for services. In many instances, the needs of these patients are better provided by other community agencies. Examples include elderly individuals that are shut-in and in need of heating or food assistance; chronically ill patients that need help with mobility and transportation; and instances where the individual's living conditions contribute towards their health problems.

The EMS program leverages community resources by partnering with 2-1-1 Big Bend and their partner organizations. Through this partnership, paramedics that identify a patient with a need gains the consent of the patient and makes a referral to 2-1-1 Big Bend. 2-1-1 Big Bend makes an assessment of the situation and then connects the patient with the appropriate community resource that can meet the need of the patient. EMS makes on average 35 referrals per year.

Leon County identified the potential impact of providing Community Paramedic services when such services were in their infancy, likely due to EMS' experience and success with the social service referral program. In 2011, the County applied for a Health Care Innovation Challenge Grant from the Center for Medicaid and Medicare Services. The County again applied for grant funding from round two of the Health Care Innovation Challenge Grant and sought grant funding from the Robert Wood Johnson Public Health Services and Systems Research Grant program.

At the December 10, 2013 meeting, the Leon County Board of County Commissioners directed staff to modify the Strategic Initiative regarding EMS so that the county can continue to pursue assistance for the start-up costs of a Community Paramedic Program. The strategic initiative was modified and approved at the January 21, 2014 meeting.

On April 3, 2014, Leon County, in cooperation with the National Association of Counties, hosted the Leon County Community Dialogue on Improving County Health. This meeting brought together community leaders and members of the healthcare community to discuss access to care in the county. Participants included members of the County Commission, the County Administrator and staff, the Florida Department of Health in Leon County, and representatives from the Florida State University College of Medicine, Big Bend Cares, Neighborhood Medical Center, Apalachee Center, Bond Community Health Center, Capital Medical Society Foundation, North Florida Medical Centers, Tallahassee Memorial HealthCare, Florida A&M University College of Pharmacy and Pharmaceutical Sciences, and the United Way of the Big Bend. The focus of this meeting was to work towards solutions that improve access to care through greater collaboration and increased partnerships.

The report contains the following relevant information,

> *The county was identified as the most appropriate partner to facilitate a discussion on a healthcare system that is more heavily focused on achieving improved outcomes* (p. 6).
>
> *Concern was expressed over the health disparities within the community and that the need for care in the underserved population is not met by the current system of care. Concern was also mentioned regarding the difficulty that high need patients have in navigating the healthcare system* (p. 6).
>
> *As the dialogue shifted from discussion of strengths and assets of the healthcare system, partners talked about the gaps in services they see as barriers...There is an acute need to improve chronic care management and services for "high utilizers" that cycle in and out of the hospital* (p. 7).
>
> *The partners discussed a number of critical gaps in access to care. The county has high quality health-care services and well-trained physicians; however, the partners discussed the lack of a full continuum of services. It is difficult for uninsured and underinsured patients to connect to needed services in the system due to fragmented providers and a lack of follow-up services available to them. It was noted that many patients stop seeking services when confronted with the difficulty of navigating the system. In particular, investments need to be made to close gaps in preventive care, follow-up, and ongoing outpatient treatment for the chronically ill* (p. 7).
>
> *Healthcare delivery is provider-centered, which is a contributing factor to the continuum of care gap discussed earlier in the dialogue. Many partners discussed the need to shift towards a patient-centered model of healthcare delivery* (p. 8).
>
> *Another suggestion was to provide services that would guide people through the healthcare system. There is a shortage of support staff throughout the healthcare system in the community that can provide those types of services to improve access and health literacy. Providing this type of support staff for patients ensures they receive needed care* (p. 9).

Leon County was successful in obtaining grant funding to support the implementation of a Community Paramedic Program through the Florida Department of Health EMS Matching Grant program. This grant provided $57,735 of funding and requires a local match of $19,245 for a total project budget of $76,980. The grant was accepted by the County on September 2, 2014 and the funding is included in the fiscal year 2016 budget. Utilization of this grant funding requires the County to commit to providing expanded services for five years.

Leon County EMS has conducted a review of the requests for service received by EMS during fiscal year 2015. EMS responded to 37,765 requests for service in fiscal year 2015 an increase of 12% over the 33,367 requests for service EMS responded to in fiscal year 2014. They then identified high system utilizes or those individual patients that utilized EMS services 15 or more times during fiscal year 2015. It was found that 46 individuals utilized EMS services 15 or more times representing 1,071 requests for service or 3% of the total requests for service responded to by EMS. According to Leon County EMS, these 1,071 requests equate to an estimated expense to the county of $559,800. Two individuals were identified as the highest EMS utilizers with 54 requests for service each; the mean was 21 requests for service and the median was 23.28 requests for service.

Currently, both hospitals in Leon County are being assessed financial penalties from Medicare for higher than national average readmission rates. Medicare is also assessing financial penalties for things like patient experience scores, clinical processes of care and patient outcomes.

The implementation of a Community Paramedic program may have a positive impact in the readmission rates and resulting penalties for readmissions and value-based purchasing measures. During the Community Paramedic Briefing on November 6th, both hospitals expressed a strong desire for assistance with improving these measures.

Leon County has taken measures to address gaps in population health. Many of these initiatives are innovative and all are collaborative endeavors with community stakeholders. Our experience is that communities that have a high-level of stakeholder collaboration are the most successful at implementing a Community Paramedic Program. The importance of these partnerships in the success of a Community Paramedic Program cannot be emphasized enough.

November 6, 2015 Community Stakeholders' Meeting

A meeting with local community healthcare partners was held on November 6, 2015 to inform the partners about the Community Paramedic Program and to assess community gaps in healthcare delivery. This is an important step in the overall development of a Community Paramedic Program as successful Community Paramedic Programs require strong partnerships and have to be designed to meet the specific needs identified in the community.

Representatives of the following organizations were invited to the meeting:

211 Big Bend	Consulate Healthcare	Leon County Dental Clinic
Ability 1st	Covenant Hospice	Leon County Health Dept
Accessibility Solutions	DCF Office of Child Welfare	Maxim Healthcare Services
Allegro	Dial A Ride	Miracle Hill
Amedisys Home Health	Director of Economic Self Sufficiency Program	Neighborhood Medical Center
American Red Cross	Elder Care Services	North Florida Medical Center
Area Agency of Aging	Faith Home Health	North Florida Women's Care
Bethel Family Counseling & Outreach	Family Resources	Office of EMS Chief
Big Bend Cares	FAMU College of Pharmacy	PATH/Apalachee Center
Big Bend Homeless Coalition	FAMU Counseling Services	Prestige Health Choice
Big Bend Hospice	FAMU Student Health Center	Refuge House
Bond Community Health Center	FL Surgeon General	Renaissance Community Center - The Shelter
Broadview	Florida Alliance for Assistive Services & Tech	Salvation Army
Brookdale Hermitage Health	Florida Blue	Seven Hills Health and Rehabilitation Center
Capital Area Community Action Agency	Florida Department of Children and Families	Southern Medical Group
Capital City Youth Services	Florida Healthy Kids	Suncrest Omni
Capital Health Plan	Florida Legal Services Prescription Clinic	Tallahassee Memorial Healthcare
Capital Home Health	FSU College of Medicine	Tallahassee Orthopedic Group
Capital Medical Society Foundation	FSU Psycology Clinic	Tallahassee Senior Cener
Capital Regional Medical Center	FSU Student Health and Wellness Center	Tallahassee Urban League
Catholic Charities	Geutiva Health Services	TCC Dental Clinic
Centre Pointe	Good Samaritan Network	TCC Mental Health
Centre Pointe	Harbor Chase	The Shelter
Chamber of Commerce	HealthSouth Rehab Hospital	United Way
Cherry Laurel	Home Instead Senior Care	US VA Outpatient Clinic
Children's Home Society	Hopewell Home Care	Visiting Angels
Children's Medical Services	Interim Healthcare	Westminster Oaks
Connections Church	Jasmine Women's Center	Whole Child Leon
Consolidated Dispatch Agency	Lake Ella Manor	

The meeting on November 6, 2015 was attended by a wide representation of the Leon County healthcare community. The discussion was kicked off by Vincent S. Long, Leon County Administrator and Chad Abrams, Chief of Public Safety. The discussion was moderated by Matt Zavadsky from MedStar.

The discussion was started by reviewing the Leon County Community Dialogue on Improving County Health findings and the connection to how a Community Paramedic Program can assist in meeting the identified needs. The stakeholders were presented with a short history of recent events in healthcare in America and how it is shifting. They were then presented with potential models of what the Leon County Community Paramedic program could look like and introduced to the general concept and how the program could help their organizations and patients.

The stakeholders were asked five questions at the end of the session to gain their perspective on how they envisioned this program improving the overall conditions in the community. The following are the questions with the top three answers to each question along with the response rate.

What is the one thing about the healthcare system in our community that keeps you up at night? What is your greatest concern?

1. Healthcare affordability - 44% of responses
2. Lack of access for patients - 36% of responses
3. Overcrowded emergency rooms - 8 % of responses

If you had a magic wand and could change one thing, but only one thing in our community healthcare system, what would you change? Money and resources is no object.

1. Increase access to care - 48 % of responses
2. Appropriate hospital utilization - 15 % of responses
3. Not enough physician resources - 12 % of responses

What are the current barriers to change in our community's healthcare system?

1. Lack of collaboration of healthcare agencies/politics – 44%
2. Lack of funding – 20%
3. Lack of provider resources – 12%

Who is not at the table to day that should be? (Either by agency, role, or name)

1. CEO's, and CFO's (healthcare leadership) – 44%
2. Non-healthcare community leadership (legislators, commissioners, community leaders) – 20%
3. Law enforcement – 8%

What are the three top gaps in healthcare services in our community?

1. Mental health – 64%
2. Homeless and homeless veterans – 28%
3. Dentists – 20%

Recommendations

It is recommended that Leon County continue to work with partner organizations and community stakeholders to further define program parameters and to establish a sustainable economic model. The information we have reviewed provides support for the development of a Community Paramedic Program that initially focuses on three service lines:

1. Hospital readmission avoidance;
2. Hospice revocation avoidance; and
3. High system utilizers.

The recommendation of these three initial programs is based on the information gleaned from the Leon County Community Dialogue on Improving County Health Community as well as the Community Paramedic briefing. The stakeholders present indicated that these programs would bring significant value.

The ***Readmission Avoidance Program*** would help improve patient outcomes and experience of care, and reduce preventable readmissions. This is patient centric and helps the hospitals with Medicare penalties.

The ***Hospice Revocation Avoidance Program*** will help meet the patient's desire regarding end of life care, as well as reduce unnecessary expenditures for the hospice agencies.

The ***High System Utilizer Program*** will help improve the patient-centered aspect of Leon County's healthcare system, and reduce medical care expenditures by navigating these patients to the most appropriate setting for their healthcare needs.

It is recommend that the County consider beginning the Community Paramedic Program as a six month pilot project with 20-30 patient enrolled in the Hospital Readmission Avoidance Program. The County would fund the six month pilot project *only after obtaining formal commitments from the potential funders to contribute to funding the program once it meets agreed upon goals*. This will assist in developing a sustainable economic model that requires the commitment of partner organizations and stakeholders that may benefit from the results of the program.

It is further recommend that the second phase of the program, the Hospice Revocation Avoidance Program, be simultaneously implemented with the pilot project. This program has the potential to immediately provide benefits to stakeholders and patients and has an easily implemented economic model. The County should enter into agreements with hospice agencies that outline the expectations and program parameters.

Once the readmission and hospice programs are implemented, we recommend that the County begin modeling a High System Utilizer Program with the healthcare system stakeholders who are financially at-risk for these patients. This will include organization such as third party payers and hospital partners.

How a Community Paramedic meets the needs identified at the November 6, 2015 community stakeholder meeting:

What is the one thing about the healthcare system in our community that keeps you up at night? What is your greatest concern?

1. **Healthcare affordability** – The Community Paramedic Program can assist with this gap through navigation of the patient to the appropriate care can help reduce costs. Similar programs across the country have demonstrated significant potential for reduced costs to patients, providers, and third party payers by providing the right care, at the right time, in the right place.

2. **Lack of access for patients** – Provide healthcare resources for patients by Community Paramedics delivering care to them, in their homes or place of employment, anytime, anywhere. These programs also assist with patient advocacy and proving education to the patient on the most appropriate ways to manage their healthcare needs.

3. **Overcrowded emergency rooms** – The Community Paramedic Program assists with this gap by reducing the need for low-acuity patients to visit the ER and by navigating low-acuity patients to other, more appropriate healthcare resources.

If you had a magic wand and could change one thing, but only one thing in our community healthcare system, what would you change? Money and resources are no object.

1. **Increase access to care** – Providing healthcare resources to patients by Community Paramedics, brings care to them, in their homes or place of employment, anytime, anywhere. These programs also assist with patient advocacy and providing education to the patient on the most appropriate ways to manage their healthcare needs.

2. **Appropriate hospital utilization** – The Community Paramedic Program will help provide options for low acuity patients so that hospital emergency rooms can focus on more acute patients.

3. **Not enough physician resources** – The Community Paramedics can be physician extenders, both by assisting with the field implementation of a physician developed care plan, or through telemedicine solutions, to help meet patient needs and help apply community resources for the patient as needed.

What are the current barriers to change in our community's healthcare system?

1. **Lack of collaboration of healthcare agencies/politics** – The Community Paramedic Program should host a monthly Care Coordination Council to help agencies collaborate and offer appropriate services to patients when indicated. This Council could also help identify and advocate for the development of resources that are needed in the community to help these patients.

2. **Lack of funding** – The program can use current funding to reallocate resources in the system as needed to appropriately meet the needs of each patient.

3. **Lack of provider resources** – Adding Community Paramedic resources into the system will increase capacity of providers and, through the use of technology such as telemedicine, extend the reach of the current provider base. The Community Paramedic Program may also help to quantify primary care physician resources that are available to patients in the community.

Who is not at the table to day that should be? (Either by agency, role, or name)

1. **CEO's, and CFO's (healthcare leadership)** – Many were invited, but County leadership should visit them individually soon.

2. **Non-healthcare community leadership (legislators, commissioners, community leaders)** – County leadership should visit them individually soon.

3. **Law enforcement** – All law enforcement agencies should be notified and visited.

What are the three top gaps in healthcare services in our community?

1. **Mental health** – Community Paramedics will be specially trained to provide an on scene mental health assessment with possible direct admit processes to community mental health facilities.

2. **Homeless and homeless veterans** – The program could be utilized as available as a shared resource and all homeless would be directed to appropriate community care as indicated.

3. **Dentists** – The program should contact the local dental association to determine how to expand access to dental resources within the community. This may also be an early goal of the Care Coordination Council to help identify or advocate for the development of additional dental resource availability

Conclusion

After the November 6th stakeholder meeting several gaps were identified within the Leon County healthcare community. As indicated above, several of these issues could be identified, addressed and improved through a Community Paramedic Program. The proposed program has the potential to find patients in Leon County that are currently underserved due to a lack of information or understanding of how the healthcare system works or what services are available to them. Once these patients are identified, they can then be educated and referred to local resources that already exist within the community and moved to appropriate medical care that can meet their needs, help alleviate stretched healthcare resources, and reduce costs. The Community Paramedic Program will need to work collaboratively with all of the healthcare and social service resources within the community to reach these goals and to improve the overall healthcare of the citizens of Leon County. Specific initial goals or improving the health of possible readmission patients from the hospital, readmission patients from Hospice care, and high system users is achievable through a Leon County EMS Community Paramedic Program.

Community Paramedic
Selection of Stakeholder Contacts
November 6, 2016 – May 20, 2016

Tallahassee Memorial Hospital

Date	Title
November 25, 2015	Vice President, Chief Communications Officer
January 14, 2016	Vice President, Chief Communications Officer
February 8, 2016	Administrator, Population Health & Telemedicine
February 11, 2016	Vice President, Chief Medical Officer
February 23, 2016	Vice President, Chief Medical Officer Administrator, Population Health & Telemedicine
February 29, 2016	Administrator, Population Health & Telemedicine
March 24, 2016	Administrator, Population Health & Telemedicine
May 4, 2016	Vice President, Chief Medical Officer
May 11, 2016	Vice President, Chief Medical Officer Administrator, Population Health & Telemedicine
May 12, 2016	Vice President, Chief Communications Officer Vice President, Chief Financial Officer Administrator, Emergency Services
May 18, 2016	Administrator, Population Health & Telemedicine

Capital Regional Medical Center

Date	Title
November 11, 2015	HCA Division Manager EMS
February 4, 2016	Chief Operating Officer Chief Financial Officer Director of Case Management Director of Nursing Director of Emergency Services EMS Coordinator HCA Division Manager EMS
February 29, 2016	EMS Coordinator
March 10, 2016	Chief Operating Officer
March 24, 2016	EMS Coordinator
March 25, 2016	HCA Division Manager EMS EMS Coordinator
May 5, 2016	Chief Operating Officer
May 12, 2016	Chief Operating Officer
May 20, 2016	Chief Operating Officer Director of Case Management Director of Nursing

Big Bend Hospice

Date	Title
January 11, 2016	Director of Clinical Care Professional Relations Manager
February 29, 2016	Director of Clinical Care
March 11, 2016	Director of Clinical Care
March 24, 2016	Director of Clinical Care
May 17, 2016	Director of Clinical Care

Covenant Hospice

Date	Title
February 15, 2016	Community Relations Manager
February 29, 2016	Community Relations Manager
March 24, 2016	Community Relations Manager

Leon County
Board of County Commissioners
301 South Monroe Street, Tallahassee, Florida 32301
(850) 606-5302 www.leoncountyfl.gov

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NICK MADDOX
At-Large

VINCENT S. LONG
County Administrator

HERBERT W.A. THIELE
County Attorney

February 26, 2016

Dr. Dean Watson, Chief Medical Officer
Tallahassee Memorial Healthcare
1300 Miccosukee Road
Tallahassee, FL 32308

Dear Dr. Watson,

Over the past few months, Leon County has been working with community stakeholders to assess the merits and benefits of implementing a Community Paramedic Program. We have sought to develop program parameters, solidify potential partnerships and identify a sustainable funding model for the program. Our staff has met with various healthcare providers, including individuals from your organization, to determine the level of support for moving forward with such a program.

County staff is scheduled to provide an update on this project to the Board of County Commissioners as part of its annual budget process. In an effort to provide an accurate analysis of the level of support that our healthcare partners have for the creation of a Community Paramedic Program, we are respectfully requesting that you answer the following questions: 1. Is your organization interested in moving forward with further program development and negotiating a fee for the services provided to your organization as a part of the program; 2. What benefit, if any, can this program provide to your organization; and, 3. What benefits do you see this program providing to the community? Please submit your responses to my attention at our Easterwood Drive address by March 10, 2016.

The success of this program will be dependent on leveraging our partnerships and implementing services that are mutually beneficial to our patients while establishing a sustainable funding source for the program. We appreciate you and your staffs' willingness to work with us on this important project and look forward to continuing our partnership.

Should you have any questions or require additional information, please call me at (850) 606-2100. Thank you for your consideration.

Yours in Service,

Chief Chad Abrams

Chad Abrams

From: "Faison, Lauren" <Lauren.Faison@tmh.org>
To: "abramsc@leoncountyfl.gov" <abramsc@leoncountyfl.gov>, "kempm@leoncountyfl.gov" <kempm@leoncountyfl.gov>
Date: 5/24/2016 2:54 PM
CC: "Watson, Dean" <Dean.Watson@tmh.org>, "Jones, Warren" <Warren.Jones@tmh.org>, "Giudice, William" <William.Giudice@tmh.org>

Dear Chief Abrams;

Thank you for your comments related to our most recent meeting. I would like to take this moment to reiterate what was discussed and reconfirm our commitment and willingness to work with you and your colleagues at Leon County Emergency Medical Services.

As we discussed, Tallahassee Memorial HealthCare has developed a model of care for high-risk populations that has proven to be highly effective in providing access to care, reducing readmissions and reducing utilization of emergency rooms for non-emergent needs. I know these are your goals also. Realizing this, during our meeting we offered to partner with Leon County Emergency Medical Services by using our services at the Transition Center in a cost-free, one-year pilot project. This would give both of us an opportunity to utilize our advanced remote monitoring systems, telemedicine system and Transition Center staff to identify and engage with your top 50- 100 patients that over utilize the EMS system. This pilot project would allow the EMS staff to refocus on their priority of caring for those that have acute medical needs while we helped provide immediate communication and ongoing care for those patients that need a little extra attention, but really are not in need of acute care.

This partnership would also allow us to continue to improve our readmission and Emergency Room visit reduction efforts as many of the patients utilizing the Emergency Room for their primary care are also the same patients that utilize EMS inappropriately. Again, we appreciate your willingness to involve us in any process that focuses on improving outcomes, increasing access to appropriate care and reducing costs. The system is ready and we look forward to working with you on this collaborative pilot project.

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VINCENT S. LONG
County Administrator

HERBERT W.A. THIELE
County Attorney

February 26, 2016

Mr. Steve Gordon, Chief Operating Officer
Capital Regional Medical Center
2626 Capital Medical Boulevard
Tallahassee, FL 32308

Dear Mr. Gordon,

Over the past few months, Leon County has been working with community stakeholders to assess the merits and benefits of implementing a Community Paramedic Program. We have sought to develop program parameters, solidify potential partnerships and identify a sustainable funding model for the program. Our staff has met with various healthcare providers, including individuals from your organization, to determine the level of support for moving forward with such a program.

County staff is scheduled to provide an update on this project to the Board of County Commissioners as part of its annual budget process. In an effort to provide an accurate analysis of the level of support that our healthcare partners have for the creation of a Community Paramedic Program, we are respectfully requesting that you answer the following questions: 1. Is your organization interested in moving forward with further program development and negotiating a fee for the services provided to your organization as a part of the program; 2. What benefit, if any, can this program provide to your organization; and, 3. What benefits do you see this program providing to the community? Please submit your responses to my attention at our Easterwood Drive address by March 10, 2016.

The success of this program will be dependent on leveraging our partnerships and implementing services that are mutually beneficial to our patients while establishing a sustainable funding source for the program. We appreciate you and your staffs' willingness to work with us on this important project and look forward to continuing our partnership.

Should you have any questions or require additional information, please call me at (850) 606-2100. Thank you for your consideration.

Yours in Service,

Chief Chad Abrams

March 10, 2016

Chief Chad Abrams
Office of Public Safety
Division of Emergency Medical Services
911 Easterwood Drive
Tallahassee, FL 32311

Dear Chad,

Thank you for reaching out to me regarding Leon County's assessment of the potential merits and benefits of implementing a Community Paramedic Program. In follow up to our most recent discussion on the topic, Capital Regional Medical Center believes this service could absolutely benefit healthcare providers throughout the community but more importantly the patients of the community that we serve.

In specific response to the questions posed to provide an accurate analysis to the Board of County Commissioners of the level of support, we would answer as follows:

1. Capital Regional Medical Center is interested in moving forward with further program development and would be open to negotiations regarding an equitable fee for services for all parties involved.
2. We believe this program can benefit our organization in several ways to include continuum of care and reinforcement of health and wellness education for our discharged patients, as well as promoting compliance with provider education and follow up care to ultimately reduce avoidable readmissions for our patients facing acute and chronic conditions.
3. This program would ultimately benefit the community by providing a proactive approach to continued health and wellness for the most ill, and in many cases under resourced members of our community. Our commitment at CRMC is to the care and improvement of human life. We believe this program aligns very well with that mission.

Chad, thank you for your hard work in getting this project closer to reality. We greatly value the partnership between our organizations and look forward to continued collaboration to provide world class healthcare to our community.

Sincerely,

Steve Gordon
Chief Operating Officer

2626 Capital Medical Boulevard · Tallahassee, FL 32308 · Phone: 850.325.5000 · capitalregionalmedicalcenter.com

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HERBERT W.A. THIELE
County Attorney

February 26, 2016

Ms. Gini West, Director of Clinical Care
Big Bend Hospice
1723 Mahan Center Blvd.
Tallahassee, FL 32308-5428

Dear Ms. West,

Over the past few months, Leon County has been working with community stakeholders to assess the merits and benefits of implementing a Community Paramedic Program. We have sought to develop program parameters, solidify potential partnerships and identify a sustainable funding model for the program. Our staff has met with various healthcare providers, including individuals from your organization, to determine the level of support for moving forward with such a program.

County staff is scheduled to provide an update on this project to the Board of County Commissioners as part of its annual budget process. In an effort to provide an accurate analysis of the level of support that our healthcare partners have for the creation of a Community Paramedic Program, we are respectfully requesting that you answer the following questions: 1. Is your organization interested in moving forward with further program development and negotiating a fee for the services provided to your organization as a part of the program; 2. What benefit, if any, can this program provide to your organization; and, 3. What benefits do you see this program providing to the community? Please submit your responses to my attention at our Easterwood Drive address by March 10, 2016.

The success of this program will be dependent on leveraging our partnerships and implementing services that are mutually beneficial to our patients while establishing a sustainable funding source for the program. We appreciate you and your staffs' willingness to work with us on this important project and look forward to continuing our partnership.

Should you have any questions or require additional information, please call me at (850) 606-2100. Thank you for your consideration.

Yours in Service,

Chief Chad Abrams

your hometown hospice, licensed since 1983

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March 10, 2016

RECEIVED
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EMS DIVISION

Chief Chad Abrams
Office of Public Safety
Division of Emergency Medical Services
911 Easterwood Drive
Tallahassee, Florida 32311

Dear Chief Abrams,

Big Bend Hospice (BBH) is definitely interested in moving forward with further program development and negotiating a fee for services provided to our organization as a part of the program. We already work with your department on numerous 911 calls that are made by BBH patients without us knowing. When your units arrive they are unaware of the patient's enrollment in hospice and treat them per your protocol. We believe that a better system with better communication will prevent unnecessary calls/runs made by your department as well as prevent unnecessary transports to the acute care hospitals. This would prevent your units from being tied up with BBH patients when they should be answering calls that are more urgent where your services are needed.

I look forward to continued discussions regarding this service and other ways we could benefit each other and our community.

Sincerely,

Gini West, RN

Gini West, RN, BSN
Director of Clinical Operations
Big Bend Hospice, Inc.

CC: Deputy Chief Mac Kemp

1723 Mahan Center Boulevard • Tallahassee, Florida 32308-5428
Phone: 850-878-5310 or 800-772-5862 • Fax: 850-309-1638
www.bigbendhospice.org

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County Attorney

February 26, 2016

Ms. Lori Fitzpatrick, Community Relations Manager
Covenant Care
1921 Capital Circle Northeast
Tallahassee, FL 32308

Dear Ms. Fitzpatrick,

Over the past few months, Leon County has been working with community stakeholders to assess the merits and benefits of implementing a Community Paramedic Program. We have sought to develop program parameters, solidify potential partnerships and identify a sustainable funding model for the program. Our staff has met with various healthcare providers, including individuals from your organization, to determine the level of support for moving forward with such a program.

County staff is scheduled to provide an update on this project to the Board of County Commissioners as part of its annual budget process. In an effort to provide an accurate analysis of the level of support that our healthcare partners have for the creation of a Community Paramedic Program, we are respectfully requesting that you answer the following questions: 1. Is your organization interested in moving forward with further program development and negotiating a fee for the services provided to your organization as a part of the program; 2. What benefit, if any, can this program provide to your organization; and, 3. What benefits do you see this program providing to the community? Please submit your responses to my attention at our Easterwood Drive address by March 10, 2016.

The success of this program will be dependent on leveraging our partnerships and implementing services that are mutually beneficial to our patients while establishing a sustainable funding source for the program. We appreciate you and your staffs' willingness to work with us on this important project and look forward to continuing our partnership.

Should you have any questions or require additional information, please call me at (850) 606-2100. Thank you for your consideration.

Yours in Service,

Chief Chad Abrams

Chad Abrams - Fwd: RE: Community Paramedic

From: Malcolm Kemp
To: Abrams, Chad
Date: 4/5/2016 3:11 PM
Subject: Fwd: RE: Community Paramedic

>>> Lori Fitzpatrick <Lori.Fitzpatrick@choosecovenant.org> 4/5/2016 2:32 PM >>>

Malcolm,

I'm so sorry for the delay, but do not think we have the staffing/time/funds needed to do this right now! I'm so sorry as I think it's an excellent idea. Hopefully in the future and I wish you luck as you move forward. It's a wonderful idea!

Lori Fitzpatrick
Volunteer and Community Relations Manager

Phone: 850.575.4998 | **Fax:** 850.386.9161 | **Cell:** 850.491.3435
www.choosecovenant.org | 1921 Capital Circle, NE, Tallahasse, Fl 32308

From: Malcolm Kemp [mailto:KempM@leoncountyfl.gov]
Sent: Friday, March 25, 2016 9:59 AM
To: Lori Fitzpatrick <Lori.Fitzpatrick@choosecovenant.org>
Cc: Chad Abrams <AbramsC@leoncountyfl.gov>
Subject: Community Paramedic

Lori,

Happy Friday! Hope you are doing well. We are working on our budget for the Community Paramedic Program and we need to determine the need that you will have for the program. I have attached a proposed road map of steps to get to where we want to go. If you can, please look over the list and see what services you anticipate

needing and what level of service you will need. By level of service, I mean how many patients would you anticipate we would be working with and what level of call volume on a daily basis. From this information we will determine how many Community Paramedics will need to be on duty at any given time. We will also need to determine what equipment and training each of our medics will need to meet your requirements. The next step may be to work out a contract that we both agree on. We can start that process any time. Thanks for your consideration.

Mac

Mac Kemp
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"Preserving Life, Improving Health, Promoting Safety"

"People Focused, Performance Driven"

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Tallahassee Coalition Charter

Article I – Name

The name of this Coalition is the Tallahassee Coalition for Coordinated Care.

Article II – Mission & Vision

The mission of the Tallahassee Coalition is to significantly enhance the experiences and healthcare outcomes of Medicare beneficiaries by helping to develop and implement a seamless transition from one care setting (e.g., a hospital) to another care setting (e.g., the home, skilled nursing facility, etc.) We will do so through a comprehensive, collaborative community effort involving providers in the healthcare field as well as community-based organizations that offer social services, home care, and other services beneficial to the well-being of seniors.

We will achieve our mission **over the next five years** by:

- Reducing 30-day all-cause readmission rates by 20%;
- **Increasing community tenure (The time beneficiaries remain in their home between hospitalizations and short-term institutional stays) by 10%;**
- **Improving medication safety across the care continuum, and reducing medication-related emergency room visits, inpatient admissions, and adverse drug events;** and
- Improving overall community health and support to individuals in their homes.

In addition to the above goals we will also help reduce costs to Medicare and to the hospitals while enhancing the quality of life **for all seniors.**

Article III – Purpose

To build and sustain a community coalition focused on improving transitions of care for **for all seniors.**

- To be a vehicle for the patient and family voice.
- To **encourage** person-centered healthcare **that is based on best practices and is delivered in a coordinated, timely, effective, efficient and reliable manner.**
- **To promote safer care by improving the medication reconciliation process**
- To collaborate and encourage efforts of organizations with shared visions **to communicate and problem solve coordination of care issues in a noncompetitive forum.**
- **To target improvement for beneficiaries: (Minimum of one)**
    - **using three or more medications including one of the high risk medications: anticoagulants, diabetic agents, and opioids, OR;**
    - **at least one vulnerable population including but not limited to: those dually-enrolled in Medicare and Medicaid, those with multiple chronic conditions, OR;**
    - **those with behavioral health issues, with Alzheimer's and other dementia disorders, and those impacted by socioeconomic status and other social determinants of health.**
- To advance public policies that furthers the vision.

Article IV – Participation

Section 1 Collaboration

Participation in the Coalition is open to organizations and individuals interested in fostering the vision by actively engaging in the planning and work of the Coalition.

The Coalition members join in a commitment to:

- Share best practices, knowledge, **and intervention outcomes;**
- Mentor partners and providers **with at least one other organization in the Coalition as opportunities present themselves in efforts related to the Coalition goals;**
- Share data and support analyses;
- Promote implementation of evidence-based interventions; and
- **Participate on Action teams to design and implement interventions to address the key drivers of readmissions in the Tallahassee area.**

Section 2 Stakeholders

The Coalition seeks to engage the following types of participant stakeholders:

- **State and local government(s) such as mayoral offices, legislators, state or local health departments, and state or local licensing agencies ;**
- **Major purchasers and payers of healthcare, such as state Medicaid programs, commercial insurers, and large employers ;**
- **Advocacy and service organizations, such as Medicare beneficiary and patient advocacy organizations, Area Agencies on Aging, Aging and Disability Resource Centers, local disability councils, and local centers for independent living ;**
- **Provider groups**
  - **Hospitals ;**
  - **Home health agencies ;**
  - **Nursing homes and rehabilitation facilities ;**
  - **Physicians and Practitioners;**
  - **Hospices;**
  - **Long-term Supports and Services providers;**
  - **Pharmacies; and,**
- **Patient Safety Organizations;**
- **Educational Organizations, and;**
- **Academics**

Section 3 Coalition Participant Responsibilities

Meeting Attendance: Coalition Members agree to attend in person or by teleconference a minimum of fifty (50) percent of scheduled meetings each year. **Members who do not attend 3 consecutive meetings will be removed from the distribution list if they do not continue to communicate with the group.**

Meeting Schedule
The Coalition will meet on every other month and as necessary, in person or through teleconference to conduct the work of the Coalition.

Section 4 Committees

The activities of the Community Coalition will take place within its committees and all active participants are expected to select the Action team or teams on which they wish to serve during any given year. This community partnership **is led** by the **Steering committee. Action teams are chaired by active participants, chosen by the Steering Committee. Community membership includes** the Area Agency on Aging, the majority of acute-care and rehabilitation hospitals in the area and other organizations that provide a variety of health, social and other services to the elderly.

Coalition Members agree to actively participate in committee work, and are expected to volunteer their services for Coalition projects.

Section 5 Coalition Charter
Participants who wish to be members of the Coalition to attend meetings, view community Medicare readmission data, and be included on distribution of communications will be asked to sign the Coalition charter to signify their commitment to supporting the goals and work of the Coalition. The charter will be reviewed annually by the Steering Committee.

Article V Coalition Action

Section 1 Root **Cause Analysis, Process Improvements, Interventions**
As needed, the Coalition will participate in root cause analysis to examine the causes of poor care coordination, and identify process improvement and/or interventions aimed at improving transitions of care and coordination.

Section 2 Measurement & Reporting

The Coalition agrees that all provider and agency specific data will be used only in a de-identified format for the purposes of measuring progress toward goals and success of interventions. Coalition members agree to share community and intervention data among its members. Coalition members agree to collect and provide process and outcomes data to HSAG with the goal to improve the quality of care coordination and medication safety. Data collection will be for a minimum of six months that show improvement and then sustained improvement for 4 – 6 months. This data may include standardized quality measures, patient experience measures, medication reconciliation, and adverse drug event data.

Article VI Analysis

Section 1 The coalition will participate in individual and community root cause analysis to determine appropriate evidence-based model(s) to implement for care transition services **and improvement of medication safety.**

Section 2 The coalition will identify appropriate interventions with the QIO for the target population of Medicare beneficiaries from the care transition model(s) selected.

Article VII –Procedural Policies

Section 1 Leadership
The leadership of the coalition will maintain a shared and decentralized structure which is provided by the Steering Committee.

Section 2 Conflicts

No one may profit financially from membership in the Coalition by sales or solicitation at meetings or workshops. Participants will disclose any actual or potential conflicts of interest to the Steering Committee or other designee.

Section 3 Decision Making

In the spirit of the Coalition vision, all Coalition business shall be conducted based on the philosophy of mutual respect. Simple majority rules will apply. Coalition Participants are entitled to one vote per member.

Section 4 Voting
Voting on the business of the Coalition may be conducted by those in attendance at the meeting either in person or by teleconference. Proxy voting via email is permissible.

Section 5 Confidentiality
The coalition members shall maintain and safeguard the confidentiality of PHI data, whether written, photographed, or electronically recorded and whether generated or acquired by the team, which can be used to identify an individual patient, practitioner, hospital, facility, health plan, or patient population

_____	_____
Community Member	Organization
_____	_____
Title	Date

Membership Application

Tallahassee Coalition for Coordinated Care

Name:	
Your Position/Title:	
Name of Organization:	
Type of Organization:	
Phone:	Email:
Cell Phone:	

Questions:	Yes	No	NA
1. Are you a decision maker or influencer?			
2. If the answer to #1 is No, who is the operational and/or clinical decision maker related to hand off communication and medication reconciliation at your organization? What is their contact information? Name: _____ Contact Information: _____ _____			
3. Can you commit to attending coalition meetings? (2014 – first Friday every other month starting in February from 9:00-10:30)			
4. Can you commit to serving on an Action Team if asked?			
5. Do you have a skill that you are willing to share for the coalition? a. Taking minutes b. Website development and maintenance c. Other: _____			

Comments or Suggestions:

Leon County
Board of County Commissioners

Notes for Budget Workshop Item #5

Leon County
Board of County Commissioners
Budget Workshop Item # 5

June 14, 2016

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: FY 2017 Review of Tallahassee Memorial Healthcare Trauma Center Funding Level

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

Fiscal Impact:
This item has a potential fiscal impact of $200,000 to the FY 2017 Tentative Budget. The Tentative Budget currently includes $200,000.

Staff Recommendation:
Board Direction.

Report and Discussion

Background:

At the April 26, 2016 Budget Workshop, staff was directed to provide more detailed information on the services provided by Tallahassee Memorial Healthcare Trauma Center, and consider scaling down funding for the Trauma Center, similar to past actions taken by the City of Tallahassee.

In FY 2010 the City reduced its funding for the Trauma Center to $200,000 from $250,000. The funding from the City has continued to decline. In FY 2011 the funding dropped to $75,000, in FY 2015 it was reduced to $50,000, and in FY 2016 to $25,000. For FY 2017, the City is considering increasing the funding by $25,000 to $50,000.

For background, in 2006, the Board approved funding to assist in the development and operation of costs of a Tallahassee Memorial Healthcare (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.

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. For the current fiscal year, the County anticipates TMH providing to the County a requested change for the use of funds for the Trauma Center subsequent to the change in LIP funding; as of the preparation of this agenda item the County had not received the request.

Analysis:

Over the past several years, the funds provided to TMH for the Trauma Center were used in a governmental matching fund program which generated revenue for the Trauma Center, other hospital services, and outside agencies. The funds for the Trauma Center were used to offset annual operating expenses. However, given changes in the federal government's rules and regulations regarding this matching fund program through the Low Income Pool, TMH does not believe there will be further opportunities with this matching program. TMH anticipates the current funding request to support salaries for Trauma Center staffing.

With regard to the County obligation to fund hospitals and healthcare in general, Florida State Statute 125.01, which enumerates the many powers and duties of a county, states that counties have the power to provide for hospitals, ambulance service, and welfare programs; however, this is not a requirement (Attachment #1). While entirely optional, Leon County has historically shown a strong commitment in providing funding for community healthcare; from funding primary healthcare services, including dental, to delivering emergency medical services. In 2003, when TMH notified Leon County that it would no longer provide ambulance services, Leon County established a state of the art service and began providing these services in FY 2004.

The current FY 2016 budget to provide Emergency Medical Services in Leon County is $18.6 million. Table 1 shows the current level of Health Care funding provided by the County.

Table 1:
Leon County Current Non-Required Health Care Funding

Program	FY 2016 Funding Amount
Emergency Medical Services	$18,583,548
Primary Health Care	$1,739,582
Tallahassee Memorial	$200,000
Total	$20,523,130

In comparison to Leon County's Budget, the most recently published budget for TMH (year end 2015) was $571.5 million, which is $332.9 million or 2.4 times more than Leon County's $238.6 million FY 2016 budget. The current funding amount Leon County provides to TMH is 0.035 percent of TMH's budget. The 0.035 percent compares to the $20.5 million of non-required Leon County health care funding which is 8.6 percent of the FY 2016 Leon County budget.

Staff discussed with TMH whether other regional counties contributed to the support of the Trauma Center. TMH staff indicated that the Trauma Center does not receive funding from other cities or counties outside Leon. According to TMH, neighboring counties are fiscally constrained and TMH indicated that these counties cannot afford to make payments to support the Trauma Center (Attachment #s: 2 and 3).

As previously stated, in recent years, the City of Tallahassee began phasing out funding for the Trauma Center with funding dropping to $25,000 in FY 2016. For FY 2017, the City has proposed increasing the funding to $50,000.

Table 2 shows the comparative and total amounts of funding the City and County have provided to the Trauma Center since FY 2009.

Table 2: Historical Local Funding for TMH Trauma Center

Fiscal Year	City of Tallahassee	Leon County	Total Local Funding
2009	$250,000	$300,000	$550,000
2010	$200,000	$300,000	$500,000
2011	$75,000	$200,000	$275,000
2012	$75,000	$200,000	$275,000
2013	$75,000	$200,000	$275,000
2014	$75,000	$200,000	$275,000
2015	$50,000	$200,000	$250,000
2016	$25,000	$200,000	$225,000
Total	**$825,000**	**$1,800,000**	**$2,625,000**

TMH has indicated that phasing out or dropping the funding to the Trauma Center would impact other components of their budget as funds would need to be realigned to offset the cost of the operating expenses. TMH believes that the Trauma Center is vital to the health and welfare of

the local community and must continue receiving monetary support to cover current operating expenses.

The Trauma Center provides services for which 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 TMH for the Trauma Center would merely be supporting TMH's "readiness to serve" and not include a direct service provision for the County. In continuing to provide funding for the Trauma Center, the Board will be making the legislative determination there continues to be a compelling public purpose for this level of funding.

There are a number of approaches the Board may wish to consider in support of the Trauma Center:

- For FY2017, provide $50,000 in funding (equal to the City of Tallahassee).
- Begin phasing out the funding by $50,000 reductions annually, beginning with $150,000 in FY2017, $100,000 in FY2018, $50,000 in FY2019, $0 in FY2020.
- Begin a phasing down of the funding to reach a base level of funding of $50,000, beginning with $150,000 in FY2017, $100,000 in FY2018, and settling at $50,000 in FY2019.
- Continue to fund the Trauma Center at its current funding level of $200,000.

Options:

1. Allocate $50,000 for Tallahassee Memorial Health Care Trauma Center in the FY 2017 Tentative Budget.
2. Establish the following phase-out funding allocation for Tallahassee Memorial Health Care Trauma Center:

    a. FY2017 $150,000
    b. FY2018 $100,000
    c. FY2019 $50,000
    d. FY2020 $0

3. Establish the following phase-down funding allocation for Tallahassee Memorial Health Care Trauma Center:

    a. FY2017 $150,000
    b. FY2018 $100,000
    c. FY2019 $50,000; new base funding level established.

4. Approve funding in the amount of $200,000 to the Tallahassee Memorial Trauma Center in the FY 2017 Tentative Budget.
5. Approve funding in an amount to be determined by the Board in the FY 2017 Tentative Budget.
6. Board Direction.

Recommendation:
Board Direction.

Attachments:
1. Florida Statutes, Section 125.01, County Organization and Intergovernmental Relations
2. Questions provided to Tallahassee Memorial Health Care regarding the Trauma Center
3. Tallahassee Memorial Healthcare's Response

Select Year: 2015 ▼ Go

The 2015 Florida Statutes

Title XI COUNTY ORGANIZATION AND INTERGOVERNMENTAL RELATIONS	Chapter 125 COUNTY GOVERNMENT	View Entire Chapter

125.01 Powers and duties.—

(1) The legislative and governing body of a county shall have the power to carry on county government. To the extent not inconsistent with general or special law, this power includes, but is not restricted to, the power to:

(a) Adopt its own rules of procedure, select its officers, and set the time and place of its official meetings.

(b) Provide for the prosecution and defense of legal causes in behalf of the county or state and retain counsel and set their compensation.

(c) Provide and maintain county buildings.

(d) Provide fire protection, including the enforcement of the Florida Fire Prevention Code, as provided in ss. 633.206 and 633.208, and adopt and enforce local technical amendments to the Florida Fire Prevention Code as provided in those sections and pursuant to s. 633.202.

(e) Provide hospitals, ambulance service, and health and welfare programs.

(f) Provide parks, preserves, playgrounds, recreation areas, libraries, museums, historical commissions, and other recreation and cultural facilities and programs.

(g) Prepare and enforce comprehensive plans for the development of the county.

(h) Establish, coordinate, and enforce zoning and such business regulations as are necessary for the protection of the public.

(i) Adopt, by reference or in full, and enforce housing and related technical codes and regulations.

(j) Establish and administer programs of housing, slum clearance, community redevelopment, conservation, flood and beach erosion control, air pollution control, and navigation and drainage and cooperate with governmental agencies and private enterprises in the development and operation of such programs.

(k)1. Provide and regulate waste and sewage collection and disposal, water and alternative water supplies, including, but not limited to, reclaimed water and water from aquifer storage and recovery and desalination systems, and conservation programs.

2. The governing body of a county may require that any person within the county demonstrate the existence of some arrangement or contract by which such person will dispose of solid waste in a manner consistent with county ordinance or state or federal law. For any person who will produce special wastes or biomedical waste, as the same may be defined by state or federal law or county ordinance, the county may require satisfactory proof of a contract or similar arrangement by which such special or biomedical wastes will be collected by a qualified and duly licensed collector and disposed of in accordance with the laws of Florida or the Federal Government.

(l) Provide and operate air, water, rail, and bus terminals; port facilities; and public transportation systems.

(m) Provide and regulate arterial, toll, and other roads, bridges, tunnels, and related facilities; eliminate grade crossings; regulate the placement of signs, lights, and other structures within the right-of-way limits of the county road system; provide and regulate parking facilities; and develop and enforce plans for the control of traffic and parking. Revenues derived from the operation of toll roads, bridges, tunnels, and related facilities may, after provision has been made for the payment of operation and maintenance expenses of such toll facilities and any debt service on indebtedness incurred with respect thereto, be utilized for the payment of costs related to any other transportation facilities within the county, including the purchase of rights-of-way; the construction, reconstruction, operation, maintenance, and repair of such transportation facilities; and the payment of indebtedness incurred with respect to such transportation facilities.

(n) License and regulate taxis, jitneys, limousines for hire, rental cars, and other passenger vehicles for hire that operate in the unincorporated areas of the county; except that any constitutional charter county as defined in s. 125.011(1) shall on July 1, 1988, have been authorized to have issued a number of permits to operate taxis which is no less than the ratio of one permit for each 1,000 residents of said county, and any such new permits issued after June 4, 1988, shall be issued by lottery among individuals with such experience as a taxi driver as the county may determine.

(o) Establish and enforce regulations for the sale of alcoholic beverages in the unincorporated areas of the county pursuant to general law.

(p) Enter into agreements with other governmental agencies within or outside the boundaries of the county for joint performance, or performance by one unit in behalf of the other, of any of either agency's authorized functions.

(q) Establish, and subsequently merge or abolish those created hereunder, municipal service taxing or benefit units for any part or all of the unincorporated area of the county, within which may be provided fire protection; law enforcement; beach erosion control; recreation service and facilities; water; alternative water supplies, including, but not limited to, reclaimed water and water from aquifer storage and recovery and desalination systems; streets; sidewalks; street lighting; garbage and trash collection and disposal; waste and sewage collection and disposal; drainage; transportation; indigent health care services; mental health care services; and other essential facilities and municipal services from funds derived from service charges, special assessments, or taxes within such unit only. Subject to the consent by ordinance of the governing body of the affected municipality given either annually or for a term of years, the boundaries of a municipal service taxing or benefit unit may include all or part of the boundaries of a municipality. If ad valorem taxes are levied to provide essential facilities and municipal services within the unit, the millage levied on any parcel of property for municipal purposes by all municipal service taxing units and the municipality may not exceed 10 mills. This paragraph authorizes all counties to levy additional taxes, within the limits fixed for municipal purposes, within such municipal service taxing units under the authority of the second sentence of s. 9(b), Art. VII of the State Constitution.

(r) Levy and collect taxes, both for county purposes and for the providing of municipal services within any municipal service taxing unit, and special assessments; borrow and expend money; and issue bonds, revenue certificates, and other obligations of indebtedness, which power shall be exercised in such manner, and subject to such limitations, as may be provided by general law. There shall be no referendum required for the levy by a county of ad valorem taxes, both for county purposes and for the providing of municipal services within any municipal service taxing unit.

(s) Make investigations of county affairs; inquire into accounts, records, and transactions of any county department, office, or officer; and, for these purposes, require reports from any county officer or employee

(s) Make investigations of county affairs; inquire into accounts, records, and transactions of any county department, office, or officer; and, for these purposes, require reports from any county officer or employee and the production of official records.

(t) Adopt ordinances and resolutions necessary for the exercise of its powers and prescribe fines and penalties for the violation of ordinances in accordance with law.

(u) Create civil service systems and boards.

(v) Require every county official to submit to it annually, at such time as it may specify, a copy of the official's operating budget for the succeeding fiscal year.

(w) Perform any other acts not inconsistent with law, which acts are in the common interest of the people of the county, and exercise all powers and privileges not specifically prohibited by law.

(x) Employ an independent certified public accounting firm to audit any funds, accounts, and financial records of the county and its agencies and governmental subdivisions. Entities that are funded wholly or in part by the county, at the discretion of the county, may be required by the county to conduct a performance audit paid for by the county. An entity shall not be considered as funded by the county by virtue of the fact that such entity utilizes the county to collect taxes, assessments, fees, or other revenue. If an independent special district receives county funds pursuant to a contract or interlocal agreement for the purposes of funding, in whole or in part, a discrete program of the district, only that program may be required by the county to undergo a performance audit. Not fewer than five copies of each complete audit report, with accompanying documents, shall be filed with the clerk of the circuit court and maintained there for public inspection. The clerk shall thereupon forward one complete copy of the audit report with accompanying documents to the Auditor General.

(y) Place questions or propositions on the ballot at any primary election, general election, or otherwise called special election, when agreed to by a majority vote of the total membership of the legislative and governing body, so as to obtain an expression of elector sentiment with respect to matters of substantial concern within the county. No special election may be called for the purpose of conducting a straw ballot. Any election costs, as defined in s. 97.021, associated with any ballot question or election called specifically at the request of a district or for the creation of a district shall be paid by the district either in whole or in part as the case may warrant.

(z) Approve or disapprove the issuance of industrial development bonds authorized by law for entities within its geographic jurisdiction.

(aa) Use ad valorem tax revenues to purchase any or all interests in land for the protection of natural floodplains, marshes, or estuaries; for use as wilderness or wildlife management areas; for restoration of altered ecosystems; or for preservation of significant archaeological or historic sites.

(bb) Enforce the Florida Building Code, as provided in s. 553.80, and adopt and enforce local technical amendments to the Florida Building Code, pursuant to s. 553.73(4)(b) and (c).

(cc) Prohibit a business entity, other than a county tourism promotion agency, from using names as specified in s. 125.0104(9)(e) when representing itself to the public as an entity representing tourism interests of the county levying the local option tourist development tax under s. 125.0104.

(2) The board of county commissioners shall be the governing body of any municipal service taxing or benefit unit created pursuant to paragraph (1)(q).

(3)(a) The enumeration of powers herein may not be deemed exclusive or restrictive, but is deemed to incorporate all implied powers necessary or incident to carrying out such powers enumerated, including, specifically, authority to employ personnel, expend funds, enter into contractual obligations, and purchase or lease and sell or exchange real or personal property. The authority to employ personnel includes, but is not limited to, the authority to determine benefits available to different types of

personnel. Such benefits may include, but are not limited to, insurance coverage and paid leave. The provisions of chapter 121 govern the participation of county employees in the Florida Retirement System.

(b) The provisions of this section shall be liberally construed in order to effectively carry out the purpose of this section and to secure for the counties the broad exercise of home rule powers authorized by the State Constitution.

(4) The legislative and governing body of a county shall not have the power to regulate the taking or possession of saltwater fish, as defined in s. 379.101, with respect to the method of taking, size, number, season, or species. However, this subsection does not prohibit a county from prohibiting, for reasons of protecting the public health, safety, or welfare, saltwater fishing from real property owned by that county, nor does it prohibit the imposition of excise taxes by county ordinance.

(5)(a) To an extent not inconsistent with general or special law, the governing body of a county shall have the power to establish, and subsequently merge or abolish those created hereunder, special districts to include both incorporated and unincorporated areas subject to the approval of the governing body of the incorporated area affected, within which may be provided municipal services and facilities from funds derived from service charges, special assessments, or taxes within such district only. Such ordinance may be subsequently amended by the same procedure as the original enactment.

(b) The governing body of such special district shall be composed of county commissioners and may include elected officials of the governing body of an incorporated area included in the boundaries of the special district, with the basis of apportionment being set forth in the ordinance creating the special district.

(c) It is declared to be the intent of the Legislature that this subsection is the authorization for the levy by a special district of any millage designated in the ordinance creating such a special district or amendment thereto and approved by vote of the electors under the authority of the first sentence of s. 9(b), Art. VII of the State Constitution. It is the further intent of the Legislature that a special district created under this subsection include both unincorporated and incorporated areas of a county and that such special district may not be used to provide services in the unincorporated area only.

(6)(a) The governing body of a municipality or municipalities by resolution, or the citizens of a municipality or county by petition of 10 percent of the qualified electors of such unit, may identify a service or program rendered specially for the benefit of the property or residents in unincorporated areas and financed from countywide revenues and petition the board of county commissioners to develop an appropriate mechanism to finance such activity for the ensuing fiscal year, which may be by taxes, special assessments, or service charges levied or imposed solely upon residents or property in the unincorporated area, by the establishment of a municipal service taxing or benefit unit pursuant to paragraph (1)(q), or by remitting the identified cost of service paid from revenues required to be expended on a countywide basis to the municipality or municipalities, within 6 months of the adoption of the county budget, in the proportion that the amount of county ad valorem taxes collected within such municipality or municipalities bears to the total amount of countywide ad valorem taxes collected by the county, or by any other method prescribed by state law.

(b) The board of county commissioners shall, within 90 days, file a response to such petition, which response shall either reflect action to develop appropriate mechanisms or shall reject such petition and state findings of fact demonstrating that the service does not specially benefit the property or residents of the unincorporated areas.

(7) No county revenues, except those derived specifically from or on behalf of a municipal service taxing unit, special district, unincorporated area, service area, or program area, shall be used to fund

any service or project provided by the county when no real and substantial benefit accrues to the property or residents within a municipality or municipalities.

History.—s. 1, ch. 1882, 1872; s. 1, ch. 3039, 1877; RS 578; GS 769; s. 1, ch. 6842, 1915; RGS 1475; CGL 2153; s. 1, ch. 59-436; s. 1, ch. 69-265; ss. 1, 2, 6, ch. 71-14; s. 2, ch. 73-208; s. 1, ch. 73-272; s. 1, ch. 74-150; ss. 1, 2, 4, ch. 74-191; s. 1, ch. 75-63; s. 1, ch. 77-33; s. 1, ch. 79-87; s. 1, ch. 80-407; s. 1, ch. 83-1; s. 17, ch. 83-271; s. 12, ch. 84-330; s. 2, ch. 87-92; s. 1, ch. 87-263; s. 9, ch. 87-363; s. 2, ch. 88-163; s. 18, ch. 88-286; s. 2, ch. 89-273; s. 1, ch. 90-175; s. 1, ch. 90-332; s. 1, ch. 91-238; s. 1, ch. 92-90; s. 1, ch. 93-207; s. 41, ch. 94-224; s. 31, ch. 94-237; s. 1, ch. 94-332; s. 1433, ch. 95-147; s. 1, ch. 95-323; s. 41, ch. 96-397; s. 42, ch. 97-13; s. 2, ch. 2000-141; s. 34, ch. 2001-186; s. 36, ch. 2001-266; s. 3, ch. 2001-372; s. 20, ch. 2002-281; s. 1, ch. 2003-78; ss. 27, 28, ch. 2003-415; s. 184, ch. 2008-247; s. 2, ch. 2011-143; s. 122, ch. 2013-183; s. 1, ch. 2014-7.

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TMH Trauma Center Questions

1. Prior to using the Trauma Center funds for drawing down Low Income Pool funds from the state, the funds were used to directly fund the Trauma Center. How will the currently budgeted FY 2016 funds for the Trauma Center be used?

2. If the County provides $200,000 for the Trauma Center in FY 2017, what are the direct services the funds will support?

3. Has AHCA notified TMH of opportunities to leverage direct LIP funding this fiscal year?

4. What would the impact be to the Trauma Center if Leon County reduces the current funding level?

5. Do you believe there a reasonable local government funding phase-out plan for the Trauma Center? What would that plan be?

6. Do other jurisdictions outside Leon County provide funding to the Trauma Center?

7. What would the effect be if Leon County stopped providing monetary support to the Trauma Center?

Dear Mr. Ross;

Thank you for the recent opportunity to discuss the success of the Tallahassee Memorial Trauma Program and the future of the continued partnership between Tallahassee Memorial and Leon County. You have asked that we answer seven specific questions all of which will be addressed in this narrative.

As we discussed, the trauma program was initiated after a study commissioned by the Florida Legislature found the highest mortality rate for trauma victims to be in our trauma region. Together we determined that a trauma program could help reduce trauma mortality. In the spirit of partnership Tallahassee Memorial requested Leon County provide $300,000 to offset the annual operating costs of the Trauma Center's $2.1 million budget.

The Trauma Center's annual operating costs include staff with specific knowledge and skill sets to maintain its quality of care and adherence to required standards of care. These staff members are a requirement of the program. Therefore, your questions regarding Tallahassee Memorial's use of the funds for FY 2016 and FY 2017 is the same for both years. The funds are used to offset required staffing expenses for the Trauma Center so it can provide critical emergency services to our region (1)(2).

As you indicated, for the last few years the money given to TMH for the Trauma Center was used in a governmental matching fund program which generated revenue for the Trauma Center, other hospital services and outside agencies. Each year the funds for the Trauma Center were used to offset annual operating expenses. Given changes in the federal government's rules and regulations regarding this matching fund program through the Low Income Pool, we do not believe there will be further opportunities with this program. (3)

During our meeting you also asked how the Trauma Center benefited, or enhanced, county services. We believe that the establishment of the Trauma Center has reduced the number of Leon County ambulances traveling to the closest Trauma Center in Gainesville. We also believe that the knowledge base of our trauma experts provided valuable training and quality assurance for regional EMS systems, including Leon. More importantly, the Trauma Center has saved lives. (2)

As Commissioners Allen Katz and Tony Grippa wrote in an op-ed piece in the Tallahassee Democrat in 2003: "Legally, the responsibility for providing EMS falls upon the county. Morally and intellectually, it falls to the entire community…" Though they were discussing EMS at the time we believe the same is true of the Trauma Center. With this in mind we believe the partnership is working and we would ask Leon County to continue funding the program at its current, or higher, level during the program's existence. (5)

You asked if jurisdictions outside Leon County provide funding to the Trauma Center. These county healthcare providers, hospitals and EMS, are a critical part of the trauma system as they provide life-saving early treatment of trauma victims so they can survive the transport to the Trauma Center, an ambulance ride of sometimes an hour in length. Hospitals in our region are currently receiving support from their communities to keep their doors open. Gadsden County is using funds from a hospital trust fund to maintain their free-standing emergency room. Franklin County uses a tax to support their health system. Taylor County continues to provide funding for Doctors' Memorial Hospital operations. And, in Calhoun and Liberty counties residents are running bake sales to help keep their hospital open. In the past we have asked jurisdictions outside Leon County to provide funding to the Trauma Center. Not surprisingly, given their

circumstances, to this date we have not received direct funding for the Trauma Center from outside jurisdictions. (6)

County staff indicated during our meeting that they were directed by the Commission to develop a phase-out plan and that this direction from the Commission will guide you in your recommendations. Therefore, you have asked what the impact will be to the Trauma Center if Leon County reduces or “stopped providing monetary support to the Trauma Center.” Much like the ambulance service, we believe the Trauma Center is vital to the health and welfare of our community. In order to maintain the Trauma Center we must continue the level of operating expenses currently expended. Therefore, other parts of the Tallahassee Memorial budget would be affected. (4)(7)

Again, thank you for the opportunity to discuss the Trauma Program.

Sincerely,

Warren Jones

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Vice President/Chief Communications Officer
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Leon County
Board of County Commissioners

Notes for Budget Workshop Item #6

Leon County
Board of County Commissioners
Budget Workshop Item # 6

June 14, 2016

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: FY 2017 Review of United Partners for Human Services Funding Level

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County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Wanda Hunter, Assistant County Administrator Scott Ross, Director, Office of Financial Stewardship
Lead Staff/ Project Team:	Eryn Calabro, Director, Human Services and Community Partnerships Brent Rau, Management Analyst

Fiscal Impact:
As discussed at the April 26, 2016 Budget Workshop, this item has a fiscal impact of $23,750, which is included in the proposed FY 2017 budget.

Staff Recommendation:
Option #1: Approve funding United Partners for Human Services –at the current level of funding of $23,750 in the FY 2017 Tentative Budget.

Option #1 is included in the preliminary budget.

Report and Discussion

Background:
At the April 26, 2016 Budget Workshop, staff was directed to provide more detailed information on services provided by United Partners for Human Services (UPHS). The funding level for UPHS was approved to remain at the current level pending further discussion regarding strengthening the County's relationship with UPHS.

Analysis:
On May 4, 2016, staff met with UPHS to discuss the current funding level and the services provided to Leon County. UPHS focuses delivery of services and activities on CHSP agencies by building capacity among the agencies. Many of these agencies are not eligible for funding from larger nonprofits, such as United Way, and therefore must look to increase the scope of their work and capacity through partnerships with UPHS. This capacity is built through the education and training provided to CHSP agencies to ensure they are operating at their most efficient level and in compliance with state and federal nonprofit law.

Trainings offered by UPHS are tailored to CHSP agencies and complement the annual CHSP RFP meeting, as well as the mandatory CHSP contract compliance meeting. During FY 2016, UPHS will have provided 10 workshops for human services nonprofit staff and board members, as well as advocacy forums on public transportation, affordable housing, and health equity. The UPHS Annual Conference, which was held May 11, 2016, was attended by 280 nonprofit professionals and offered a selection of 17 workshops as well as a pro bono legal clinic.

In the past, UPHS was successful in obtaining grant funding from the Knight Foundation to conduct a study evaluating the economic impact of nonprofit organizations in the Tallahassee/Leon County economy. This study was conducted with the Council on Culture & Arts and is posted on their website. However, because UPHS does not wish to compete for grants that their member organizations are applying for, they must be cautious about where they seek grant funding. Similarly, UPHS does not write grant proposals on behalf of their agencies, but they will notify agencies of funding opportunities.

In the event that funding was no longer provided by Leon County, UPHS would be forced to increase membership dues and charge fees for workshops. Both of these actions would further burden smaller human services organizations and increase the challenges they already face. Without a partnership with Leon County, UPHS will not be capable of building capacity in human services nonprofits. More information on the scope of work provided by UPHS can be seen in Attachment #1.

At the April 26, 2016 Budget Workshop, the funding level for UPHS was approved to remain at the current level for FY 2017, though the Board requested to hear about strengthening the relationship with UPHS in future years. In response to this, UPHS outlined potential strategies to enhance their partnership with Leon County. Chief among these strategies was the preparation of an annual report on the CHSP program using data collected from the CHSP portal. Such a report would highlight the work done by these nonprofit agencies and showcase the benefits provided to citizens of Leon County. UPHS staff and board members would be available to present the report at a County Commission meeting. The proposed enhancements would be included as part of the annual contract agreement between the County and UPHS.

Further information on enhancing the relationship with Leon County can be seen in Attachment #2. UPHS indicated they did not need additional funding to support the enhanced partnership.

Staff recommends maintain the current $23,750 in funding for United Partners in Human Services, and this amount has been included in the FY 2017 preliminary budget.

Options:

1. Approve funding United Partners for Human Services at the current level of funding of $23,750 in the FY 2017 Tentative Budget.
2. Approve funding for United Partners for Human Services with a funding amount to be determined by the Board in the FY 2017 Tentative Budget.
3. Do not approve funding for United Partners for Human Services at the current level of funding of $23,750 in the FY 2017 Tentative Budget.
4. Board Direction

Recommendation:
Option #1 is included in the preliminary budget.

Attachments
1. United Partners for Human Services Questions and Responses on Services Provided
2. United Partners for Human Services Enhanced Relationship Memo

United Partners for Human Services

1. **Do the users of the UPHS services not pay dues/memberships to off-set the costs of the UPHS operation?**

UPHS has the following dues structure which is based on the member agency operating budget:

Membership Dues for Regular & Affiliate Members	Agency Operating Budget
$ 65.00	Up to $250,000
$165.00	$251,000 - $999,999
$325.00	$1,000,000 and above

2. **What other funding sources does UPHS receive?**

Revenue Source -- Budgeted	FY 15-16
City of Tallahassee	$40,000
Leon County	$23,750
Membership Dues	$10,980
Conf. Registrations	$16,500
Sponsorships	$12,750
TOTAL REVENUE	**$103,980**

3. **How does the funding provided to UPHS benefit the County?**

UPHS is aligned with the County's strategic initiatives:

Under the County's Strategic Priority of Life:
Q3 - Maintain and further develop programs and partnerships necessary to support and promote a healthier community, including: access to health care and community-based human services. (rev. 2013)

Under Strategic Initiative - Quality of Life:
Q3 - Support Community Human Service Partnerships CHSP (2012)

The County has a $1.2 million investment in CHSP. UPHS has three main goals which the County funding of $23,750 helps to support 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. UPHS focuses delivery of services and activities on CHSP agencies, by building capacity among the agencies. CHSP agencies receive funding from the County, City and United Way.

UPHS provides education/training to CHSP agencies to insure that the agencies are operating at the highest best practice standards and in compliance with state and federal nonprofit law. UPHS trainings are tailored to the CHSP agencies and the CHSP application. The workshops are free and open to any resident of Leon County. UPHS trainings compliment the County and City staff annual CHSP RFP meeting and the mandatory CHSP contract compliance meeting. In FY 2015-2016 UPHS is providing 10 workshops for human services nonprofit staff and board members; and advocacy forums on public transportation, affordable housing and health equity. UPHS also host an annual conference with a selection of 17 workshops and a pro bono legal clinic, which was attended this year by 280 nonprofit professionals. Funding for UPHS demonstrates County support for building capacity of the sector. The County is listed as a sponsor of the UPHS Annual Conference (see attached program). Leon County staff frequently present at the conference and county take advantage of the professional development opportunities the conference provides.

UPHS also provides technical assistance to CHSP agencies based on individual need and upon request. UPHS has served as a resource to County Commissioners and staff on several issues impacting the human services sector: Affordable Housing, CHSP, Health Disparities, and Transportation.

4. Has UPHS sought grant funding to deliver its services to non-profit agencies?

Several years ago UPHS was successful in getting a grant for this purpose from the Knight Foundation. However, we are very cautious in what we apply for because we do not want to compete with our member organizations for grants that they are applying for. This holds true for sponsorships. Additionally, most grants are to support direct services.

5. What specific training does UPHS provide to non-profits that cannot be obtained elsewhere?

See Answer 3

6. Outside of the CHSP process, has UPHS assisted local non-profits in obtaining grants? If so how much funding has been received?

UPHS staff is assisting Leon County Health Department with a Healthy Counties Challenge grant application.

7. If grants have been obtained is there a possibility in UPHS receiving an over-head administrative charge for assisting the agency in receiving the grant?

UPHS does not charge its member organization for technical assistance. UPHS does not provided fee for service assistance to its member agencies.

8. **What specific actions could UPHS take to strengthen the services it provides to non-profits where Leon County government would see a tangible benefit?**

SEE ATTACHED MEMORANDUM

9. **Do you see a time where UPHS will become self-sustaining, or do you anticipate always needing government funding?**

UPHS values the partnership with Leon County and UPHS does anticipate a continued fee-for-service contractual arrangement with Leon County.

10. **What would happen to UPHS if the County no longer provided funding for the organization?**

UPHS would have to increase its membership dues and charge for workshops which would decrease the access of the smaller human services organizations to UPHS trainings and UPHS membership benefits. UPHS would no longer have a partnership with Leon County to build capacity of the human services nonprofits.

May 13, 2016

TO: Leon County Commissioners

FROM: Rob Renzi, Board President, UPHS
Ellen Piekalkiewicz, Executive Director, UPHS

RE: County Commission Request for Information Regarding Enhanced Relationship with UPHS

The human service nonprofit organizations in Leon County appreciate the strong partnership UPHS has with County Commissioners and County staff. Thank you for your support of the continuation of funding of $23,750 for FY 2016-2017.

In FY 2015-2016 UPHS is providing 10 workshops for human services nonprofit staff and board members; an annual conference with a selection of 17 workshops and a pro bono legal clinic, attended this year by 280 nonprofit professionals; and advocacy forums on public transportation, affordable housing and health equity. Additionally, regarding Community Human Service Partnership (CHSP) and Joint Planning Board (JPB) issues, the County has one entity (UPHS) that it can go to provide feedback and gain feedback. UPHS has also served as a broker of information between the County and City. UPHS has served on the JPB as a voting member and currently is an ex officio member of the JPB.

In response to the request the Commission made at the April 26 Budget Workshop about an enhanced and more robust relationship with UPHS, the UPHS Executive Committee is proposing the following:

- ✓ **CHSP Annual Report** – UPHS, jointly with County staff, will prepare an annual report on the CHSP program using the data collected from the CHSP portal. UPHS staff and board members would be available to

present the report information at a County Commission meeting along with County staff.

- ✓ **Staffing of the new governing entity for CHSP** – When the three CHSP funders, United Way, City of Tallahassee and Leon County, approve a new governing structure/entity for CHSP, UPHS will provide staff support to the governing body – meeting scheduling, agenda development and minutes.
- ✓ **Staffing of the proposed CHSP Technical Committee** – When the CHSP Technical Committee is approved by the three funders, UPHS will provide staff support to the CHSP Technical Committee – meeting scheduling, agenda development and minutes.

Leon County

Board of County Commissioners

Notes for Budget Workshop Item #7

Leon County
Board of County Commissioners
Budget Workshop Item # 7

June 14, 2016

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: FY 2017 Review of St. Francis Wildlife Association Funding Level

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County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Wanda Hunter, Assistant County Administrator Scott Ross, Director, Office of Financial Stewardship
Lead Staff/ Project Team:	Cara Aldridge, Director, Animal Control Brent Rau, Management Analyst

Fiscal Impact:
This item has a potential fiscal impact of $71,250. The Tentative Budget currently includes $71,250.

Staff Recommendation:

Option #5: Board Direction.

Report and Discussion

Background:
At the April 26, 2016 Budget Workshop, the Board requested staff provide more detailed information on the services provided by St. Francis Wildlife Association (SFW) as well as any potential ramifications if funding were to decrease or be eliminated. Staff's review of SFW indicates a number of direct benefits to Leon County citizens and Leon County Government, including: public education, reducing human-wildlife conflicts, providing agency support by identifying environmental risks to wildlife and early detection of wildlife disease outbreaks and providing opportunities for local college students to receive hands on experience while providing wildlife rehabilitation and rescue services to our citizens.

As way of a more detailed background, in 2008, the Board approved funding in the amount of $71,250 to assist the SFW in locating, capturing, removing, and rehabilitating injured wildlife in the unincorporated areas of Leon County. Leon County Animal Control works with domestic animals and in accordance with Florida Statutes, 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. SFW, however, will attempt to rehabilitate sick or injured wildlife and return it to the location where it was picked up or release it in another more appropriate location. If the animal has sustained a devastating injury and requires lifelong care SFW will attempt to rehome the animal with a zoo or aquarium or retain the animal for educational purposes.

Analysis:
On May 6, 2016, staff and SFW met to review the services being provided by SFW. SFW is a nonprofit organization operating 24 hours a day, 7 days a week. SFW serves Leon County (including the City of Tallahassee), Gadsden County, Wakulla County and Jefferson County, and is an agency that assists the government in protecting the public from dozens of wildlife caused diseases, such as distemper and rabies, that can infect domestic pets and people. In 2015, SFW received 2,680 animals, of which 80% came from Leon County (62% or 1,329 calls in the City Limits and 38% or 815 calls in the unincorporated area of the County).

Currently the County provides $71,250 to SFW and the City provides $30,000 annually. The funding allocation does not correspond to call volume. SFW requested the City to provide $36,000. The City has included $30,000 in the City's tentative budget, which is the same level of funding as provided in the current year.

SFW holds required permits from the U.S. Fish & Wildlife Service and the Florida Fish & Wildlife Conservation Commission (FFWCC) to possess and rehabilitate wildlife. Leon County Animal Control, Tallahassee Animal Control, Leon County Sheriff's Office, Tallahassee Police Department, trappers, commercial wildlife removal companies, and FFWCC all rely on SFW services of handling, rehabilitating, and relocating wildlife as specified in Rule 68A-9.006 (Attachment #1), Florida Administrative Code. This code stipulates that no wildlife may be taken, transported, etc. except as specifically permitted by a Wildlife Rehabilitation Permit. SFW holds appropriate permits to provide these services at both the state and federal level.

While the FFWCC regulates the handling of wildlife and provides guidance to citizens on how to manage wildlife encounters, it does not provide services in dealing with injured or nuisance wildlife. The FFWCC issues permits to allow the handling of wildlife, and offers a list of wildlife rehabilitators on their website. St. Francis is listed as a wildlife rehabilitator. A check with the FFWCC indicates that they provide no funding for any state permitted wildlife rehabilitation agency.

SFW distinguishes itself from commercial wildlife removal companies in several ways. Commercial companies generally charge the public $100 or more for their services, while SFW provides this service for free and is supported by donations and funding from Leon County. Commercial companies usually handle animals considered to be a nuisance around homes or businesses. Many times commercial companies refer sick, injured, and orphaned wild animals to SFW for rehabilitation and relocation.

SFW operates within a 3,500 square foot hospital complex with 40 outdoor animal enclosures and pens on 38 acres of secluded, donated land in Gadsden County. Prior to its current location, SFW was located in Leon County, typically where the manager of SFW lived. Through agreements with property owners, SFW has access to over 10,000 acres of privately owned parcels of Gadsden and Leon County land for the release of wildlife if animals cannot be released where they are found. SFW also responds to pick up sick or injured wildlife at any location within the county, and also has several drop off locations. Several local veterinary clinics offer this drop off service free of charge and occasionally perform surgeries or provide medical assistance to some of the injured animals at no charge.

Though the City of Tallahassee currently has $30,000 in their Preliminary Budget allocated to SFW, in the event that funding is either reduced or eliminated by Leon County, SFW indicated they would be forced to close as the donations Leon County provides are equal to approximately 32% of their annual budget (Attachment #2).

If SFW did close or reduce services, Leon County Animal Control would no longer have an adjunct service to respond to citizen calls of potentially sick or injured wildlife, and would not be able to assist county citizens with sick or nuisance wildlife. Many citizens may not be able to afford the fees charged by commercial trapper services. In addition if the services with SFW were discontinued there is the potential for more harmful human interactions with potentially rabid wildlife which could increase the amount of rabies exposure calls to Animal Control. This could also cause an increase in the number of people needing to receive post exposure prophylaxis rabies vaccines from the Department of Health.

Consistent with State law, if Leon County Animal Control responds to any wildlife call and takes into position the animal, the only option available is to euthanize the animal. Rule 68A-4.001, Florida Administrative Code (Attachment #3) prohibits possession of wildlife except for those who are permitted. Florida Statutes 828.27 (Attachment #4), authorize Animal Control to only investigate civil infractions relating to domestic animal control or cruelty and issue citations. Once a domestic animal is "picked up" by Leon County Animal Control, through an agreement with the City of Tallahassee, the animal is brought to the Service Center, who handles and cares for the domestic animals. The Animal Service Center only cares for and houses domestic animals such as dogs, cats, ferrets, rabbits and small pet birds. Wild animals cannot be housed in the same facility due to possible transfer of zoonotic diseases.

If Leon County and the City of Tallahassee were to partner to handle wildlife in a manner approved by the FFWCC it would require significant one time capital and on-going costs which are projected to be significantly more than the current funding level provided to SFW. A wildlife rehabilitation facility, staffed with professionals, would likely need to be constructed. Federal and State licensure would need to be procured, 24/7 medical care and rescue services would need to be provided, thousands of animals would need to be fed and cleaned, and resources to relocate and release wildlife would need to be secured. If funding for St. Francis is discontinued, Leon County Animal Control would be placed in a position of having to respond to injured animal complaints, which would require euthanasia.

Options:

1. Approve allocating St. Francis Wildlife Association at the current funding level of $71,250 in the FY 2017 Tentative Budget.
2. Approve allocating St. Francis Wildlife Association at funding level equal to the City of Tallahassee of $30,000 in the FY 2017 Tentative Budget.
3. Provide St. Francis Wildlife Association with an amount to be determined by the Board in the FY 2017 Tentative Budget.
4. Do not provide funding for St. Francis Wildlife Association in the FY 2017 Tentative Budget.
5. Board Direction.

Recommendation:
Board Direction

Attachments
1. Rule 68A-9.006, Florida Administrative Code
2. St. Francis Wildlife Financials
3. Rule 68A-4.001, Florida Administrative Code
4. Florida Statutes 828.27
5. St. Francis Wildlife Questions and Responses
6. Cover Letter to Leon County Commission

68A-9.006 Wildlife Rehabilitation Permit.

(1) No person shall possess any sick, injured, orphaned, or otherwise impaired wildlife for rehabilitation purposes without a permit from the executive director in accordance with this rule section.

(2) A federal permit authorizing rehabilitation of migratory birds, approved by the director of the United States Fish and Wildlife Service, is required if possessing migratory birds for rehabilitation purposes.

(3) Application requirements:

(a) An applicant shall make written application to the Commission by completing the Joint State/Federal Special Purpose Permit Application for Wildlife and Migratory Bird Rehabilitation application form, FWCDLE 617, (dated 07/31/09 and incorporated herein by reference). Such application form shall be available at the Florida Fish and Wildlife Conservation Commission's Tallahassee and regional offices, or at http://www.myfwc.com/RULESAND REGS/Rules_Captive_index.htm. An applicant must be 18 years of age, or older.

(b) An applicant shall include in the permit application the name, address and telephone number of a veterinarian, who will assist the applicant by providing consulting and referral services regarding rehabilitation and treatment.

(c) After December 31, 1994, any person not permitted as a wildlife rehabilitator in the State of Florida shall obtain a wildlife rehabilitator's permit to perform wildlife rehabilitation services and shall qualify for a permit by one of the following methods:

1. Experience requirement: Applicants shall have no less than one (1) year of experience (consisting of no less than 1000 hours) in the care of sick, injured, orphaned, or otherwise impaired wildlife. Applicants shall submit written documentation of such experience, including a description of the specific experience acquired, and the dates and location where acquired. In addition, the application shall submit references from no less than two individuals, one of whom shall be a permitted rehabilitator, who shall state, based upon personal knowledge, that the applicant possesses the stated experience. Additional documentation may consist of records of prior permits for rehabilitation issued by other states or the United States Fish and Wildlife Service, employment records of wildlife rehabilitative facilities, or other competent documentation of experience.

2. Written examination: If the applicant is unable to document the requisite experience, the applicant may substitute for said experience by successful completion of a written examination administered by the Division of Law Enforcement. Upon receipt of an application, the Commission will notify the applicant of the time and place of the next scheduled rehabilitation examination. Applicants scoring at least 80 percent on the examination shall be approved for a permit, subject to a satisfactory inspection of the permittee's rehabilitation facility.

(d) An applicant for a permit shall provide satisfactory caging and other facilities to humanely house and treat wildlife within thirty (30) days of notification of approval of the application, unless otherwise specified in the Commission facility inspection report issued pursuant to subsection (3).

(e) A rehabilitation permit is not required for care or treatment of exotic or non-native wildlife, provided that persons possessing Class I, Class II or Class III exotic wildlife are licensed according to Rule 68A-6.002, F.A.C.; and persons possessing venomous reptiles or reptiles of concern are licensed in accordance with Rule 68A-6.007, F.A.C. Sick or injured exotic or non-native wildlife shall not be commingled in the same cage or enclosure with sick, injured or otherwise impaired native wildlife.

(f) Exotic or non-native wildlife or domestic animals may be used for fostering orphaned native wildlife.

(g) In addition to the above requirements, applications shall be subject to general application requirements and standards of Rule 68-1.010, F.A.C.

(4) The inspection requirements for wildlife rehabilitation facilities are as follows:

(a) Commission personnel shall inspect and approve an applicant's facility for keeping sick and injured wildlife and shall submit a written report to the inspections coordinator prior to the issuance of a rehabilitation permit. In the event an inspection report reveals that the facility is inadequate to properly care for wildlife, the applicant shall have 30 days from notification to correct these deficiencies. The applicant may then request a reinspection for approval of the facility after the 30-day period.

(b) Commission personnel may enter and inspect a permittee's rehabilitation facility to determine whether or not the permittee is in compliance with applicable laws and regulations. Complete, accurate written records shall be kept by the permittee and shall be made available for examination by Commission personnel.

(c) If an inspection of a rehabilitation facility reveals a violation of Commission regulations governing wildlife, the Commission shall require compliance as to pen specification and caging requirements in accordance with Rule 68A-6, F.A.C. If such violations pose an immediate threat to the proper recovery or health of the wildlife, at the direction of the Commission, the wildlife shall be

removed and relocated to an approved facility or released.

(5) Standards for Wildlife Rehabilitation.

(a) Care, disposition, dispersal, or release of wildlife, their carcasses, parts, products or progeny shall be as follows:

1. Wildlife possessed for rehabilitation purposes may be held no longer than 180 days before it must be released, transferred or euthanized. Wildlife shall be rehabilitated in such a manner as to be able and ready to survive release into the wild. Species of native wildlife that fully recover shall be released into the wild, except American alligators and American crocodiles. Fully recovered individual animals of these species must be placed into a properly licensed exhibition, educational, or breeding facility as directed by commission personnel. The release of native wildlife shall occur at or near the point of capture, or onto habitat where such wildlife naturally occur, and which will biologically support the species.

2. Wildlife may be retained for rehabilitation purposes longer than the 180-day period in instances where a licensed veterinarian has certified that a longer holding period is necessary in the interest of the health and welfare of the wildlife. Medical records concerning all wildlife for which an extension of the 180-day period is obtained shall be maintained at the facility and made available for inspection, upon request, by Commission personnel.

3. Wildlife undergoing rehabilitation or medical treatment shall not be exhibited. Permittees may keep wildlife with permanent physical impairments for educational display under permit in accordance with Section 379.3761, F.S., and Chapter 68A-6, F.A.C.

4. When wildlife has been diagnosed as "psychologically impaired or imprinted" by an independent rehabilitator and a veterinarian it shall not be considered non-releasable unless such finding is approved by the Commission.

5. When wildlife has been diagnosed as "physically impaired" it shall be evaluated by an independent rehabilitator or veterinarian and an authorized Commission representative before it is considered to be non-releasable due to its physical impairment.

6. Permittees shall place non-releasable wildlife in a properly licensed exhibition, educational, or breeding facility.

7. Wildlife may be transferred or relocated to other licensed rehabilitation facilities at the discretion of the Commission to facilitate alternative treatments and optimum care.

8. When euthanasia of wildlife is necessary, euthanasia shall be humane.

(b) All permanently impaired wildlife kept by the permittee shall be maintained in enclosures that meet or exceed the minimum pen specifications of Rule 68A-6.004, F.A.C., except as otherwise authorized by the Commission. Permittees shall not transfer wildlife to unauthorized individuals without first obtaining prior approval from the Commission.

(c) Unless otherwise authorized by subsection (4) or the permit, Commission approval must be obtained prior to the disposition or dispersal of wildlife, their carcasses, parts, products or progeny thereof, possessed under the provision of this permit.

(d) Birds and other animals that die while in the custody of the permittee shall be completely destroyed or, subject to the approval of the Commission, be offered to a museum, university or other educational facility.

(e) All permittees shall keep a daily log on each animal entering the facility for treatment. The log shall include a record of the animal's treatment, condition, and disposition. Such records shall be subject to inspection by Commission personnel. Permittees shall submit reports of such records to the Commission upon request.

(f) Wildlife shall be cared for at the facility listed in the wildlife rehabilitator permit, except under the following circumstances:

1. The volume of wildlife needing care is beyond the capacity of the permittee's facilities; or

2. When continuous care of wildlife is required; or

3. Insufficient space is available for volunteers to work with the number of wildlife requiring treatment; or

4. When a raptor has been temporarily given to a General or Master Falconer in order to condition the raptor in preparation for its release to the wild.

Under these conditions, volunteer workers may care for specimens off-premise on a temporary basis. Each permittee is authorized to have up to ten (10) volunteers to aid in the off-premise rehabilitation of wildlife. A current listing of the name and address of off-premise volunteers shall be kept by the permittee. Upon submission of biannual permit renewal information to the Commission, permittees shall submit a listing of all off-premise volunteers who have assisted the facility during the permit period. Volunteers keeping migratory birds off-premise shall record their daily work time in a log book on a daily basis. Those volunteers who care for native mammals only are not required to record daily work time. All volunteers are responsible for maintaining a log of the animals cared for off-premise, to include a record of treatment, condition, and disposition. Volunteers shall possess a copy of the rehabilitation permit when temporarily possessing wildlife off-premise. The permittee shall be fully responsible for the volunteer's treatment and possession of the wildlife.

(g) Permittees may Transfer Raptors to a General or Master Falconer.

1. A permittee may temporarily transfer raptors to an individual who holds a valid General or Master Falconry permit for the falconer to assist in conditioning the raptors for release to the wild. For falconers assisting the permittee:

a. The permittee must provide the falconer with a letter or form that identifies the bird and explains that the falconer is assisting in its rehabilitation.

b. The falconer does not need to meet the rehabilitator facility standards. The falconer must meet the facility standards of a falconer.

c. The falconer does not have to add the raptor possessed for rehabilitation purposes to his or her falconry permit; it will remain under the permit of the rehabilitator.

d. Upon coordination with the permittee, the falconer must release all releaseable raptors to the wild or return them to the permitee for release within the 180-day timeframe in which the permittee is authorized to possess the birds, unless the Commission authorizes the falconer to retain and condition a bird for longer than 180 days, or unless the permittee transfers the bird to the falconer to hold under his/her falconry permit.

2. Permittees may transfer raptors to a General or Master Falconer in order to add the raptor to the falconer's permit.

a. The falconer may acquire a raptor of any age of a species that he/she is permitted to possess directly from a rehabilitator. Transfer to the falconer is at the discretion of the rehabilitator.

b. The transfer would be required to be reported pursuant to paragraph 68A-9.005(13)(a), F.A.C.

c. If the falconer acquires a bird from a rehabilitator, it will count as one of the raptors the falconer is authorized to take from the wild that year.

(h) All wildlife shall be kept in accordance with general requirements governing captive wildlife, pens and caging set forth in Rules 68A-6.004, 68A-6.0041, 68A-6.0023 and 68A-9.005, F.A.C.

(i) Wildlife shall be maintained in humane conditions and within compatible groups, provided with appropriate food, and kept in sanitary manner to provide optimum conditions for recovery. Cages or enclosures housing wildlife shall be constructed so as to prevent escape and protect the caged animal from injury. Such cages or enclosures shall be free of sharp edges, projections, or objects detrimental to the animal(s) safety, or, objects that impede the movement of the animal(s).

(j) Permittees shall not refuse to accept wildlife in need of care, except when:

1. The permittee does not have appropriate space or facilities; or

2. The permittee lacks experience or expertise with the species of wildlife so as to present a danger to the wildlife, the permittee or the public. However, the permittee shall provide referrals to the nearest rehabilitator where appropriate care may be provided.

(k) Permittees receiving any species classified as state endangered shall notify the Tallahassee office of the Commission's Division of Law Enforcement within seventy-two (72) hours of the receipt of the wildlife.

(l) Permittees or their volunteers shall not require a fee associated with wildlife rehabilitation services, nor shall permittees or their volunteers require fees for rehabilitation services, including the pick-up, delivery, or acceptance, of sick, injured, orphaned or otherwise impaired wildlife. This limitation shall not apply to professional fees charged by a licensed veterinarian.

(m) Permittees or their volunteers shall not represent themselves as agents of the Commission. Permittees or their volunteers shall not enter upon the property of another for the purpose of taking possession of wildlife unless authorized by the owner, lessee, or custodian of the property.

(n) A permit is valid when issued and expires December 31, of the second calendar year after issuance, unless otherwise specified for migratory birds by the United States Fish and Wildlife Service.

(6) Under certain emergency conditions, such as oil spills, hurricanes, floods, and other natural or manmade disasters, the Commission may impose additional restrictions or provide for permit exemptions as may be necessary to safeguard affected wildlife such as, but not limited to, the coordination and direction of rehabilitation permittees and their facilities, the assignment of zones for implementing rehabilitative services, and the authorization of additional volunteers to aid in the capture and treatment of wildlife.

(7) The permit may be subject to revocation, suspension, or non-renewal in accordance with Rule 68-1.010, F.A.C.

Rulemaking Authority Art. IV, Sec. 9, Fla. Const. Law Implemented Art. IV, Sec. 9, Fla. Const. History–New 11-6-94, Formerly 39-9.006, Amended 8-27-09, 3-24-13, 3-24-13, 7-1-13.

Exhibit B
St. Francis Wildlife Association, Inc.
Profit & Loss Budget vs. Actual
January through December 2015

	Jan 15	Feb 15	Mar 15	Apr 15	May 15	Jun 15	Jul 15	Aug 15	Sep 15	Oct 15	Nov 15	Dec 15	TOTAL Jan - Dec 15
Income													
Board Donations	8,000.00	0.00	10,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	243.11	18,243.11
Other Income (refunds etc)	10.10	0.00	19.80	826.83	26.00	0.00	753.15	10.00	0.00	52.73	15.51	371.66	2,085.78
Donation Boxes													
Boxes	369.00	0.00	138.00	263.00	427.00	677.00	621.82	859.00	45.00	735.00	230.00	183.00	4,547.82
Northwood	135.00	239.00	201.00	850.00	510.00	552.00	502.00	688.00	518.00	525.00	70.00	105.00	4,895.00
Donation Boxes - Other	0.00	40.00	46.00	255.00	487.00	0.00	257.00	245.00	451.80	150.00	77.00	250.00	2,258.80
Total Donation Boxes	504.00	279.00	385.00	1,368.00	1,424.00	1,229.00	1,380.82	1,792.00	1,014.80	1,410.00	377.00	538.00	11,701.62
Grants - Private	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,700.00	3,700.00
Grants - Public													
County	17,812.50	0.00	0.00	17,812.50	0.00	0.00	0.00	17,812.50	0.00	17,812.50	0.00	0.00	71,250.00
City	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Grants - Public	17,812.50	0.00	0.00	17,812.50	0.00	0.00	0.00	17,812.50	0.00	17,812.50	0.00	0.00	71,250.00
Private Donations	12,443.97	2,724.69	10,073.39	14,554.60	3,998.76	5,462.54	10,404.23	2,327.93	1,618.87	1,851.80	6,035.63	6,435.47	77,931.88
Bequests	0.00	0.00	0.00	0.00	5,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5,000.00
Fundraising Projects	2,908.52	104.27	1,737.00	165.00	662.00	267.50	152.46	3,425.15	5,110.00	1,140.00	2,968.63	11,663.00	30,303.53
Education Programs	0.00	0.00	0.00	-500.00	500.00	0.00	0.00	0.00	0.00	202.00	-202.00	120.00	120.00
Interest	0.00	7.13	7.53	8.15	7.77	7.69	8.11	6.60	7.40	6.78	5.72	6.21	79.09
Total Income	41,679.09	3,115.09	22,222.72	34,235.08	11,618.53	6,966.73	12,698.77	25,374.18	7,751.07	22,475.81	9,200.49	23,077.45	220,415.01
Expense													
Reconciliation Discrepancies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	512.42	-512.42	0.00	0.00
Personnel Expenses													
Wages													
Wildlife Rehabber	2,653.84	2,653.84	2,653.84	2,653.84	2,653.84	2,653.84	3,980.76	2,653.84	2,653.84	2,653.84	2,653.84	3,980.76	34,499.92
Seasonal Staff	0.00	0.00	0.00	68.43	2,494.32	3,804.66	6,239.67	4,622.30	4,503.75	2,414.50	1,005.76	0.00	25,153.39
Part-Time Staff	3,860.65	3,237.10	3,372.01	3,849.58	4,202.12	4,527.14	7,201.12	4,579.89	3,977.29	3,268.82	2,841.05	4,132.06	49,048.83
Full-Time Staff	2,451.63	3,051.00	2,879.25	3,289.01	3,322.00	3,393.50	5,516.51	3,432.00	3,657.50	3,690.50	3,488.38	4,631.00	42,802.28
Total Wages	8,966.12	8,941.94	8,905.10	9,860.86	12,672.28	14,379.14	22,938.06	15,288.03	14,792.38	12,027.66	9,989.03	12,743.82	151,504.42
Soc.Sec/Med. Tax Expense	685.95	684.08	681.26	754.37	969.40	1,100.01	1,754.83	1,169.53	1,131.64	913.26	771.07	974.92	11,590.32
SUTA Expense	484.17	20.56	97.68	88.64	112.30	78.49	112.48	70.80	62.72	20.43	6.88	6.19	1,161.34
Workers Compensation Ins	0.00	0.00	0.00	692.34	0.00	0.00	3,123.00	0.00	0.00	2,279.00	0.00	607.00	6,701.34
Professional Services	0.00	0.00	500.00	0.00	0.00	500.00	0.00	0.00	0.00	0.00	500.00	0.00	1,500.00
Personnel Expenses - Other	-73.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-73.50
Total Personnel Expenses	10,062.74	9,646.58	10,184.04	11,396.21	13,753.98	16,057.64	27,928.37	16,528.36	15,986.74	15,240.35	11,266.98	14,331.93	172,383.92
Wildlife Food													
Insects	0.00	0.00	0.00	172.87	229.38	690.49	782.07	947.80	758.24	418.55	0.00	0.00	3,999.40
Bird of Prey Diet	0.00	0.00	2,398.50	0.00	1,430.50	0.00	1,143.00	0.00	1,477.00	0.00	1,098.00	0.00	7,547.00
Fish	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	101.58	23.53	129.82	254.93
Seed and Feed	115.92	16.99	0.00	0.00	1.26	77.64	17.79	50.43	0.00	80.97	36.98	0.00	397.98

Exhibit B
St. Francis Wildlife Association, Inc.
Profit & Loss Budget vs. Actual

	January through December 2015												TOTAL
	Jan 15	Feb 15	Mar 15	Apr 15	May 15	Jun 15	Jul 15	Aug 15	Sep 15	Oct 15	Nov 15	Dec 15	Jan - Dec 15
Formulas	231.30	0.00	0.00	198.50	0.00	1,133.05	452.95	1,333.70	589.25	915.40	0.00	0.00	4,854.15
Produce	0.00	23.23	7.99	15.94	33.19	178.14	155.88	48.63	239.32	118.78	259.23	85.71	1,166.04
Misc. Food	62.88	0.00	0.00	47.21	33.14	9.39	70.93	40.77	28.38	3.99	21.85	0.00	318.54
Total Wildlife Food	410.10	40.22	2,406.49	434.52	1,727.47	2,088.71	2,622.62	2,421.33	3,092.19	1,639.27	1,439.59	215.53	18,538.04
Facilities Expense													
Road Maintenance	0.00	0.00	0.00	12.40	0.00	0.00	1,630.00	0.00	0.00	0.00	0.00	0.00	1,642.40
Trash Removal	116.07	116.07	119.07	119.07	119.07	119.07	119.07	119.07	119.07	119.07	119.07	119.07	1,422.84
Utilities	616.25	675.19	544.32	473.40	638.12	865.38	927.30	990.91	960.38	713.44	563.88	503.46	8,472.03
Telecommunications	401.76	399.91	526.18	407.99	404.05	398.90	411.58	417.14	303.81	312.12	311.83	311.83	4,607.10
Building Supplies	1.98	164.62	0.00	0.00	131.71	104.23	0.00	476.16	702.51	178.15	0.00	285.00	2,044.36
Hospital Supplies	166.39	0.00	369.61	495.09	836.58	583.93	308.96	403.51	403.91	298.87	253.91	181.84	4,302.60
Repairs and Maintenance	68.50	0.00	0.00	29.56	401.64	1,050.00	9.98	358.04	187.33	239.99	0.00	0.00	2,345.04
Total Facilities Expense	1,370.95	1,355.79	1,559.18	1,537.51	2,531.17	3,121.51	3,406.89	2,764.83	2,677.01	1,861.64	1,248.69	1,401.20	24,836.37
Miscellaneous Expense													
Vehicle Maintenance	0.00	3.49	1,373.61	20.48	340.18	19.48	16.99	66.64	1,746.77	280.96	0.00	0.00	3,868.60
Bank Charges	0.00	0.00	0.00	0.00	0.00	0.00	97.20	0.00	0.00	0.00	0.00	0.00	97.20
Payroll Service	422.19	224.44	226.74	251.44	274.52	268.92	425.59	279.48	268.57	278.54	257.49	349.49	3,527.41
Wildlife Medication	55.99	0.00	664.84	257.78	0.00	100.97	366.01	182.96	372.76	714.52	172.80	16.11	2,904.74
Gas and Mileage	359.63	683.07	256.56	403.64	665.39	686.86	662.20	558.96	393.24	309.47	319.90	353.97	5,652.89
Postage	42.71	0.00	476.43	83.49	0.00	312.25	0.00	84.00	110.00	0.00	402.39	42.45	1,553.72
Copies and Printing	385.00	0.00	0.00	384.40	409.68	154.48	341.00	0.00	194.00	0.00	96.80	894.51	2,859.87
Fees, Permits, Memberships	210.00	0.00	110.00	82.85	0.00	23.35	0.00	114.10	0.00	50.00	175.00	100.00	865.30
Office Supplies	181.54	43.97	56.08	5.00	42.24	24.99	0.00	0.00	0.00	39.40	0.00	115.87	509.09
Automobile Insurance	0.00	0.00	0.00	34.44	614.00	0.00	0.00	0.00	0.00	0.00	355.00	0.00	1,003.44
Insurance - hospital & trailer	0.00	0.00	434.26	0.00	3,346.88	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,781.14
Liability Insurance	0.00	0.00	0.00	0.00	1,353.00	0.00	0.00	0.00	293.00	0.00	300.00	0.00	1,946.00
Fundraising Expenses	0.00	0.00	0.00	1,218.47	0.00	0.00	1,535.95	357.50	89.02	524.42	0.00	743.11	4,468.47
Miscellaneous	0.00	0.00	0.00	9.79	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9.79
Total Miscellaneous Expense	1,657.06	954.97	3,598.52	2,751.78	7,045.89	1,591.30	3,444.94	1,643.64	3,467.36	2,197.31	2,079.38	2,615.51	33,047.66
Total Expense	13,500.85	11,997.56	17,748.23	16,120.02	25,058.51	22,859.16	37,402.82	23,358.16	25,223.30	21,450.99	15,522.22	18,564.17	248,805.99
												P/L	$28,390.98
Staffing													
FTE													
Rehabber (Teresa)													
Senior Tech (Michelle)													
Senior Tech (Kelley)													
PTE													
Licensed Tech (Mary)													
Tech (Vanessa)													
Office Asst (Ann)													
Data Entry (Libby)													
Educator (Sandy)													

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Accrual Basis

Exhibit B
St. Francis Wildlife Association, Inc.
Profit & Loss Budget vs. Actual

	January through December 2015											TOTAL
	Jan 15	Feb 15	Mar 15	Apr 15	May 15	Jun 15	Jul 15	Aug 15	Sep 15	Oct 15	Nov 15	Dec 15	Jan - Dec 15
Rescue (5pm - 8am)													
(Jenny)													
(Justin)													
Maintenance													
(Charles)													
Seasonal													
3 - 5 (April - Oct)													
Intern (Vols)													
2 - 3 (March - Aug)													
Volunteers													
variable													
Fosterers													
4 - 8 (March - October)													

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Accrual Basis

Exhibit B
St. Francis Wildlife Association, Inc.
Profit & Loss Budget vs. Actual
January through December 2015

	Percentages
Income	
Board Donations	8%
Other Income (refunds etc)	1%
Donation Boxes	
Boxes	
Northwood	
Donation Boxes - Other	
Total Donation Boxes	5%
Grants - Private	2%
Grants - Public	
County	
City	
Total Grants - Public	32%
Private Donations	35%
Bequests	2%
Fundraising Projects	14%
Education Programs	
Interest	
Total Income	
Expense	
Reconciliation Discrepancies	
Personnel Expenses	
Wages	
Wildlife Rehabber	
Seasonal Staff	
Part-Time Staff	
Full-Time Staff	
Total Wages	
Soc.Sec/Med. Tax Expense	
SUTA Expense	
Workers Compensation Ins	
Professional Services	
Personnel Expenses - Other	
Total Personnel Expenses	69%
Wildlife Food	
Insects	
Bird of Prey Diet	
Fish	
Seed and Feed	

12:06 PM
01/11/16
Accrual Basis

Exhibit B
St. Francis Wildlife Association, Inc.
Profit & Loss Budget vs. Actual
January through December 2015

	Percentages
Formulas	
Produce	
Misc. Food	
Total Wildlife Food	7%
Facilities Expense	
Road Maintenance	
Trash Removal	
Utilities	
Telecommunications	
Building Supplies	
Hospital Supplies	
Repairs and Maintenance	
Total Facilities Expense	10%
Miscellaneous Expense	
Vehicle Maintenance	
Bank Charges	
Payroll Service	
Wildlife Medication	
Gas and Mileage	
Postage	
Copies and Printing	
Fees, Permits, Memberships	
Office Supplies	
Automobile Insurance	
Insurance - hospital & trailer	
Liability Insurance	
Fundraising Expenses	
Miscellaneous	
Total Miscellaneous Expense	13%
Total Expense	
Staffing	
FTE	
Rehabber (Teresa)	
Senior Tech (Michelle)	
Senior Tech (Kelley)	
PTE	
Licensed Tech (Mary)	
Tech (Vanessa)	
Office Asst (Ann)	
Data Entry (Libby)	
Educator (Sandy)	

12:06 PM
01/11/16
Accrual Basis

Exhibit B
St. Francis Wildlife Association, Inc.
Profit & Loss Budget vs. Actual
January through December 2015

					Percentages
				Rescue (5pm - 8am)	
				(Jenny)	
				(Justin)	
				Maintenance	
				(Charles)	
				Seasonal	
				3 - 5 (April - Oct)	
				Intern (Vols)	
				2 - 3 (March - Aug)	
				Volunteers	
				variable	
				Fosterers	
				4 - 8 (March - October)	

68A-4.001 General Prohibitions.

(1) No wildlife or freshwater fish or their nests, eggs, young, homes or dens shall be taken, transported, stored, served, bought, sold, or possessed in any manner or quantity at any time except as specifically permitted by these rules nor shall anyone take, poison, store, buy, sell, possess or wantonly or willfully waste the same except as specifically permitted by these rules.

(2) The use of gasoline or any other chemical or gaseous substances to drive wildlife from their retreats is prohibited.

(3) Intentionally placing food or garbage, allowing the placement of food or garbage, or offering food or garbage in such a manner that it attracts coyotes, foxes or raccoons and in a manner that is likely to create or creates a public nuisance is prohibited.

(4)(a) Intentionally feeding bears is prohibited except as provided for in this Title.

(b) Placing food or garbage, allowing the placement of food or garbage, or offering food or garbage that attracts bears and is likely to create or creates a nuisance is prohibited after receiving prior written notification from the Commission.

(5) The intentional feeding or the placement of food that attracts pelicans and modifies the natural behavior of the pelican so as to be detrimental to the survival or health of a local population is prohibited.

(6) The intentional feeding of sandhill cranes is prohibited.

(7) No person shall take or assist in taking wildlife using a method that involves remote control aiming and discharging of a gun when that person is not physically present at the location of that gun.

(8) Unless otherwise specifically provided in this Title, non-protected mammals and non-protected birds may be taken throughout the year, without restrictions.

Rulemaking Authority Art. IV, Sec. 9, Fla. Const. Law Implemented Art. IV, Sec. 9, Fla. Const. History–New 8-1-79, Amended 6-21-82, Formerly 39-4.01, Amended 4-1-96, Formerly 39-4.001, Amended 5-13-02, 7-1-04, 7-1-08, 7-29-15, 8-6-15.

Select Year: 2015 Go

The 2015 Florida Statutes

Title XLVI CRIMES | Chapter 828 | View Entire Chapter

ANIMALS: CRUELTY; SALES; ANIMAL ENTERPRISE PROTECTION

828.27 Local animal control or cruelty ordinances; penalty.—

(1) As used in this section, the term:

(a) "Animal" means any living dumb creature.

(b) "Animal control officer" means any person employed or appointed by a county or municipality who is authorized to investigate, on public or private property, civil infractions relating to animal control or cruelty and to issue citations as provided in this section. An animal control officer is not authorized to bear arms or make arrests; however, such officer may carry a device to chemically subdue and tranquilize an animal, provided that such officer has successfully completed a minimum of 16 hours of training in marksmanship, equipment handling, safety and animal care, and can demonstrate proficiency in chemical immobilization of animals in accordance with guidelines prescribed in the Chemical Immobilization Operational Guide of the American Humane Association.

(c) "Control" means the regulation of the possession, ownership, care, and custody of animals.

(d) "Cruelty" means any act of neglect, torture, or torment that causes unjustifiable pain or suffering of an animal.

(e) "Officer" means any law enforcement officer defined in s. 943.10 or any animal control officer.

(f) "Citation" means a written notice, issued to a person by an officer, that the officer has probable cause to believe that the person has committed a civil infraction in violation of a duly enacted ordinance and that the county court will hear the charge. The citation must contain:

1. The date and time of issuance.
2. The name and address of the person.
3. The date and time the civil infraction was committed.
4. The facts constituting probable cause.
5. The ordinance violated.
6. The name and authority of the officer.
7. The procedure for the person to follow in order to pay the civil penalty, to contest the citation, or to appear in court as required under subsection (6).
8. The applicable civil penalty if the person elects to contest the citation.
9. The applicable civil penalty if the person elects not to contest the citation.
10. A conspicuous statement that if the person fails to pay the civil penalty within the time allowed, or fails to appear in court to contest the citation, the person shall be deemed to have waived his or her right to contest the citation and that, in such case, judgment may be entered against the person for an amount up to the maximum civil penalty.
11. A conspicuous statement that if the person is required to appear in court as mandated by subsection (6), he or she does not have the option of paying a fine in lieu of appearing in court.

(g) "Ordinance" means any ordinance relating to the control of or cruelty to animals enacted by the

governing body of a county or municipality the violation of which is a civil infraction.

(2) The governing body of a county or municipality is authorized to enact ordinances relating to animal control or cruelty, which ordinances must provide:

(a) That a violation of such an ordinance is a civil infraction.

(b) A maximum civil penalty not to exceed $500.

(c) A civil penalty of less than the maximum civil penalty if the person who has committed the civil infraction does not contest the citation.

(d) For the issuance of a citation by an officer who has probable cause to believe that a person has committed an act in violation of an ordinance.

(e) For the contesting of a citation in the county court.

(f) That, if a person fails to pay the civil penalty, fails to appear in court to contest the citation, or fails to appear in court as required by subsection (6), the court may issue an order to show cause upon the request of the governing body of the county or municipality. This order shall require such persons to appear before the court to explain why action on the citation has not been taken. If any person who is issued such order fails to appear in response to the court's directive, that person may be held in contempt of court.

(g) Such procedures and provisions as are necessary to implement any ordinances enacted under the authority of this section.

(3) The commission of a charged infraction at a hearing authorized pursuant to this chapter must be proven by a preponderance of the evidence.

(4)(a)1. County-employed animal control officers must, and municipally employed animal control officers may, successfully complete a 40-hour minimum standards training course. Such course must include, but is not limited to, training for: animal cruelty investigations, search and seizure, animal handling, courtroom demeanor, and civil citations. The course curriculum must be approved by the Florida Animal Control Association. An animal control officer who successfully completes such course shall be issued a certificate indicating that he or she has received a passing grade.

2. Any animal control officer who is authorized before January 1, 1990, by a county or municipality to issue citations is not required to complete the minimum standards training course.

3. In order to maintain valid certification, every 2 years each certified animal control officer must complete 4 hours of postcertification continuing education training. Such training may include, but is not limited to, training for: animal cruelty investigations, search and seizure, animal handling, courtroom demeanor, and civil citations.

(b) The governing body of a county or municipality may impose and collect a surcharge of up to $5 upon each civil penalty imposed for violation of an ordinance relating to animal control or cruelty. The proceeds from such surcharges shall be used to pay the costs of training for animal control officers.

(5) Any person who willfully refuses to sign and accept a citation issued by an officer is guilty of a misdemeanor of the second degree, punishable as provided in s. 775.082 or s. 775.083.

(6) The governing body of a county or municipality may require mandatory court appearances for certain aggravated violations of a local ordinance resulting in the unprovoked biting, attacking, or wounding of a domestic animal; violations resulting in the destruction or loss of personal property; second or subsequent violations of local animal cruelty laws; or violations resulting in the issuance of a third or subsequent citation to a person. The citation must clearly inform the person of the mandatory court appearance. The governing body of the county or municipality shall maintain records to prove the number of citations issued to the person. Persons required to appear in court do not have the option of paying the fine instead of appearing in court.

(7) Nothing contained in this section shall prevent any county or municipality from enacting any

ordinance relating to animal control or cruelty which is identical to the provisions of this chapter or any other state law, except as to penalty. However, no county or municipal ordinance relating to animal control or cruelty shall conflict with the provisions of this chapter or any other state law. Notwithstanding the provisions of this subsection, the governing body of any county or municipality is authorized to enact ordinances prohibiting or regulating noise from any domesticated animal, violation of which shall be punishable upon conviction by a fine not to exceed $500 or by imprisonment in the county jail for a period not to exceed 60 days, or by both such fine and imprisonment, for each violation of such ordinance. This subsection shall not apply to animals on land zoned for agricultural purposes.

(8) This section is an additional, supplemental, and alternative means of enforcing county or municipal codes or ordinances. This section does not prohibit a county or municipality from enforcing its codes or ordinances by any other means, including, but not limited to, the procedures provided in chapter 162.

History.—s. 1, ch. 86-96; s. 1, ch. 89-108; s. 43, ch. 91-110; s. 204, ch. 91-224; s. 2, ch. 91-228; s. 6, ch. 94-339; s. 1289, ch. 97-102; s. 103, ch. 99-3; s. 36, ch. 2000-308; s. 3, ch. 2013-245; s. 24, ch. 2015-3; s. 5, ch. 2015-18.

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Response to Questions Submitted to SFW from Scott Ross

1. **What services do the funds provided to St. Francis by Leon County specifically support?**

- SFW is dedicated to the conservation of native wildlife in north Florida through the rescue and rehabilitation of sick, injured, and orphaned wildlife for eventual return to their natural habitats and through public education.
- In 2015, SFW received 2,860 animals; the vast majority came from Leon County.
- SFW operates 24 hours a day, 7 days a week.
- SFW is the only agency that stands between the public and the dozens of wildlife zoogenic diseases that can infect domestic pets and people.
- The Division of Animal Control responds after an incidence of exposure to a rabies vector species (RVS) while SFW responds before there is a chance of exposure. Retaining our services to handle RVS animals before an exposure helps avoid cases of possible injury to the public and possible complaints of vicarious liability to municipal departments.
- SFW has volunteers in Leon County who respond to rescue requests during regular work hours and staff who respond in Leon County between 5 p.m. and 8:30 a.m.
- SFW handles all known wild animal rabies vectors including raccoons, foxes, skunks, bobcats, coyotes, opossums and bats.
- SFW holds required permits from the U.S Fish & Wildlife Service and Florida Fish & Wildlife Conservation Commission (FFWCC) to possess and rehabilitate wildlife and to display non-releasable wildlife for the purposes of public education.
- Leon County Division of Animal Control, Tallahassee Animal Control, Leon County Sheriff's Office, Tallahassee Police Department, trappers and commercial wildlife removal companies, the Florida Park Service and the Florida Fish and Wildlife Conservation Commission rely on our unique services of wildlife handling, rehabilitation, and relocation as specified in Rule 68A-4.001(1), Florida Administrative Code, which provides that no wildlife may be taken, transported, etc. except as specifically permitted by those rules. SFW holds the appropriate permit(s) to do so both at the state and federal level.
- SFW mentors and encourages volunteers and student interns from FSU, UF, FAMU and TCC and externship students from local high schools.
- SFW fills gaps in Leon County humane education programs by providing over 70 wildlife and environmental education and science-based presentations every year for children and adults in Leon County.

- SFW instills an appreciation and respect for all living creatures and promotes a stewardship ethic for citizens to preserve what remains of Florida's natural environment.
- SFW aids in public safety and public health by not only teaching about the perils of contact with wild animals, but responds 24/7 to calls of potentially dangerous, sick or injured wildlife.
- SFW responds to concerns from the public via phone, email and social media.
- SFW responds to disasters at the request of state and federal agencies. For example, our Licensed Wildlife Rehabilitator, Teresa Stevenson, was asked by the US Fish and Wildlife Services to respond to the Deepwater Horizon Gulf of Mexico oil disaster of 2010 to help identify and care for effected sea birds and mammals.
- At the request of Leon County Division of Animal Control, SFW participated in a series of workshops to offer input regarding issues of feral domestic animals.
- SFW appears every month on WCTV, provides the Tallahassee Democrat with monthly blogs, submits articles to neighborhood newsletters providing information about how to safely coexist with wildlife, and responds to media inquiries regarding contact with wild animals.

2. If the County reduced funding to St. Francis, what would the ramifications be to the organization and the services currently provided to Leon County?

- Without municipal support for the work SFW provides, SFW will have to shut down leaving the Leon County Commission and citizens without a viable or legal option for performance of these services.
- A significant part of SFW's budget comes from funding provided by the city and county, and without it, the organization would be left with a huge hole it has no way to fill.

3. What is the relationship with St. Francis and commercial entities who remove wildlife?

- SFW has a professional and reciprocal relationship with Black Thumb, a local business that handles nuisance wildlife and refers the public to their services when necessary. Black Thumb does the same in return in regards to sick, injured and orphaned wildlife.
- Black Thumb often requests the assistance of SFW staff to care for animals they capture.
- The owner and staff of Black Thumb are reliable volunteers at the SFW facility.
- SFW has many other business and professional relationships, including: A long-standing and excellent relationships with local veterinarians and businesses that donate their goods and services totaling tens of thousands of dollars each year. Local veterinarian clinics provide

three drop-off locations for the public: Northwood Animal Hospital (24/7); Allied Veterinary Emergency Hospital (24/7), and North Florida Animal Hospital (9-5, M-F).

- Reduced cost or pro-bono services from additional veterinary clinics are provided by: Bradfordville Animal Hospital, Westwood Animal Hospital, Northhampton Animal Hospital, Timberlane Animal Hospital and Shepherd Spring Animal Hospital.
- SFW works with other local rehab agencies, Goose Creek in Tallahassee and Florida Wild Mammal Association in Crawfordville. These agencies together receive less than half the number of animals SFW takes in each year.
- SFW has relationships with local tree companies that assist with replacing displaced baby raptors and other birds.
- SFW staff and volunteers are active members of the Florida Wildlife Rehabilitation Association and participate in FWRA blogs, information sharing, seminars and workshops.

4. What is the difference between St. Francis and commercial companies who deal with wildlife removal?

- Commercial companies charge the public over $100 for their services. SFW does not charge for services; instead, SFW requests donations.
- Commercial companies only handle animals considered to be a nuisance inside or under homes or businesses.
- Commercial companies refer sick, injured and orphaned wild animals to SFW. Potentially rabid animals are referred to SFW for pick up and humane euthanasia.
- SFW responds to nuisance animal calls when an animal is inside or under a home if the complainant is unable to afford the services of a commercial company, if the animal is sick or injured, or when the company is closed or otherwise cannot respond.
- Commercial companies are not dedicated to the conservation of native wildlife and do not offer public education and do not offer assistance via email or social media.
- For additional cost, some companies offer lawn care services including pest control.
- Commercial companies are not regulated by FFWCC, the US Fish and Wildlife Service, or the Department of Agriculture Consumer Services and permitting is different from rehabilitation agencies.
- FFWCC does not license nuisance wildlife trappers. Nuisance wildlife trappers may voluntarily register to have their name and contact information added to the Wildlife Trapper List where persons needing their service is directed.

- Commercial companies rent office space. SFW operates within a 3,500 square foot hospital complex with 40 outdoor animal enclosures and pens on 38 acres of secluded, donated land in Gadsden County and has access to over 10,000 acres of privately owned parcels of Gadsden and Leon land for the release of wildlife if animals cannot be released where they were found.

5. What would happen to St. Francis if the County no longer provided funding for the organization, and how would this impact the citizens of Leon County?

- If funding is reduced or eliminated, SFW would have to close and the citizens of Leon will not have the varied services of SFW. The County will not have an affordable and legal replacement of these services.
- The Division of Animal Control will not have an adjunct service to respond to citizen calls of potentially sick or injured wildlife and may have to hire additional staff just to handle calls and concerns regarding non-exposure rabies vector species.
- The Division of Animal Control will not have a partner agency to help track outbreaks of viral epidemics in rabies vector species.
- Because many citizens cannot afford commercial or trapper services and without SFW to deal with animals before they pose a risk to the public, there may be potentially harmful encounters with wildlife.
- Interns from FAMU and FSU will not have a local agency to tap.
- Staff, many of whom live in Leon County, will have to be released from employment.

St. Francis Wildlife Association

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The St. Francis Wildlife Association, Inc. is a 501(c)(3) non-profit organization dedicated to the conservation of native wildlife through rehabilitation and public education since 1978.

May 12, 2016

The Leon County Commission
c/o Ms. Cara Aldridge, Director
Leon County Division of Animal Control
911 Easterwood Dr., Tallahassee Fl 32311

Dear Cara,

St. Francis of Assisi Wildlife Association, Inc. (SFW) a non-profit 501(c)(3) agency, respectfully requests the Leon County Commission to update and renew the 2008 contract and continue funding the services provided by SFW to the citizens of Leon County for FY 2017. Both the Leon County Commission and SFW have enjoyed a long and mutually beneficial relationship, and to end it now would be devastating to the viability of SFW. Plainly stated, it would be necessary to close operations of SFW should funding be reduced or eliminated.

The Board and staff of SFW appreciate the due diligence the Commission offers when reviewing the utility of the non-profit agencies supported with public funds. SFW does not consider our mission any more or less critical than those that specifically serve children or adults. In fact, we see the services of SFW as directly impacting public health, public safety and education.

SFW's mission statement demonstrates its dedication to the conservation of native wildlife in north Florida through the rescue and rehabilitation of sick, injured, and orphaned wildlife, as well as through public education. Its mission makes SFW unique in its scope of services and reflects our call to be good stewards of our natural world.

Leon County is home to nearly 300,000 permanent residents and that number swells when colleges and universities are in session. Leon is also home to a large number of native wild animals. If you hear a bird call or see a squirrel scamper up a tree, then you have encountered native wildlife.

There is no census for the total number of wild animals that share our environment; however, according to the Cornell Lab of Ornithology's eBird census, there are 321 different species of birds in Leon County. We are rich with birds, mammals, reptiles and amphibian species. Being able to see, hear and encounter wildlife, from downtown parks to suburban backyards, is one of the treasures that makes Leon County a unique place to live and visit. Experiencing wildlife in Leon County is virtually inescapable.

SFW has been serving the people of Leon County since 1978. In 2000, both the city and county saw the wisdom in maintaining and growing the services of SFW because municipal animal control programs were unable to handle wild animal calls and concerns from the public. Specifically, municipal animal control needed SFW assistance when responding to concerns of rabies vector species (RVS). Leon County and the City of Tallahassee negotiated funds for SFW in exchange for services.

The alternative would involve prohibitive expenses including building a wildlife rehabilitation facility, procuring required Federal and State licensure, hiring professional staff, developing additional volunteer programs, providing 24/7 medical care and rescues, feeding and cleaning thousands of animals, and finding resources to relocate and release wildlife. For a fraction of the cost, SFW offered to act as an adjunct service allowing county and city animal control to fulfill their local and state

obligations to address domestic and agricultural animal issues.

SFW has grown to the complex agency we know today because of the monetary support received from public and private grants (36%), donations and bequests (50%) and direct fundraising (14%).

In 2015, the only municipal public grant, $71,500, came from contracted services with Leon County. Without the grant, Leon County would have to hire additional staff to respond to the pick up of non-exposure RVS, find land to release those that do not pose a risk to the public and alter their agreement with The City of Tallahassee Animal Shelter for euthanasia and carcass disposal of those animals that do pose a risk.

The City of Tallahassee withheld funding in 2015 causing SFW to finish in the red ($28,000) and forcing a depletion in reserves. This is unsustainable. Our budget for 2016 will be just over $230,000. This increase is necessary to accommodate an expected rise in animal in-takes, including RVS within Leon County, augmentation in the number of part-time and seasonal staff required to care for these animals, as well as increased costs of medications, infant formulas, utilities, vehicle, road and building maintenance, animal food, and hospital supplies.

SFW is not asking for a continuation of funds because we enjoy receiving public funding, but because we are providing services neither the county nor city can make available; and, because SFW needs municipal funding. We request the County update and continue our mutual agreement to retain the high quality of service the people of Leon County have come to expect from SFW and their county government.

Attached please find the list of questions submitted to SFW by Mr. Scott Ross along with our responses, [Exhibit “A”]; SFW’s 2015 profits, income, and expenditures, [Exhibit “B”]; Florida Administration Rules 68A-9.006 and 68A-4.001 [Exhibits “C” and “D”].

Should you have any more questions the SFW Board will be more than happy to respond and/or meet with you personally. Thank you in advance for your consideration of this request.

Sincerely,
Pat Simmons, Board President

Pat Simmons, Board President
St. Francis of Assisi Wildlife Association, Inc.

Leon County
Board of County Commissioners

Notes for Budget Workshop Item #8

Leon County
Board of County Commissioners
Budget Workshop Item # 8

June 14, 2016

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Approval to Use Funds from the Leon County Tree Bank to Support Canopy Roads

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

Fiscal Impact:
This item recommends dedicating Tree Bank funding towards support of the Canopy Roads and the County's annual adopt a tree program (approximately $2,000 annually). If approved, the total funds available would be $49,086; $34,836 currently allocated, and a reallocation of $14,205 previously set aside for wildlife preservation.

Staff Recommendation:
Option #1: Authorize all current and future Tree Bank revenues to be utilized for the following: Canopy Roads Management Plan implementation and the County's annual adopt-a-tree program.

Option #2: Authorize the reallocation of $14,205 in unexpended wildlife preservation revenue to the Tree Bank account.

Report and Discussion

Background:

On March 8, 2016, staff presented to the Board a review of the Canopy Roads Citizen Committee, which included recommendations to increase proactive canopy road management, education, and outreach. Following the report, the Board, in part took the following action:

- Accepted staff's report and directed staff to continue to support the Canopy Road Citizen Committee (CRCC) in updating and implementing the Canopy Roads Management Plan and public outreach and education efforts.

In alignment with the Board's March 8, 2016 actions and in keeping with the Board's continuous efforts to preserve the County's canopy roads, staff is recommending that resources from the Leon County Tree Bank be used to enhance and maintain the County's canopy roads.

The Leon County Tree Bank was created December 12, 1989 by the Ordinance 89-44 as a means to help keep our community well forested. As part of Leon County's Land Development Code, developers are required to replant trees that are removed as part of a development project. An alternative option is provided to developers whose development site cannot support the required number of trees to be replanted as mitigation for impacts to protected trees. This option allows the developer either to plant the excess trees on an approved site or to provide the monetary equivalent to the County. This funding goes into the Tree Bank for use in landscaping projects that benefit the County's treescape.

On August 25, 1998, the Board adopted amendments to the Land Development Code (Chapter 10, Article IV, Division 3.4) to allow 50% of the current funds directed to the Tree Bank to be provided as a source of funding for the Wildlife Preservation Fund (Attachment #1). The Wildlife Preservation Fund would serve as a funding source for wildlife preservation efforts, with priority status given to wildlife rehabilitation efforts.

On November 24, 1998, the Board created the Tree and Wildlife Committee as the responsible entity for reviewing funding requests related to both the Tree Bank and the Wildlife Preservation Fund (Attachment #2). The Committee is comprised of five members from the Department of Development Support and Environmental Services, the Division of Operations, and the Cooperative Extension Division. Many Tree Bank projects are identified by citizens and the Tree and Wildlife Committee is responsible for vetting and selecting projects for funding.

On July 13, 2004, the Board approved the current Wildlife Preservation Fund Policies and Procedures and the distribution formula for allocating available funds (Attachments #3 and #4). Pursuant to these policies, licensed wildlife rehabilitation facilities operating in the Leon County area could submit applications to the County for reimbursement of allowable expenses, subject to availability of funds.

On January 29, 2008, the Board amended Section 10-4.364 of the Land Development Code, which relates to the removal of protected trees (Attachment #5). Prior to this amendment, a system of debits and credits was used to determine if developers needed to replant trees or pay into the Tree Bank. To better streamline this process, the adopted amendment allows developers to replant the developed area at 40 trees per acre. This simplification had the effect of reducing revenue collected for the Tree Bank.

Analysis:

Since 1989 the Tree Bank has planted more than 36,000 trees in Leon County. Tree Bank projects have ranged from dedicating a tree at a park in recognition of a public servant, to thousands of seedlings comprising habitat restoration projects in the County's greenway system. Typical Tree Bank project sites include canopy roads, schools, and parks. Special projects have also been funded by the Tree Bank, such as Arbor Day and Earth Day Celebrations, the Adopt-A-Tree Program, and an update of the Canopy Road Tree Inventory. Tree Bank projects are typically one-time projects identified based on need by the Tree Bank and Wildlife Committee, with the exception of the annual Adopt-A-Tree Program. Since 1989 the Adopt-A-Tree Program has planted nearly 6,000 trees in Leon County. The average cost for the Adopt-A-Tree Program is about $2,000 every year.

Tree Bank funds are collected by the Department of Development Support and Environmental Services as part of the permitting process. The funds received by the Tree Bank are variable, from less than a $1,000 to $5,000 per year. Infrequently, there will be larger donations, usually associated with road projects, where the required trees can't be replanted on site. As of May 16, 2016, the Tree Bank account had $34,836 and the Wildlife Preservation account had $14,250.

While funds from the Tree Bank are used every year, funding from the Wildlife Preservation Fund was last dispersed in FY 2010 in the amount of $1,000 ($673 to St. Francis Wildlife Association and $327 to Goose Creek Wildlife Sanctuary). Annual disbursements were not made due to the $1,000 minimum balance requirement in the wildlife account; however, over the last two years fund have accumulated to their current $14,250 levels. In support of preserving and enhancing plantings on canopy roads, staff is recommending that all funds collected for tree mitigation be redirected to the Tree Bank as was the original intent of the program.

The existing approach for allocating for the Wildlife Preservation Fund is codified in the Leon County Land Development Code, Section 10-4.364(b)(3), which reads (Attachment #6):

> "If the total number of trees to be replanted based on the tree replanting schedule in subsection (b)(1) exceeds that which may be reasonably planted on the development site, the applicant may enter into an agreement with the county, as approved by the county administrator or his designee, to plant the excess trees on an approved public site or to provide the monetary equivalent to the county for use in public landscaping projects and which may, upon proper application be provided for organizations for the purpose of wildlife protection and preservation, ***however, in no event shall greater than 50 percent of the funds received after the effective date of this section be allocated to organizations for the purpose of wildlife protection and preservation***. Further, monies collected prior to the effective date of this section, may only be used in public landscaping projects."

Currently, any funds collected for tree mitigation are split 50/50 between the Tree Bank and the Wildlife Preservation Fund. The ordinance states that up to 50% of funds could go to the Wildlife Preservation Fund, meaning that the Board could direct less than 50%, of tree mitigation funds be allocated to the Wildlife Preservation Fund without changing the existing ordinance.

Staff recommends allocating all of the future revenues collected to the Tree Bank and reallocating the current $14,250 balance in the Wildlife Preservation Fund as well. With this reallocation, the Tree Bank total will be $49,806. Aside from the annual Adopt-a-Tree and Arbor Day plantings, this would provide between $35,000 and $40,000 in seed money and provide mores resources to enhance and maintain the County's canopy roads. Staff is

recommending that no funds from the Tree Bank be expended on the Canopy Roads until the current Canopy Road Management Plan is reviewed and a long-term planting and maintenance plan is developed.

In a separate Budget Workshop item concerning the contract for funding the St. Francis Wildlife Association, staff recommends maintaining the current contract level with St. Francis. If approved by the Board, the reallocation of the Wildlife Preservation revenue to the Tree Bank does not have any impact on the services provided by St. Francis.

Options:

1. Authorize all current and future Tree Bank revenues to be utilized for the following: Canopy Roads Management Plan implementation and the County's annual adopt-a-tree program.

2. Authorize the reallocation of $14,205 in unexpended wildlife preservation revenue to the Tree Bank account.

3. Board Direction

Recommendation:

Options #1 and #2

Attachments:

1. August 25, 1998 Board of County Commissioners Agenda Item
2. November 24, 1998 Board of County Commissioners Agenda Item
3. July 13, 2004 Board of County Commissioners Agenda Item
4. Wildlife Preservation Fund Policies and Procedures
5. January 29, 2008 Board of County Commissioners Agenda Item
6. Leon County Land Development Code Section 10-4.364(b)(3) – Removal of Protected Trees

Attachment # 2
Page 1 of 3

Board of County Commissioners
Agenda Request 24

Date of Meeting: August 25, 1998
Date Submitted: August 20, 1998

To: Honorable Chairman and Members of the Board
From: Herbert W.A. Thiele County Attorney
Subject: Conduct Public Hearing on Proposed Amendments to the Ordinance Regulating Tree Protection in Leon County

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Statement of Issue
Whether to adopt the proposed amendments to the Tree Protection Ordinance after public hearing.

Background
On July 14, 1998, at the regularly scheduled meeting of the Board of County Commissioners, the Commission directed staff to prepare proposed amendments to the Tree Protection Ordinance that would allow "Tree Bank" monies to be provided as a supplemental source for wildlife preservation and protection funds.

Authorization for the "Tree Bank" program is provided for in Leon County Code of Laws, Section 10-294(b)(3), *Off-Site Replanting Agreements,* which states:

"If the total number of trees to be replanted based on the tree replanting schedule in subsection (b)(1), exceeds that which may be reasonably planted on the development site, the applicant may enter into an agreement with the County, as approved by the director, to plant the excess trees on an approved public site or to provide the monetary equivalent to the County for use in public landscaping projects."

The origination of the "Tree Bank" program appears to be on a recommendation from the June 1985, report on Tree Protection and Landscaping, presented to the Board of County Commissioners by a Board-appointed Tree and Landscape Advisory Committee. The concept was established as a program and, with the adoption of the Environment Management Act of 1989, given its basis in the Leon County Code.

The "Tree Bank" is administered through the Department of Public Works, Division of Operations, and monies are collected by Community Development. These funds are generated as a result of environmental permit replanting requirements, which are considered excess because, using best professional practice, they could not be reasonably planted on the development site. Funds are dispersed after a review and positive recommendation by the Roadside Beautification Committee and subsequent approval by the Director of Community Development.

Analysis

The proposed Amended Ordinance, attached as Attachment #1, incorporates changes to Section 10-294 as directed by the Board. Briefly, the proposed amendments grant to the County Administrator, or his designee, the authority to apply "Tree Bank" funds to organizations that deal with wildlife protection and preservation or for use in public landscaping projects. The proposed amendments are consistent with the existing ordinance in that the overall goal of tree protection is furthered.

The ATree Bank," Withdrawal Policies and Procedures, Attachment #2, include staff recommended changes which are predominantly identified in the creation of Section 2: "Wildlife Preservation Fund," Withdrawal Policies and Procedures. The proposed changes have been provided to Community Development staff and the Roadside Beautification Committee. Staff is ready to support the Board`s direction on this issue and if the Fund should be expanded to include wildlife preservation and protection, then those consulted have agreed that the "Wildlife Preservation Fund," Withdrawal Policies and Procedures should mirror, to the greatest extent possible, those guidelines established within the "Tree Bank", Withdrawal Policies and Procedures.

In addressing the methodology by which the funds are to be distributed, background information was collected from various academic resources, including the Internet. First, staff proposes that funds already deposited in the Fund, approximately $120,000, should not be diverted from "Tree Bank" uses, since those applicants that have contributed prior to the proposed ordinance changes did so without being advised of the proposed changes. In addition, the funds being utilized for the wildlife preservation efforts will be limited to 25% of the funds being received in any one year. The 25% figure was based on the broadly defined value of trees; air quality benefits, animal habitat, aesthetic value and resource contribution. Of course, the priority of these values are largely subjective, yet most can agree that these encompass broadly applicable values. Therefore, the animal habitat value is one-forth or 25% of the values because when trees are removed, then animal habitat is destroyed.

It is anticipated that, besides large contributions from Florida Department of Transportation`s, upcoming planned projects, annual contributions will remain at approximately $6700 annually. However, it is anticipated that FDOT will contribute approximately $75,000 over the next three years for the final phase of Thomasville Road and the construction of Mahan Drive. Therefore, staff recommends that the overall balance of the Fund should not be permitted to fall below a balance of

$10,000. In addition, no single Wildlife Preservation Withdrawal Request or agency should exceed 50% of the available Fund balance or $5,000 per calendar year.

Options

1: Conduct the Public Hearing and adopt the proposed Amendments to the Tree Protection Ordinance and Withdrawal Policies and Procedures.

2: Conduct the Public Hearing and do not adopt the proposed Amendments to the Tree Protection Ordinance and Withdrawal Policies and Procedures.

3: Board Direction.

Recommendation

Board Direction.

Attachment # 2
Page 3 of 3

Attachments:

1: Proposed Amendments to the Tree Protection Ordinance.

2: Proposed Amendments to the Tree Bank Policies and Procedures

Back Print

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Board of County Commissioners
Agenda Request 26

Date of Meeting:	November 24, 1998
Date Submitted:	November 19, 1998
To:	Honorable Chairman and Members of the Board
From:	Parwez Alam, County Administrator Gary W. Johnson, Director, Department of Community Development
Subject:	Approval of the Wildlife Preservation Funds` Policies and Procedures

Statement of Issue
Whether to approve the proposed Wildlife Preservation Funds` Policies and Procedures for the administration of the newly established fund.

Background
At the August 25, 1998, meeting, the Commission adopted the proposed amendments to the Tree Protection Ordinance that would allow 50% of the current funds directed to the "Tree Bank" to be provided as a source of funding for the wildlife preservation and protection fund. At the time of adoption, the Board directed staff to bring back a method and criteria for distribution of the Wildlife Preservation Fund.

Authorization for the "Wildlife Preservation Fund" program was established by recently revised ordinance language provided for in Leon County Code of Laws, Section 10-294(b)(3), *Off-Site Replanting Agreements,* which states:

> "If the total number of trees to be replanted based on the tree replanting schedule in subsection (b)(1), exceeds that which may be reasonably planted on the development site, the applicant may enter into an agreement with the County, as approved by the director, to plant the excess trees on an approved public site or to provide the monetary equivalent to the County for use in public landscaping projects, and which may, upon proper application, be provided to organizations for the purpose of wildlife protection and preservation."

Analysis
The proposed Wildlife Preservation Fund Policies and Procedures, attached as

Attachment #1, incorporates the input from citizens and staff. The citizens` input was contributed through the Wildlife Preservation Committee, which includes Will Sheftall, Jon Johnson, Chris Tonsmeire, Deborah Newhall, Leo Minasian, Joann Phillips and Lee Hartsfield, as the facilitator.

In reviewing the task at hand, the committee identified three inter-related areas of significant importance for utilization of these funds. They include trees, wildlife rehabilitation and wildlife habitat enhancement. Based on the Committee`s understanding of the Board`s direction and charge to the Committee, the committee focused its efforts and prioritized the area of wildlife rehabilitation.

However, it would recommend that wildlife habitat enhancement efforts be coordinated with the Tree Bank Committee in order to address this area of concern.

Evaluation criteria consistent with the Board`s general direction and which are similar to those contained within the Tree Bank Withdrawal Policies and Procedures will be utilized in evaluating Wildlife Preservation Withdrawal Requests. Generally, the criteria are as follows:

- Wildlife Preservation Requests are limited to the available fund balance for any given fiscal year.
- Wildlife Preservation Withdrawal Requests are limited to one per agency per year.
- Withdrawals are for the purpose of promoting wildlife preservation with priority being given to the rehabilitation and release of injured and displaced wildlife and secondarily to efforts related to the provision of enhanced wildlife habitat.
- Wildlife Preservation efforts to enhance wildlife habitat are to be located on approved sites. An approved site is defined as:

  a) property owned by local, state, regional or federal agencies;

  b) property owned by a not-for-profit organization when the enhancements provide a documented, substantial public benefit; or

  c) other private property when the enhancements provide a documented and substantial public benefit. (for example; improvements to a canopy road tree protection zone).

The methodology for distribution of funds has been developed which will minimize staff time in reviewing and processing withdrawal requests and provide an effective expenditure of county funds.

- Wildlife Withdrawal Requests will be submitted on August 1, and actual reimbursement funds will be distributed by September 30.
- Funding of Wildlife Withdrawal Requests for wildlife rehabilitation will be directed to the reimbursement of approved expenses incurred during the previous 12 calendar months according to the established criteria.
- Funding of Wildlife Withdrawal Requests for wildlife habitat enhancement will be designated to cover the costs of approved purchases to an identified vendor.

The Wildlife Withdrawal Requests will be reviewed by a committee under the direction of the Director of the Department of Community Development. Currently, the Roadside Beautification Oversight Committee reviews and approves all Tree Bank Requests for funding. Staff suggests that the Roadside Beautification Oversight Committee, as adopted by the Board on May 21, 1991, be retitled as the Tree and Wildlife Preservation Committee. The Tree and Wildlife Preservation Committee would then be designated as the responsible entity for reviewing all requests for both the Tree Bank and Wildlife Preservation Fund according to their respective adopted policies and procedures.

The recommended composition of the committee is two members from Growth and Environmental Management, two members from the Division of Operations and one member from the Cooperative Extension Division.

Options
1: Approve the Wildlife Preservation Fund Policies and Procedures.

2: Do not approve the Wildlife Preservation Fund Policies and Procedures.

3: Approve changing the Roadside Beautification Oversight Committee to the Tree and Wildlife Committee and recognizing it as the responsible entity for recommending fund distribution to the Community Development Director.

4: Do not approve changing the Roadside Beautification Oversight Committee to the Tree and Wildlife Committee and recognizing it as the responsible entity for recommending fund distribution to the Community Development Director.

5: Board Direction.

Recommendation
Options 1 and 3.

Attachment
1: Proposed Wildlife Preservation Fund Policies and Procedures

Attachment 1

Page 1 of 5

Wildlife Preservation Fund:

Policies and Procedures

Background:
The Wildlife Preservation Fund was established by the Leon County Board of County Commissioners on August 25, 1998. These Wildlife Preservation Fund Policies and Procedures are designed to establish a methodology whereby staff may distribute the funds collected as part of the newly established Wildlife Preservation Fund. The Wildlife Preservation Fund receives 50% of all funds collected as assessed for the cost of mitigating not replanting trees required under the Environmental Management Act generated as a result of permit replanting requirements which could not reasonably be

placed on site [Section 10-294(b)(3)] or were donated to the County as part of a plan for mitigating one or more violations of the Environmental Management Act.

Authorization for establishment of the "Wildlife Preservation Fund" is provided for in Leon County Code of Laws, Section 10-294(b)(3), *Off-Site Replanting Agreements,* and states:

> "If the total number of trees to be replanted based on the tree replanting schedule in subsection (b)(1), exceeds that which may be reasonably planted on the development site, the applicant may enter into an agreement with the County, as approved by the director, to plant the excess trees on an approved public site or to provide the monetary equivalent to the County for use in public landscaping projects; and which may, upon proper application, be provided to organizations for the purpose of wildlife protection and preservation."

General Guidelines:

The Wildlife Preservation Fund has been designated by the Board of County Commissioners, BOCC, as a funding source for wildlife preservation efforts. Priority status has been assigned to wildlife rehabilitation efforts. Subsequent wildlife preservation efforts which may request funding will be directed to wildlife habitat enhancement. Additional guidelines will be added in order to prioritize the funding requests received by the Community Development Department. Generally, the guidelines are as follows;

1. Withdrawals are for the purpose of promoting wildlife preservation with priority being given to the rehabilitation and release of injured and displaced wildlife and secondarily to efforts related to the provision of enhanced wildlife habitat.

2. Wildlife Preservation Requests are limited to the available fund balance for any given fiscal year.

3. Wildlife Preservation Withdrawal Requests are limited to one per agency per year.

4. Projects which serve a larger number of native/migratory wildlife will be given higher priority than those which serve fewer native/migratory wildlife.

5. Projects shall provide management and care standards consistent current wildlife rehabilitation permit requirements and standards as issued by U.S. Fish and Wildlife Service and Florida Game and Freshwater Fish Commission.

6. Wildlife Habitat Enhancement Requests shall be directed to the management and restoration of high quality natural areas or sites with potentially high value for wildlife habitat.

a. Management of remnant natural areas of highest quality.

b. Healing damaged natural areas and expanding the flora and fauna through ecological restoration and/or management.

7. In the provision of wildlife habitat, the use of appropriate native species is encouraged.

a. Publicly owned property

b. Property owned by a private not-for-profit organization on which wildlife preservation efforts will provide a documented, substantial public benefit

c. Private property on which wildlife preservation efforts will provide a documented and substantial public benefit

The methodology for distribution of funds has been developed which will minimize staff time in reviewing and processing withdrawal requests and provide an effective expenditure of county funds. Funds shall be distributed on an annual basis, and the account will retain a minimum balance of $1000. All requests for monies from this fund shall be submitted to Director of Community Development or his designee by August 1, of each fiscal year. Designated staff within the Community Development Department will examine, review, prioritize and recommend the allocation of funds to the Director.

- Wildlife Withdrawal Requests will be submitted on August 1 and actual reimbursement funds will be distributed by September 30.
- Funding of Wildlife Withdrawal Requests for wildlife rehabilitation will be directed to the reimbursement of approved expenses incurred during the previous 12 months prior to the submittal date and according to the established criteria.
- Funding of Wildlife Withdrawal Requests for wildlife habitat enhancement will be designated to cover the costs of approved purchases to an identified vendor.
- When determined to be complete, all requests received by August 1, will be reviewed and recommendations made to the director within twenty (20) working days. The request may be approved, approved with conditions, or denied within ten (10) working days from receipt by the Director.
- Appeals of the Director`s decision must be filed within ten (10) working days to the County Administrator for review. The County Administrator`s decision shall be final.

<u>Withdrawal Procedures:</u>

1. The person or agency interested in using proceeds deposited in the Wildlife Preservation Fund shall file a request using the Wildlife Preservation Fund Request Form (see attached).

2.A. The wildlife rehabilitation request shall include:

a. Applicant name, phone number, address

If agency or organization;

1) Purpose statement

2) Organizational goals

3) History of agency or organization

b. Name, phone number and address of representative of the applicant.

c. Wildlife rehabilitators seeking funding for expenses must possess and provide copies of current wildlife rehabilitation permits from U.S. Fish and Wildlife Service and Florida Game and Freshwater Fish Commission.

d. Copy of preceding year`s annual Wildlife Rehabilitation Reports to U.S. Fish and Wildlife Service and Florida Game and Freshwater Fish Commission.

e. Request amount, description and narrative of expenditures to be reimbursed.

- Wildlife Food (bird of prey diet, fish, seed, milk replacers, etc.)
- Medical Expenses (costs; veterinary services and medications)
- Rescue Equipment (nets, traps, catch poles, gloves, etc.)
- Hospital Supplies (syringes, bandages, towels and lab equipment)
- Caging (hospital cages, food and water dishes)

(attached expenditure receipts and any additional records documenting service provision).

f. Total number of native/migratory wildlife treated (picked up within Leon County jurisdiction).

g. Total number of native/migratory wildlife released (picked up within Leon County jurisdiction).

h. Release protocol (hard vs. soft).

I. Protocol for selection of release sites.

2.B. The wildlife habitat enhancement request shall include:

a. Applicant name, phone number, address

If agency or organization;

1) Purpose statement

2) Organizational goals

3) History of agency or organization

b. Name, phone number and address of representative of the applicant.

c. Description of the public benefits of the proposed project.

d. Location and description of site(s) and targeted translocation species. Signed letter(s) of consent from landowner(s) whose properties will be involved in habitat restorations, whether as donor or recipient site(s). In each case, written agreements among parties shall be executed as specified in these guidelines.

e. Description of the scope of the project and costs of materials required by applicant (provide formal documentation from material or service supplier).

f. Wildlife habitat enhancement plan, including goals and objectives for characteristics of enhanced habitat, targeted species, number of targeted species present and the proposed carrying capacity of the enhanced habitat area.

g. Description and size of area to be improved relative to the size of the property controlled by the applicant with a description of the surrounding habitats, within and beyond the control of the applicant.

I. Identify any potential targeted or coattail species which have the potential to become nuisances to people or other wildlife.

j. Identify any maintenance practices which could potentially cause conflicts with surrounding land uses (such as prescribed burns).

k. Description, plan, and responsible entity for insuring proper care and maintenance of wildlife habitat planting material for one (1) year or a longer length of time considered critical for the survival of the plant material.

Wildlife Preservation Funding Request

Date: _____

Applicant name: _____

Address:_____

Telephone Number:(___)_____ FAX Number: (___)_____

If agency or organization;

Applicant`s Representative`s Name: _____

Representative`s Address: _____

Representative`s Telephone Number: (____)_____

FAX Number: (____)_____

Type of Funding Request: (Check one)

Wildlife Rehabilitation _____ Wildlife Habitat Enhancement _____

Attach the following information to this sheet;

1) Organization`s Purpose statement:

2) Organizational goals

3) History of agency or organization

4) Request amount

5) Provide additional documentation as consistent with the Wildlife Preservation Fund`s Policies and Procedures.

Copies of the Wildlife Preservation Fund`s Policies and Procedures can be obtained by contacting: Growth and Environmental Management

3401 West Tharpe Street
Tallahassee, FL 32303
Phone: (850) 488-9300

Back Print

Board of County Commissioners
Agenda Request 24

Date of Meeting: July 13, 2004

Date Submitted: July 7, 2004

To: Honorable Chairman and Members of the Board

From: Parwez Alam, County Administrator
Gary W. Johnson, Director, Growth and Environmental Management

Subject: Updating the Wildlife Preservation Fund Policies and Procedures and Modifying the Wildlife Rehabilitation Distribution Formula

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Statement of Issue:
This item requests approval to modify the wildlife rehabilitation distribution formula (Attachment #1) and associated policies and procedures (Attachment #2) in preparation of the annual distribution of Wildlife Preservation Funds (WPF) to qualified wildlife rehabilitation groups.

Background:
The WPF was established by the Leon County Board of County Commissioners on August 25, 1998, and designated by the Board as a funding source for wildlife preservation efforts. Priority status has been given to wildlife rehabilitation efforts. This fund receives 50 percent of assessed tree replanting costs as mitigation for not replanting trees required under the Environmental Management Act.

On November 24, 1998, the Board approved Policies and Procedures that provide guidelines on the method and criteria for distribution of funds from the WPF (Attachment #3). Since the inception of the WPF, three agencies have routinely applied for reimbursement funding: St. Francis Wildlife Rehabilitation Center, Florida Wild Mammals Association, and Goose Creek Wildlife Association. Last year a fourth group, Operation Wildlife Survival, also applied for reimbursement funding.

During the first WPF distribution cycle in 1999, the Board approved a policy to distribute these funds that was developed by the Wildlife Preservation Committee. Funds were distributed to groups categorized as small, medium and large. This method recognized the importance of the smaller rehabilitation providers by providing them baseline funding while rewarding larger rehabilitation providers by giving them more available shares from the fund to compensate them for their efforts.

This funding distribution method came into question as smaller rehabilitation groups grew in the number of animals they treated and crossed over minimum threshold for small and medium funding levels. This gave smaller rehabilitation groups a disproportional percentage of available

funds at the expense of the largest rehabilitation group when comparing the number of animals serviced.

Last year the Board adopted a distribution formula that distributed available funds based on the number of animals serviced divided by the available monies in the WPF. The end result was that the largest rehabilitation agency received more than eighty percent of available funds and the smallest group receiving less than one percent of the distributed funds. This decision was not unanimous, and during the Board discussion on the item, it was requested that staff work with the local wildlife rehabilitation groups to come up with a distribution method that was agreeable to the different groups.

The tables in Attachment #4 show the amount of WPFs distributed and the number of animals taken in for rehabilitation by the agencies who have applied for reimbursement funds over the preceding five years.

The deadline for applying for FY 04 Wildlife Rehabilitation Funding is August 1, 2004. Estimates indicate that approximately $7,000 dollars will be available for distribution during this reimbursement cycle.

Analysis:

On November 17, 2003, staff met with representatives of the four agencies involved in last year's WPF distribution (Attachment #5). Consensus was reached in three different areas that should be used in distributing WPFs.

1. The number of native animals (as listed by the Florida Fish and Wildlife Commission) received except for animals that were dead on arrival.
2. Reimbursement should be limited to costs for food and medical expenses.
3. The formula should be weighted somewhat to receive a higher percentage of their reimbursement request in order to support and nurture a broader network of rehabilitation providers.

Consensus on these variables excluded current reimbursable expenses for cage construction and capture equipment. Caging expenses and construction costs are extremely variable, and tend to skew reimbursement requests when they are included. Also, it was agreed that capture equipment should not be included since any weighting added to the formula would compensate smaller groups to buy equipment as the organization grows. Larger groups already have a base level of equipment and did not feel that it needed to be included in the formula.

To develop a weighted distribution formula, Florida State University Professor, Ben Fusaro, Ph.D. was consulted and an equation developed. Examples were provided to the rehabilitation groups showing a ten, twenty and thirty percent weighting (Attachment #6). The examples used last year's reimbursement requests, minus the caging and equipment costs as agreed by the groups during the earlier meeting.

Conversations, with representatives of the groups indicate that the ten percent weighting would be acceptable as a methodology to distribute the formulas. The formula removes the most variable cost between the groups, caging, and provides minimal weighted distribution to the

smaller groups to allow them to recoup costs that should allow them to stay a part of the local wildlife rehabilitation network.

A revised strike through and underline version of the WPF Policies and Procedures is included as Attachment #2. This version excludes reimbursement for caging and capture equipment, clarifies reimbursement for native animals, updates the application criteria, and will include the new distribution formula if it is adopted by the Board.

If the new policy and distribution formula are approved the agencies will be sent applications for the FY 04 reimbursement period on July 14, 2004. Funds would then be allocated according to the new formula, and be authorized for disbursement by the County Administrator as the current policy allows. Attachment #1 shows what this year's distribution would be using the ten percent weighting factor, the estimated $7000 dollars available for distribution this year, and the eligible reimbursement amounts using last years reimbursement request.

Options:

1. Approve the new Wildlife Preservation Fund Policies and Procedures and Distribution Formula and authorize the County Administrator to distribute the funds before the end of the fiscal year as stated in the policy.
2. Do not approve the new Wildlife Preservation Fund Policies and Procedures and Distribution Formula and authorize the County Administrator to distribute the funds utilizing the current policies and formula before the end of the fiscal year as stated in the policy.
3. Board Direction.

Recommendation:

Option #1

Attachments:

1. Estimated FY 04 Distribution Using New Weighted Formula
2. Proposed New Wildlife Preservation Fund Policies and Procedures
3. Current Wildlife Preservation Fund Policies and Procedures
4. Historical Fund Distribution and Number of Treated Wildlife Table
5. Minutes from November 17, 2003, Wildlife Rehabilitation Group Meeting
6. New Weighted Formula Examples

Estimated FY 04 Distribution Using Weighted Wildlife Preservation Fund (WPF) Distribution Methodology Using 10% Weighting

Organization	Amount Requested	Eligible Expenses after financial review*	Number of Animals Received and Treated (#AT)	Mean Cost of Food and Medicine (MC) = Organization's Eligible Expenses / #AT	Weighted Mean Cost (WMC) = MC x Weighting Factor (WF)	Weighted Expense(WE) = WMC x # AT	Allocation Factor (AF)= Organization WE/ Total WE ($58,225)	Allocation = AF x available funds $7,000
St. Francis	$37,918	$37,918	2,736	$37,918/2736 = $13.85	13.85 x 1 = 13.85	13.85 x 2736 = 37,894	.65	$4,550
Goose Creek	$25,252	$12,073	482	$12,073/482 =$25.04	25.04 x 1.09 = 27.29	27.29 x 482 = 13,153	.23	$1,610
~~FL Wild~~ Mammals	~~$8,091~~	~~$4,089~~	131	$4,089/131 = $31.21	31.21 x 1.10 = 34.33	34.33 x 131 = 4,497	.08	$560
Operation Wildlife Rescue	$3,414	$2,416	30	$2,416/30 = $80.53	80.53 x 1.11 = 89.38	89.38 x 30 = 2,681	.04	$280
Total	$74,675	$56,496	3,379			$58,225	1.00	$7,000

* Eligible expenses are for food and medical expenses only. Other expenses such as caging, trap and office equipment have been excluded.

AF = Allocation Factor
w = Weighting percentage
n = # of animals for the specific organization
AT = Animals Treated
MC = Mean Cost
WE = Weighted Expense
WMC = Weighted Mean Cost

Formula for Deriving weighting Factors (WF)
WF = 1+ [w/#AT largest group - #AT smallest group (#AT largest group -n)]

Attachment # 3
Page 4 of 22

9

Attachment # 3
Page 5 of 22

Wildlife Preservation Fund: Policies and Procedures

Background:

The Wildlife Preservation Fund was established by the Leon County Board of County Commissioners on August 25, 1998. These Withdrawal Policies and Procedures are designed to establish a methodology whereby staff may distribute the funds collected as part of the ~~newly~~ established Wildlife Preservation Fund. The Wildlife Preservation Fund receives 50% of all funds collected as assessed for the cost of mitigating not replanting trees required under newly the Environmental Management Act generated as a result of permit replanting requirements which could not reasonably be placed on site [Section 10-294(b) (3)] or were donated to the County as part of a plan for mitigating one or more violations of the Environmental Management Act..

Authorization for the "Wildlife Preservation Fund" is provided for in Leon County Code of Laws, Section 10-294(b) (3), *Off-Site Replanting Agreements*, and states:

> "If the total number of trees to be replanted based on the tree replanting schedule in subsection (b) (1), exceeds that which may be reasonably planted on the development site, the applicant may enter into an agreement with the County, as approved by the director, to plant the excess trees on an approved public site or to provide the monetary equivalent to the County for use in public landscaping projects. and which may, upon owner application, be provided to organizations for the purpose of wildlife protection and preservation."

General Guidelines:

The Wildlife Preservation Fund has been designated by the Board of County Commissioners, BOCC, as a funding source for wildlife preservation efforts. Priority status has been assigned to wildlife rehabilitation efforts. Subsequent wildlife preservation efforts which may request funding will be directed to wildlife habitat enhancement. Additional guidelines will be added in order to prioritize the funding requests received by the ~~Community Development~~ Growth and Environmental Management Department. Generally, the guidelines are as follows:

1. Withdrawals are for the purpose of promoting wildlife preservation ~~with priority being given to the~~ through the rehabilitation and release of injured and displaced wildlife. ~~and secondarily to efforts related to the provision of enhanced wildlife habitat.~~ Only native animals as listed by the Florida Fish and Wildlife Conservation Commission are eligible for rehabilitation reimbursement funds. Reimbursement funds will not be provided for species listed as exotic, nuisance or domesticated/farm animals.

2. Wildlife Preservation request are limited to the available fund balance for any given fiscal year.

3. Wildlife Preservation Withdrawal Requests are limited to one per agency per year.

4. Projects which serve a larger number of native/migratory wildlife will be given higher priority than those which serve fewer native/migratory.

5. Projects shall provide management and care standards consistent current wildlife

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rehabilitation permit requirements and standards as issued by U.S. Fish and Wildlife Service and Florida ~~Game and Freshwater~~ Fish and Wildlife Conservation Commission.

6. Wildlife Habitat Enhancement Requests shall be directed to the management and restoration of high quality natural areas or sites with potentially high value for wildlife habitat.
   a. Management of remnant natural areas of highest quality.
   b. Healing damage natural area and expanding the flora and fauna through ecological restoration and/or management.

7. In the provision of wildlife habitat, the use of appropriate native species is encouraged, and they are to be located on approved sites. An approved site is defined as:
   a. Publicly owned property
   b. Property owned by a private not-for-profit organization on which wildlife preservation efforts will provide a documented, substantial public benefit.
   c. Private property on which wildlife preservation efforts will provide a documented and substantial public benefit.

The methodology for distribution of funds has been developed which will minimize staff time in reviewing and processing withdrawal requests and provide an effective expenditure of county funds. Funds shall be distributed on an annual basis and it will retain a minimum balance of $1000. All requests for monies from this fund shall be submitted to the Growth and Environmental Management Director ~~of Community Development~~ or his designee by August 1, of each fiscal year. ~~Designated staff within the Community Development Department~~ The Tree Bank/Wildlife Committee will examine, review, prioritize and recommend the allocation of funds to the Director.

- Wildlife Withdrawal Request will be submitted on August 1 and actual reimbursement funds will be distributed by September 30.

- Funding of Wildlife Withdrawal request for wildlife rehabilitation will be directed to the reimbursement of approved expenses incurred during the previous 12 months prior to the submittal date and according to the established criteria.

- Funding of Wildlife Withdrawal Request for wildlife habitat enhancement will be designed to cover the costs of approved purchases to an identified vendor.

- When determined to be compete, all request by August 1, will be reviewed and recommendations made to the director within twenty (20) working days. The request may be approved, approved with conditions, or denied within ten (10) working days form receipt by the Director.

- Appeals of the Director's decision must be filed within ten (10) working days to the County Administrator for review. The County Administrator's decision shall be final.

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Withdrawal Procedures:

1. The person or agency interested in using proceeds deposited in the Wildlife Preservation Fund shall file a request using the Wildlife Preservation Fund Request Form (attached).

2. A. The wildlife rehabilitation request shall include:

   a. Applicant name, phone number, address
      If agency or organization;
      1) Purpose statement
      2) Organizational goals
      3) History of agency or organization
   b. Name, phone number and address of representative of the applicant
   c. Wildlife rehabilitator seeking funding for expenses must possess and provide copies of current wildlife rehabilitation permits form U.S. Fish and Wildlife Service and Florida ~~Game and Freshwater~~ Fish and Wildlife Conservation Commission
   d. Copy of proceeding year's annual Wildlife Rehabilitation Reports to U.S Fish and Wildlife Services and Florida ~~Game and Fresh~~ Fish and Wildlife Conservation Commission
   e. Request amount, description and narrative of expenditures to be reimbursed
      - Wildlife Food(bird of prey diet, fish, seed, milk replaces, etc
      - Medical Expenses(cost, veterinary services and medications)
      - ~~Rescue Equipment(nets, traps, catch poles, gloves, etc)~~
      - Hospital Supplies(syringes, bandages, towels and lab equipment)
      - ~~Caging(hospital cages, food and water dishes)~~

      (attached expenditures receipts and any additional records documenting service provision)
   f. Total number of native/migratory wildlife treated (picked up within County jurisdiction).
   g. Total number of native/migratory wildlife release (picked up within Leon County jurisdiction).
   h. Release protocol (hard vs. soft)
   i. Protocol for selection of release sites

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2. B. The wildlife habitat enhancement request shall include:

a. Applicant name, phone number, address
If agency or organization;
1) Purpose statement
2) Organizational goals
3) History of agency or organization

b. Name, phone number and address of representative of the applicant

c. Description of the public benefits of the proposed project

d. Location and description of the site(s) and target translocation species. Signed letter(s) of consent from landowner(s) whose properties will be involved in habitat restorations, whether as donor or recipient site(s). In each case, written agreements among parties shall be executed as specified in these guidelines.

e. Description of the scope of the project and cost of materials required by applicant, (provide formal documentation form material supplier).

f. Wildlife habitat enhancement plan, including goals and objectives for characteristics of enhanced habitat, targeted species, number of targeted species present and the proposed carry capacity of the enhanced habitat area.

g. Description and size of the area to be improved relative to the size of the property controlled by the applicant with a description of the surrounding habitats, within and beyond the control of the applicant.

h. Identify any potential targeted or cobattail species which have the potential to become nuisances to people or other wildlife

i. Identify any maintenance practices which could potentially cause conflicts which surrounding land use(such as prescribed burns)

j. Description, plan and responsible entity for insuring proper care and maintenance of wildlife habitat planting material for one (1) year or a longer length of time considered critical for the survival of the plant material

Note: Wildlife Preservation efforts directed toward wildlife habitat enhancement are to be located on approved public sites. For purpose of administering the Wildlife preservation Fund, a public site is defined as a) property owned by local, state, regional or federal agencies; b) property owned by a not-for-profit organization when the use of planting materials provides a documented, substantial public benefit; or c) other private property when the use of planting materials provides a documented, unique and substantial public benefit (e.g. needed Canopy Road tree canopy enhancement).

3. When determined to be complete, the request will be reviewed and recommendation made to the Director within ten (10) working days. The request may be approved, approved with conditions, or denied within twenty (20) working days from receipt of the complete application.

4. Appeals of the Director's decision must be filed with ten (10) working days to the Director. Appeals will be reviewed by the County Administrator

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Attachment # 3
Page 9 of 22

Wildlife Preservation Fund:
Policies and Procedures

Background:

The Wildlife Preservation Fund was established by the Leon County Board of County Commissioners on August 25, 1998. These Withdrawal Policies and Procedures are designed to establish a methodology whereby staff may distribute the funds collected as part of the established Wildlife Preservation Fund. The Wildlife Preservation Fund receives 50% of all funds collected as assessed for the cost of mitigating not replanting trees required under newly the Environmental Management Act generated as a result of permit replanting requirements which could not reasonably be placed on site [Section 10-294(b) (3)] or were donated to the County as part of a plan for mitigating one or more violations of the Environmental Management Act..

Authorization for the "Wildlife Preservation Fund" is provided for in Leon County Code of Laws, Section 10-294(b) (3), *Off-Site Replanting Agreements*, and states:

> "If the total number of trees to be replanted based on the tree replanting schedule in subsection (b) (1), exceeds that which may be reasonably planted on the development site, the applicant may enter into an agreement with the County, as approved by the director, to plant the excess trees on an approved public site or to provide the monetary equivalent to the County for use in public landscaping projects. and which may, upon proper application, be provided to organizations for the purpose of wildlife protection and preservation."

General Guidelines:

The Wildlife Preservation Fund has been designated by the Board of County Commissioners, BOCC, as a funding source for wildlife preservation efforts. Priority status has been assigned to wildlife rehabilitation efforts. Subsequent wildlife preservation efforts which may request funding will be directed to wildlife habitat enhancement. Additional guidelines will be added in order to prioritize the funding requests received by the Community Development Department. Generally, the guidelines are as follows:

1. Withdrawals are for the purpose of promoting wildlife preservation with priority being given to the rehabilitation and release of injured and displaced wildlife and secondarily to efforts related to the provision of enhanced wildlife habitat

2. Wildlife Preservation request are limited to the available fund balance for any given fiscal year.

3. Wildlife Preservation Withdrawal Requests are limited to one per agency per year.

4. Projects which serve a larger number of native/migratory wildlife will be given higher priority than those which serve fewer native/migratory

5. Projects shall provide management and care standards consistent current wildlife rehabilitation permits requirements and standards as issued by U.S. Fish and Wildlife Service and Florida Game and Freshwater Fish Commission.

6. Wildlife Habitat Enhancement Requests shall be directed to the management and restoration of high quality natural areas or sites with potentially high value for wildlife habitat.
   a. Management of remnant natural areas of highest quality.
   b. Healing damage natural area and expanding the flora and fauna through ecological restoration and/or management.

7. In the provision of wildlife habitat, the use of appropriate native species is encouraged, and they are to be located on approved sites. An approved site is defined as:
   a. Publicly owned property
   b. Property owned by a private not-for-profit organization on which wildlife preservation efforts will provide a documented, substantial public benefit.
   c. Private property on which wildlife preservation efforts will provide a documented and substantial public benefit.

The methodology for distribution of funds has been developed which will minimize staff time in reviewing and processing withdrawal request and provide an effective expenditure of county funds. Funds shall be distributed on an annual basis and it will retain a minimum balance of $1000. All requests for monies from this fund shall be submitted to Director of Community Development or his designee by August 1, of each fiscal year. Designated staff within the Community Development Department will examine, review, prioritize and recommend the allocation of funds to the Director.

- Wildlife Withdrawal Request will be submitted on August 1 and actual reimbursement funds will be distributed by September 30.

- Funding of Wildlife Withdrawal request for wildlife rehabilitation will be directed to the reimbursement of approved expenses incurred during the previous 12 months prior to the submittal date and according to the established criteria.

- Funding of Wildlife Withdrawal Request for wildlife habitat enhancement will be designed to cover the costs of approved purchases to an identified vendor.

- When determined to be compete, all request by August 1, will be reviewed and recommendations made to the director within twenty (20) working days. The request may be approved, approved with conditions, or denied within ten(10) working days form receipt by the Director

- Appeals of the Director's decision must be filed within ten (10) working days to the County Administrator for review. The County Administrator's decision shall be final.

Withdrawal Procedures:

1. The person or agency interested in using proceeds deposited in the Wildlife Preservation Fund shall file a request using the Wildlife Preservation Fund Request Form (attached).

2. A. The wildlife rehabilitation request shall include:

a. Applicant name, phone number, address
If agency or organization;
1) Purpose statement
2) Organizational goals
3) History of agency or organization

b. Name, phone number and address of representative of the applicant

c. Wildlife rehabilitator seeking funding for expenses must possess and provide copies of current wildlife rehabilitation permits form U.S. Fish and Wildlife Service and Florida Game and Freshwater Fish Commission

d. Copy of proceeding year's annual Wildlife Rehabilitation Reports to U.S Fish and Wildlife Services and Florida Game and Fresh Fish Commission

e. Request amount, description and narrative of expenditures to be reimbursed
- Wildlife Food(bird of prey diet, fish, seed, milk replaces, etc
- Medical Expenses(cost, veterinary services and medications)
- Rescue Equipment(nets, traps, catch poles, gloves, etc)
- Hospital Supplies(syringes, bandages, towels and lab equipment)
- Caging(hospital cages, food and water dishes)

(attached expenditures receipts and any additional records documenting service provision)

f. Total number of native/migratory wildlife treated (picked up within County jurisdiction).

g. Total number of native/migratory wildlife release (picked up within Leon County jurisdiction).

h. Release protocol (hard vs. soft)

i. Protocol for selection of release sites

2. B. The wildlife habitat enhancement request shall include:

a. Applicant name, phone number, address
If agency or organization;
1) Purpose statement
2) Organizational goals
3) History of agency or organization

b. Name, phone number and address of representative of the applicant

c. Description of the public benefits of the proposed project

d. Location and description of the site(s) and target translocation species. Signed letter(s) of consent from landowner(s) whose properties will be involved in habitat restorations, whether as donor or recipient site(s). In each case, written agreements among parties shall be executed as specified in these guidelines.

e. Description of the scope of the project and costs of materials required by applicant, (provide formal documentation form material supplier).

f. Wildlife habitat enhancement plan, including goals and objectives for characteristics of enhanced habitat, targeted species, number of targeted species present and the proposed carry capacity of the enhanced habitat area.

g. Description and size of the area to be improved relative to the size of the property controlled by the applicant with a description of the surrounding habitats, within and beyond the control of the applicant.

h. Identify any potential targeted or coattail species which have the potential to become nuisances to people or other wildlife

i. Identify any maintenance practices which could potentially cause conflicts which surrounding land use(such as prescribed burns)

j. Description, plan and responsible entity for insuring proper care and maintenance of wildlife habitat planting material for one (1) year or a longer length of time considered critical for the survival of the plant material

Note: Wildlife Preservation efforts directed toward wildlife habitat enhancement are to be located on approved public sites. For purpose of administering the Wildlife preservation Fund, a public site is defined as: a) property owned by local, state, regional or federal agencies; b) property owned by a not-for-profit organization when the use of planting materials provides a documented, substantial public benefit; or c) other private property when the use of planting materials provides a documented, unique and substantial public benefit (e.g. needed Canopy Road tree canopy enhancement).

3. When determined to be complete, the request will be reviewed and Recommendation made to the Director within ten (10) working days. The request May be approved, approved with conditions, or denied within twenty (20) working days from receipt of the complete application.

4. Appeals of the Director'S decision must be filed with ten (10) working days to the Director. Appeals will be reviewed by the County Administrator

TABLE 1

Dollar Amounts Distributed to Wildlife Rehabilitation Groups FY99 - 03

Group/Year	1999	2000 NFD*	2001	2002	2003	Total
St. Francis	$2,610	0	$32,054	$22,572	$28,372	$85,608
Goose Creek	$1,305	0	$9,374	$8,007	$4,998	$18,686
Florida Wild Mammals	$206	0	$3,866	$3,950	$1,358	$9,380
Operation Wildlife Survival	0	0	0	0	$311	$311
Total	$4,121		$45,294	$34,529	$35,038	$113,985

* No funds distributed due to availability of funds

TABLE 2

Numbers of Leon County Animals Treated by Rehabilitation Groups FY 99-03

Group/Year	1999	2000 NFD*	2001	2002	2003	Total
St. Francis	1,623	0	1,968	2,870	2,736	9,197
Goose Creek	215	0	231	306	482	1,234
Florida Wild Mammals	16	0	97	116	131	360
Operation Wildlife Survival	0	0	0	0	30	30
Total	1,854	0	2,296	3,292	3,379	10,821

* No funds distributed due to availability of funds

Wildlife Rehabilitation Organizations Meeting
November 17, 2003

Topic: Distribution of Leon County Wildlife Preservation Funds

Attendees: Nani Beck – Goose Creek Wildlife; Jane Fleitman – Operation Wildlife Survival; John Johnson – St. Francis Wildlife

Facilitators: Will Sheftal – Tree Bank/Wildlife Committee Member (Leon County Agricultural Extension Office); Scott Ross - Committee Facilitator (Growth and Environmental Management)

I. Overview – A brief overview concerning the intent of the meeting and a brief history of previous *Wildlife Fund distributions* was given by Scott Ross. During the September 2003 reimbursement distribution approved by the Board, staff was directed to meet with the groups to see if a consensus could be reached on the methodology for distributing the funds. The primary goal is to have the different groups agree on a fund distribution methodology when reimbursement requests are made, especially since the fund does not normally have enough revenue to cover all of the requested reimbursement costs.

Presently, the distribution formula approved by the Board allocates funds based on the number of animals received over a year from all groups, divided by the amount of money available for distribution. This gives a cost per animal that is multiplied by the number of animals received by each group to determine the amount eligible for reimbursement.

There was also some discussion on the different sizes of the organizations and the number of animals treated.

II. Group Discussion on Wildlife Fund Distribution Methodology

Will Sheftal directed the session to gain input on what the different organizations felt were the most important items to consider for reimbursement requests for rehabilitating wildlife.

The following list shows the items that the different groups considered important for reimbursement.

Organization Input: Priority Factors

- Number of Animal
  1) Native (FFWCC List)
  2) Taken in except DOA
- Medical Expenses depends on type of injury surgical and medical supplies
- *Habitat restoration*
- Caging
- New Facility support –start-up
- Education - "Orphaned" issued especially
- Rescue equipment

9

There was a brief discussion on the other sources of revenue provided to the groups to conduct their rehabilitation efforts.

The groups receive money through fund raising, donations, and the smaller groups like Operation Wildlife Survival pay for many costs out-of-pocket.

St. Francis does receive funding from the City of Tallahassee and Leon County, but the funding is for 24-hour, on-call emergency service. The City's funding was based on a government cost/minimum number of animal threshold to determine the contact amount, and the County's funding varies year to year. There is some reporting to each government entity regarding how many animals are picked up in a year. Jon Johnson reiterated that this service was separate from the rehabilitation efforts his organization does.

Priority Factor Consensus

The groups then reviewed the original list and achieved consensus on which variables should be considered for reimbursement.

The list included:

- Number of native animals received (Native is defined as listed by the Florida Fish and Wildlife Commission) except for animals that are dead on arrival.
- Food
- Medical Expenses – surgical and medical supplies
- There was also consensus that any distribution formula should be weighted somewhat to allow the smaller groups to receive a higher percentage of reimbursement. This is since the larger groups are more established and able to raise more private funds, and allows the smaller groups to establish themselves. This also allows the County to have a broader net of organizations to handle injured wildlife.

There was discussion about the wide variance in average cost to feed and medicate animals taken in by the four rehabilitators. Will Sheftall cautioned against the tendency to use these data to compare rehabilitators for cost efficiency, since they do not present the total cost per animal treated as a pro rata unit of the entire operating budget.

There was agreement on this point, and furthermore, there was consensus among the rehabilitators that even the food and medical costs should vary widely, since some organizations specialize in larger animals (more food), animals needing longer rehab time (more food), animals requiring live mice or special diet items (more expensive food), animals fallen victim in large numbers to epidemics (more medical costs), "high value" animals with more severe injuries but worth the gamble on recovery (more medical costs + more food for longer rehab).

In fact, these specialties are well known, and animals are often passed from one organization to another to capitalize on the variation in caging and intensive labor available among the rehabilitator community. This sharing and specialization illustrate why they all support being reimbursed on a schedule that reflects justifiably variable actual expenses - rather than on a schedule that gives all animals taken in an equal reimbursement, as was the case in 2003.

Attachment # 3
Page 16 of 22

All the groups in attendance supported the concept of weighting the formula for distributing funds toward the smaller organizations, to make sure they can survive, grow and continue to play valuable niche roles in the cooperative community of rehabilitators. This reality was accentuated by Jon Johnson's statement that St Francis, the largest of the 4 rehabilitators, was near maximum size for efficient operation, and that as the county grows and more wildlife are displaced and injured, the other 3 organizations - plus others yet to be established - would need to grow to meet the increase in need, and should be given reimbursement disproportionate to their current size and animal in-take numbers in order to ensure their evolution to larger, more mature organizations with better fund-raising capability

Also, weighting the formula somewhat to the smaller groups will allow them to utilize the weighting to purchase start up equipment and caging. Caging is the most variable cost among the groups in the current reimbursement criteria, and there was consensus that it should not be included in routine reimbursement requests.

The Wildlife Committee will use the amount of eligible expenses (food and medical) divided by the animals rescued by each organization to determine each groups average cost to feed and medicate the types of animals it treats, according to its specialization.

The rehabilitation groups all felt it was important to use the number of animals received and not the rehabilitation success rate that the committee recommended during the last fund distribution.

Will Sheftal and Scott Ross will use last year's available amount of revenue for distribution, and determine different weight factors that could be considered for distributing the funds. These different examples will then be distributed to the rehabilitation groups for comment.

Weighted Wildlife Preservation Fund (WPF) Distribution Methodology Using 10% Weighting

Organization	Amount Requested	Eligible Expenses after financial review*	Number of Animals Received and Treated (#AT)	Mean Cost of Food and Medicine (MC) = Organization's Eligible Expenses / #AT	Weighted Mean Cost (WMC) = MC x Weighting Factor (WF)	Weighted Expense(WE) = WMC x # AT	Allocation Factor (AF)= Organization WE/ Total WE ($58,225)	Allocation = AF x available funds $35,050
St. Francis	$37,918	$37,918	2,736	$37,918/2736 = $13.85	13.85 x 1 = 13.85	13.85 x 2736 = 37,894	.65	$22,782
~~Goose Creek~~	~~$25,252~~	~~$12,073~~	~~482~~	~~$12,073/482 = $25.04~~	~~25.04 x 1.09 = 27.29~~	~~27.29 x 482 = 13,154~~	~~.22~~	~~$7,711~~
FL Wild Mammals	$8,091	$4,089	131	$4,089/131 = $31.21	31.21 x 1.10 = 34.33	34.33 x 131 = 4,497	.08	$2,804
Operation Wildlife Rescue	$3,414	$2,416	30	$2,416/30 = $80.53	80.53 x 1.11 = 89.33	89.33 x 30 = 2,680	.05	$1,753
Total	$74,675	$56,496	3,379			$58,225	1.00	$35,050

* Eligible expenses are for food and medical expenses only. Other expenses such as caging, trap and office equipment have been excluded.

AF = Allocation Factor
w = Weighting percentage
n = # of animals for the specific organization
AT = Animals Treated
MC = Mean Cost
WE = Weighted Expense
WMC = Weighted Mean Cost

Formula for Deriving weighting Factors (WF)
WF = 1+ [w/#AT largest group - #AT smallest group (#AT largest group -n)]

Attachment # 3
Page 17 of 22

9

Weighting Calculations at 10%

St. Francis

WF = 1 + [.1/2,736-30 (2,736-2,736)]

WF = 1 + [.1/2,706 (0)]

WF = 1+ [0.00004 (0)]

WF = 1

FWMA

WF = 1+ [0.00004 (2736 - 131)]

WF = 1 + [0.00004 (2605)]

WF= 1 + .10

WF = 1.10

Goose Creek

WF = 1 + [.1/2,706 (2736-482)]

WF = 1 + [.1/2706 (2254)

WF = 1 =[0.00004 (2254)]

WF = 1 + .09

WF = 1.09

OWLS

WF = 1 +[0.00004 (2736-30)]

WF = 1 + [0.00004 (2706)]

WF = 1 + .11

WF = 1.11

Attachment # 3
Page 18 of 22

Weighted Wildlife Preservation Fund (WPF) Distribution Methodology Using 20% Weighting

Organization	Amount Requested	Eligible Expenses after financial review*	Number of Animals Received and Treated (#AT)	Mean Cost of Food and Medicine (MC) = Organization's Eligible Expenses / #AT	Weighted Mean Cost (WMC) = MC x Weighting Factor (WF)	Weighted Expense(WE) = WMC x # AT	Allocation Factor (AF)= Organization WE/ Total WE ($59,710)	Allocation = AF x available funds $35,050
St. Francis	$37,918	$37,918	2,736	$37,918/2736 = $13.85	13.85 x 1 = 13.85	13.85 x 2736 = 37,894	.63	$22,081
~~Goose Creek~~	~~$23,252~~	~~$12,073~~	~~482~~	~~$12,073/482 = $25.04~~	~~25.04 x 1.17 = 29.29~~	~~29.29 x 482 = 14,118~~	~~.24~~	~~$8,412~~
FL Wild Mammals	$8,091	$4,089	131	$4,089/131 = $31.21	31.21 x 1.18 = 36.82	36.82 x 131 = 4,823	.08	$2,804
Operation Wildlife Rescue	$3,414	$2,416	30	$2,416/30 = $80.53	80.53 x 1.19 = 95.83	95.83 x 30 = 2,875	.05	$1,753
Total	$74,675	$56,496	3,379			$59,710	1.00	$35,050

* Eligible expenses are for food and medical expenses only. Other expenses such as caging, trap and office equipment have been excluded.

AF = Allocation Factor
w = Weighting percentage
n = # of animals for the specific organization
AT = Animals Treated
MC = Mean Cost
WE = Weighted Expense
WMC = Weighted Mean Cost

Formula for Deriving weighting Factors (WF)
WF = 1+ [w/#AT largest group - #AT smallest group (#AT largest group -n)]

Attachment # 3
Page 19 of 22

9

Weighting Calculations at 20%

St. Francis

WF = 1 + [.2/2,736-30 (2,736-2,736)]

WF = 1 + [.2/2,706 (0)]

WF = 1+ [0.00007 (0)]

WF = 1

FWMA

WF = 1+ [0.00007 (2736 - 131)]

WF = 1 + [0.00007 (2605)]

WF= 1 + .18

WF = 1.18

Goose Creek

WF = 1 + [.2/2,706 (2736-482)]

WF = 1 + [.2/2706 (2254)

WF = 1 =[0.00007 (2254)

WF = 1 + .167

WF = 1.17

OWLS

WF = 1 +[0.00007 (2736-30)]

WF = 1 + [0.00007 (2706)]

WF = 1 + .19

WF = 1.19

Attachment # 3
Page 20 of 22

Weighted Wildlife Preservation Fund (WPF) Distribution Methodology Using 30% Weighting

Organization	Amount Requested	Eligible Expenses after financial review*	Number of Animals Received and Treated (#AT)	Mean Cost of Food and Medicine (MC) = Organization's Eligible Expenses / #AT	Weighted Mean Cost (WMC) = MC x Weighting Factor (WF)	Weighted Expense(WE) = WMC x # AT	Allocation Factor (AF)= Organization WE/ Total WE (61,273)	Allocation = AF x available funds $35,050
St. Francis	$37,918	$37,918	2,736	$37,918/2736 = $13.85	13.85 x 1 = 13.85	13.85 x 2736 = 37,894	.62	$21,731
Goose Creek	$25,252	$12,073	482	$12,073/482 =$25.04	25.04 x 1.25 = 31.30	31.30 x 482 = 15,087	.25	$8,762
FL Wild Mammals	$8,091	$4,089	131	$4,089/131 = $31.21	31.21 x 1.26 = 39.32	39.32 x 131 = 5,151	.08	$2,804
Operation Wildlife Rescue	$3,414	$2,416	30	$2,416/30 = $80.53	80.53 x 1.30 =104.69	104.69 x 30 = 3,141	.05	$1,753
Total	$74,675	$56,496	3,379			$61,273	1.00	$35,050

* Eligible expenses are for food and medical expenses only. Other expenses such as caging, trap and office equipment have been excluded.

AF = Allocation Factor
w = Weighting percentage
n = # of animals for the specific organization
AT = Animals Treated
MC = Mean Cost
WE = Weighted Expense
WMC = Weighted Mean Cost

Formula for Deriving weighting Factors (WF)
WF = 1+ [w/#AT largest group - #AT smallest group (#AT largest group -n)]

Attachment # 3
Page 21 of 22

Weighting Calculations at 30%

St. Francis

WF = 1 + [.3/2,736-30 (2,736-2,736)]

WF = 1 + [.3/2,706 (0)]

WF = 1+ [0.00011 (0)]

WF = 1

FWMA

WF = 1+ [0.00011 (2736 - 131)]

WF = 1 + [0.00011 (2605)]

WF= 1 + .26

WF = 1.26

Goose Creek

WF = 1 + [.3/2,706 (2736-482)]

WF = 1 + [.3/2706 (2254)

WF = 1 =[0.00011 (2254)]

WF = 1 + .25

WF = 1.25

OWLS

WF = 1 +[0.00011 (2736-30)]

WF = 1 + [0.00011 (2706)]

WF = 1 + .30

WF = 1.30

Attachment # 3
Page 22 of 22

Wildlife Preservation Fund:
Policies and Procedures
Approved July 13, 2004

Background:

The Wildlife Preservation Fund was established by the Leon County Board of County Commissioners on August 25, 1998. These Withdrawal Policies and Procedures are designed to establish a methodology whereby staff may distribute the funds collected as part of the established Wildlife Preservation Fund. The Wildlife Preservation Fund receives 50% of all funds collected as assessed for the cost of mitigating not replanting trees required under newly the Environmental Management Act generated as a result of permit replanting requirements which could not reasonably be placed on site [Section 10-294(b) (3)] or were donated to the County as part of a plan for mitigating one or more violations of the Environmental Management Act..

Authorization for the "Wildlife Preservation Fund" is provided for in Leon County Code of Laws, Section 10-294(b) (3), *Off-Site Replanting Agreements,* and states:

> "If the total number of trees to be replanted based on the tree replanting schedule in subsection (b) (1), exceeds that which may be reasonably planted on the development site, the applicant may enter into an agreement with the County, as approved by the director, to plant the excess trees on an approved public site or to provide the monetary equivalent to the County for use in public landscaping projects. and which may, upon proper application, be provided to organizations for the purpose of wildlife protection and preservation."

General Guidelines:

The Wildlife Preservation Fund has been designated by the Board of County Commissioners, BOCC, as a funding source for wildlife preservation efforts. Priority status has been assigned to wildlife rehabilitation efforts. Subsequent wildlife preservation efforts which may request funding will be directed to wildlife habitat enhancement. Additional guidelines will be added in order to prioritize the funding requests received by the Growth and Environmental Management Department. Generally, the guidelines are as follows:

1. Withdrawals are for the purpose of promoting wildlife preservation through the rehabilitation and release of injured and displaced wildlife. Only native animals as listed by the Florida Fish and Wildlife Conservation Commission are eligible for rehabilitation reimbursement funds. Reimbursement funds will not be provided for species listed as exotic, nuisance or domesticated/farm animals.

2. Wildlife Preservation request are limited to the available fund balance for any given fiscal year.

3. Wildlife Preservation Withdrawal Requests are limited to one per agency per year.

4. Projects which serve a larger number of native/migratory wildlife will be given higher priority than those which serve fewer native/migratory.

5. Projects shall provide management and care standards consistent current wildlife rehabilitation permit requirements and standards as issued by U.S. Fish and Wildlife Service and Florida Fish and Wildlife Conservation Commission.

6. Wildlife Habitat Enhancement Requests shall be directed to the management and restoration of high quality natural areas or sites with potentially high value for wildlife habitat.
   a. Management of remnant natural areas of highest quality.
   b. Healing damage natural area and expanding the flora and fauna through ecological restoration and/or management.

7. In the provision of wildlife habitat, the use of appropriate native species is encouraged, and they are to be located on approved sites. An approved site is defined as:
   a. Publicly owned property
   b. Property owned by a private not-for-profit organization on which wildlife preservation efforts will provide a documented, substantial public benefit.
   c. Private property on which wildlife preservation efforts will provide a documented and substantial public benefit.

The methodology for distribution of funds has been developed which will minimize staff time in reviewing and processing withdrawal request and provide an effective expenditure of county funds. Funds shall be distributed on an annual basis and it will retain a minimum balance of $1000. All requests for monies from this fund shall be submitted to the Growth and Environmental Management Director or his designee by August 1, of each fiscal year. The Tree Bank/Wildlife Committee will examine, review, prioritize and recommend the allocation of funds to the Director.

- Wildlife Withdrawal Request will be submitted on August 1 and actual reimbursement funds will be distributed by September 30.

- Funding of Wildlife Withdrawal request for wildlife rehabilitation will be directed to the reimbursement of approved expenses incurred during the previous 12 months prior to the submittal date and according to the established criteria.

- Funding of Wildlife Withdrawal Request for wildlife habitat enhancement will be designed to cover the costs of approved purchases to an identified vendor.

- When determined to be compete, all request by August 1, will be reviewed and recommendations made to the director within twenty (20) working days. The request may be approved, approved with conditions, or denied within ten (10) working days form receipt by the Director.

- Appeals of the Director's decision must be filed within ten (10) working days to the County Administrator for review. The County Administrator's decision shall be final.

Withdrawal Procedures:

1. The person or agency interested in using proceeds deposited in the Wildlife Preservation Fund shall file a request using the Wildlife Preservation Fund Request Form (attached).

2. A. The wildlife rehabilitation request shall include:

   a. Applicant name, phone number, address
      If agency or organization;
      1) Purpose statement
      2) Organizational goals
      3) History of agency or organization
   b. Name, phone number and address of representative of the applicant
   c. Wildlife rehabilitator seeking funding for expenses must possess and provide copies of current wildlife rehabilitation permits form U.S. Fish and Wildlife Service and Florida Fish and Wildlife Conservation Commission
   d. Copy of proceeding year's annual Wildlife Rehabilitation Reports to U.S Fish and Wildlife Services and Florida Fish and Wildlife Conservation Commission
   e. Request amount, description and narrative of expenditures to be reimbursed
      - Wildlife Food(bird of prey diet, fish, seed, milk replaces, etc
      - Medical Expenses(cost, veterinary services and medications)
      - Hospital Supplies(syringes, bandages, towels and lab equipment) (attached expenditures receipts and any additional records documenting service provision)
   f. Total number of native/migratory wildlife treated (picked up within County jurisdiction).
   g. Total number of native/migratory wildlife release (picked up within Leon County jurisdiction).
   h. Release protocol (hard vs. soft)
   i. Protocol for selection of release sites

2. B. The wildlife habitat enhancement request shall include:

a. Applicant name, phone number, address
If agency or organization;
1) Purpose statement
2) Organizational goals
3) History of agency or organization

b. Name, phone number and address of representative of the applicant

c. Description of the public benefits of the proposed project

d. Location and description of the site(s) and target translocation species. Signed letter(s) of consent from landowner(s) whose properties will be involved in habitat restorations, whether as donor or recipient site(s). In each case, written agreements among parties shall be executed as specified in these guidelines.

e. Description of the scope of the project and costs of materials required by applicant, (provide formal documentation form material supplier).

f. Wildlife habitat enhancement plan, including goals and objectives for characteristics of enhanced habitat, targeted species, number of targeted species present and the proposed carry capacity of the enhanced habitat area.

g. Description and size of the area to be improved relative to the size of the property controlled by the applicant with a description of the surrounding habitats, within and beyond the control of the applicant.

h. Identify any potential targeted or coattail species which have the potential to become nuisances to people or other wildlife

i. Identify any maintenance practices which could potentially cause conflicts which surrounding land use(such as prescribed burns)

j. Description, plan and responsible entity for insuring proper care and maintenance of wildlife habitat planting material for one (1) year or a longer length of time considered critical for the survival of the plant material

Note: Wildlife Preservation efforts directed toward wildlife habitat enhancement are to be located on approved public sites. For purpose of administering the Wildlife preservation Fund, a public site is defined as: a) property owned by local, state, regional or federal agencies; b) property owned by a not-for-profit organization when the use of planting materials provides a documented, substantial public benefit; or c) other private property when the use of planting materials provides a documented, unique and substantial public benefit (e.g. needed Canopy Road tree canopy enhancement).

3. When determined to be complete, the request will be reviewed and recommendation made to the Director within ten (10) working days. The request may be approved, approved with conditions, or denied within twenty (20) working days from receipt of the complete application.

4. Appeals of the Director's decision must be filed with ten (10) working days to the Director. Appeals will be reviewed by the County Administrator

Back Print

Board of County Commissioners
Agenda Request 16

Date of Meeting:	January 29, 2008
Date Submitted:	January 23, 2008
To:	Honorable Chairman and Members of the Board
From:	Parwez Alam, County Administrator Vincent S. Long, Deputy County Administrator David McDevitt, Director, Growth and Environmental Management
Subject:	Second and Final Public Hearing on a Proposed Ordinance to Amend the Land Development Code to Implement the Recommendations of the Board-appointed Growth and Environmental Management Permit Process Improvement Focus Group

Statement of Issue:
Conduct the second and final Public Hearing to consider the adoption of proposed amendments to Chapter 10 of the Leon County Code of Laws (Land Development Code) to implement the recommendations of the Board-appointed Growth and Environmental Management (GEM) Permit Process Improvement Focus Group (Attachment #1).

Background:
In May of 2005, the Board appointed a 14-member GEM Permit Process Improvement Focus Group to review staff recommendations regarding proposed revisions to the County's Land Development Code (LDC) to streamline and enhance the development review and permit processes (Attachment #2). The GEM Focus Group conducted a series of meetings with staff between June 2005 and February 2006. During this process, the Group reviewed staff recommendations and generally reached consensus on a series of recommendations that were presented to the Board during a workshop on April 11, 2006. The Group's recommendations were approved by the Board, and staff was directed to implement the required code amendments (Attachment #3).

Subsequent to the Board's April 11, 2006 Workshop, a subcommittee of the GEM Focus Group met with staff on several occasions between June and September 2006 to further review and develop recommendations concerning four remaining issue areas. These included the County's regulations concerning the definition of protected trees,

reforestation requirements, replanting requirements including the tree debit/credit system, and landscaping. On October 24, 2006, the Board approved the final recommendations of the GEM Permit Process Improvement Focus Group Subcommittee (Attachment #4).

The first phase of implementing the County's comprehensive development review and permit process streamlining project was completed on July 10, 2007, with the Board's adoption of a comprehensively reorganized and reformatted LDC. These changes resulted in the LDC being reorganized in a more logical order. Sections that addressed the same issues were combined, and where the combination of sections resulted in duplicative or virtually similar language, the redundant language was deleted. Process language was centralized, and the Code was renumbered so that users can easily locate provisions, based on a logical numbering sequence.

Analysis:

Staffs from the GEM, Planning, and Public Works departments, along with staff from the County Attorney's Office, have been meeting regularly for the last several months drafting code amendments and new code provisions to address the recommendations of the Board-approved GEM Permit Process Improvement Focus Group. Also, during this process and the proceeding code reformatting and reorganization project, several internal inconsistencies were identified and have been addressed during the current amendment process. Additionally, staff has proposed code revisions to amend the current buffering requirements between residential uses, and to clarify accessory dwelling units as directed by the Board.

A summary matrix of the proposed LDC amendments is provided in Attachment #5. The matrix notes the code citation, identifies the change, and notes the reason for the revision or addition.

The Planning Commission conducted a Comprehensive Plan consistency Public Hearing on the proposed Ordinance on November 6, 2007. At the Public Hearing, a representative from the Council of Neighborhood Associations (CONA) indicated a desire to meet with staff to discuss the proposed changes. Based on that request and in conjunction with several questions raised by the Planning Commission, the Public Hearing was continued to January 14, 2008.

On November 19, 2007, staff from GEM and the Planning Department met with CONA representatives to provide an overview of the proposed Ordinance and to specifically discuss the following issues raised at the November 6, 2007 Planning Commission Public Hearing and subsequent communications: 1) notification requirements (associated with site and development plan applications); 2) buffering requirements; and 3) "1 into 2" lot subdivision (Attachment #6).

Predicated on a finding that the proposed code amendments are generally procedural-based, the Planning Department's recommendation to the Planning Commission is to find the proposed Ordinance consistent with the Comprehensive Plan. At its January 14, 2008 Public Hearing, the Planning Commission voted to accept the Planning Department's recommendation on the proposed Ordinance.

In response to the discussion, staff has made the following modifications, which are included within the proposed Ordinance and noted in the Summary Matrix:

1) to provide notice of all Type A site and development plan applications via posted signs on or near the proposed development site, mailings to owners of property located within 500 feet of the proposed development site, and through publication in a newspaper;
2) to limit the proposed amendments to the buffering standards to only one – eliminating the requirement for buffering between developments consisting of single-family houses, except in the RP zoning district (where the requirement will be retained); and
3) to add requirements to facilitate compatibility and consistency with regard to lot size as a requirement for proposed "1-into-2" subdivisions when these subdivisions are proposed within existing unrecorded subdivisions.

In addition, CONA representatives inquired about expanding the distance that notification of new site and development plan is mailed to property owners and other issues regarding buffering. Planning Department staff is working separately on other strategies related to these issues and will be providing specific recommendations to the Board in a future agenda item.

GEM staff will be completing the third and final phase of LDC revisions based on the GEM Permit Process Improvement Focus Group's recommendations concerning quality development during the upcoming months. The Focus Group did not provide specific recommendations in this regard; however, they did indicate that staff should promote quality development through an incentive-based approach. Also, during this phase, staff will be developing code revisions that address and promote the development of "green projects" consistent with previous Board direction. Prior to scheduling a Public Hearing on the final phase of proposed LDC revisions, staff will provide the proposed Ordinance to the Board-appointed GEM Citizens' User Group for review and will agenda to the Planning Commission for a Comprehensive Plan consistency review and determination Public Hearing.

The Public Hearing has been appropriately noticed in the *Tallahassee Democrat* (Attachment #7).

Options:

1. Conduct the second and final Public Hearing and adopt the proposed Ordinance to amend the Land Development Code to implement the recommendations of the Board-appointed GEM Permit Process Improvement Focus Group.
2. Conduct the second and final Public Hearing and do not adopt the proposed Ordinance to amend the Land Development Code to implement the recommendations of the Board-appointed GEM Permit Process Improvement Focus Group.
3. Board Direction.

Recommendation:

Option #1.

Attachments:

1. Proposed Ordinance Amending the County's LDC
2. Members of the Board-appointed GEM Permit Process Improvement Focus Group
3. GEM Permit Process Improvement Focus Group Code Amendment Recommendations
4. GEM Permit Process Improvement Focus Group Subcommittee Recommendations
5. Summary Matrix of Proposed LDC Amendments
6. Sign-in Sheet from GEM Staff/CONA Meeting on November 19, 2007
7. *Tallahassee Democrat* Public Hearing Advertisement

Back Print

Sec. 10-4.364. - Removal of protected trees.

(a) Criteria for protected tree removal. The county administrator or designee shall approve a permit or exemption for removal of a protected tree, as defined in sections 10-1.101 and 10-4.362, if the applicant demonstrates the presence of one or more of the following conditions:

(1) Safety hazard. Necessity to remove a tree which poses a safety hazard to pedestrians or other persons, buildings or other property, or vehicular traffic, or which threatens to cause disruption of public services. When a tree is removed for safety hazard reasons that were created as a result of development activity, debits shall accrue and an environmental permit shall be required. When a tree is removed for safety reasons not associated with development activity, an environmental permit shall not be required and debits shall not accrue.

(2) Diseased or pest infested trees. Necessity to remove a diseased or pest infested tree to prevent the spread of the disease or pests. When required by the county administrator or designee, the need to remove trees because of disease or pest-infestation may need to be determined by a forester with a B.S. degree or higher from a Society of American Foresters accredited college or by an arborist certified by the International Society of Arboriculture. Debits shall not accrue for trees deemed by the county administrator or designee to be diseased or pest infested.

(3) Good forestry practices. Necessity to reduce competition between trees or to remove exotic species and replace them with native species.

(4) Reasonable and permissible use of property. Tree removal which is essential for reasonable and permissible use of property, or necessary for construction of essential improvements, resulting from:

a. Construction access around structure. Need for access immediately around the proposed structure for essential construction equipment, limited to a maximum width of 20 feet from the structure.

b. Construction access to building site. Limited access to the building site essential for reasonable use of construction equipment.

c. Essential grade changes. Essential grade changes are those grade changes needed to implement safety standards common to standard engineering or architectural practices, and reference to a text where such standards are found shall be required.

d. Permanent improvements. Location of driveways, buildings or other permanent improvements. Driveway-aisles shall be consistent with other applicable standards.

(5) Compliance with other ordinances or codes. Necessity for compliance with county codes, such as building, zoning and site and development plan, subdivision regulations, health provisions, and other environmental ordinances.

(b) Tree replanting requirements.

(1) Replanting schedule. As a condition of the issuance of a permit for removal of a protected tree, a satisfactory plan shall be presented by the applicant for the successful replacement of trees to be removed. Two options are available for replacement of trees as follows:

a. The first option is to replant the developed area at 40 trees credits per acre, except for public roadway projects, which can replant the developed area at 20 trees credits per acre. If there are protected trees that are 36-inch DBH or greater and the minimum replacement tree credits for these 36-inch DBH trees exceed 40 tree credits per acre, the replacement credits will be calculated based on the schedule in subsection b. below.

b. The second option for replacement of trees to be removed shall be based on the following schedule:

Diameter (DBH) Tree Removed (inches)	Minimum Replacement Tree Credits
Over 60	40
49—60	28
43—48	24
37—42	20
31—36	16
25—30	10
19—24	8
13—18	6
7—12	4
4—6	2
2—3	1

*Tree trunk diameter shall be rounded off to the nearest inch.

1. If protected trees are removed without permit or otherwise in violation of this article, this second option must be used and the number of required replacement tree credits in the schedule shall be doubled.

(2) Enhanced credit availability for replanting with trees exceeding minimum size requirement. In order to promote planting of larger size replacement trees, the number of two-inch diameter trees (tree credits) that must be replanted as determined by the table above may be reduced when replanted trees are of a larger size than two-inch DBH, according to the following table:

Diameter (Caliper) of Tree Replanted	Number of Tree Credits
For each 3-inch tree	2

For each 4-inch tree	4
For each 5-inch tree	7
For each 6-inch tree	10

(3) Off-site replanting agreements. If the total number of trees to be replanted based on the tree replanting schedule in subsection (b)(1) exceeds that which may be reasonably planted on the development site, the applicant may enter into an agreement with the county, as approved by the county administrator or his designee, to plant the excess trees on an approved public site or to provide the monetary equivalent to the county for use in public landscaping projects and which may, upon proper application be provided for organizations for the purpose of wildlife protection and preservation, however, in no event shall greater than 50 percent of the funds received after the effective date of this section be allocated to organizations for the purpose of wildlife protection and preservation. Further, monies collected prior to the effective date of this section, may only be used in public landscaping projects.

(4) Minimum guarantee for trees for which credit given. If any tree for which credit was given under this section or subsection 10-4.349(b) in relation to a project other than a single-family residential project is not alive and growing three years after all associated development activity on the property is completed, it shall be removed and replaced by the permittee with trees of at least the size which originally would have been required to be planted if such credit had not been allowed.

(Ord. No. 07-20, § 2, 7-10-07; Ord. No. 08-03, § 10, 1-29-08; Ord. No. 09-23, § 23, 7-14-09; Ord. No. 12-07, § 9, 5-8-12)

Leon County
Board of County Commissioners

Notes for Budget Workshop Item #9

Leon County
Board of County Commissioners
Budget Workshop Item #9

June 14, 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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County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator
Lead Staff/ Project Team:	Scott Ross, Director, Office of Financial Stewardship Ryan Aamodt, Management & Budget Analyst

Fiscal Impact:
This item has the potential of a one-time $1.5 million fiscal impact to the County. This funding is not contemplated in the proposed FY 2017 budget.

Staff Recommendation:
Option #4: Board Direction.

Report and Discussion

Background:
At the April 26, 2016 Budget Workshop the Board requested staff prepare an agenda item for the joint County/City Affordable Housing Issues Workshop scheduled to occur on May 26, 2016 to address the Kearney Center's funding request of $1.5 million each from the City and County. Additionally, the Board directed that staff prepare a budget discussion for the June 14, 2016 Budget Workshop which was to originally occur after the joint County/City workshop was conducted.

Since the Board's April Budget Workshop, at the request of the City, the joint Affordable Housing Workshop was rescheduled for October 2016. Given the delay in the joint workshop schedule, this budget discussion item provides the Board the opportunity to consider an updated funding request from the Kearney Center (Attachment #1) as part of the current budget cycle or provide direction for the matter to be considered as part of next year's budget cycle after the October 27, 2016 Affordable Housing Workshop is conducted.

Analysis:
On May 20, 2016, the County received a revised funding request from the Kearney Center for additional funding to create 100 new affordable housing units within Leon County (Attachment #1). This funding request is for a one-time $1.5 million in capital costs associated with constructing and/or acquiring 100 new units. As noted in the proposal, the Kearney Center will match the County's contribution 1:1 with private sector cash. The same request was made to the City; therefore, the total potential funding for the Kearney Center's 100 new affordable housing units could be $6 million ($1.5 million each from the City and County and $3.0 from the private sector). The County discretionary funding ordinance does allow funding for capital costs associated with human service projects, but does not allow for direct human service funding outside of the Community Human Service Partnership funding process (Attachment #2).

The Kearney Center has stated that the minimal income generated by the proposed affordable housing units would be sufficient to support the future operational, maintenance, and long term costs associated with the new housing units. Therefore, the request is strictly for construction and/or acquiring costs of the new units. As written in the funding request, by creating 100 new affordable housing units in the County the Kearney Center seeks to:

1. Provide affordable housing clusters primarily for families and those with special needs.
2. Employ professional case managers with an average 1:20 client ratio who will provide wrap around, supportive services to those in residence at the housing clusters.
3. Provide onsite services to residents such as health care support, transportation, nutritious meals, employment assistance, and onsite work opportunities.
4. Provision for security of residents as well as surrounding neighborhoods to eliminate any possible adverse effects on the community.

As requested, the $1.5 requested for appears to be eligible for direct County funding as a capital expenditure. The County funding would only be used for the construction and/or acquisition of

the housing units. Other funding, such as the City's or private sector, would be used for acquiring housing units, and providing the support services for the tenants. The Kearney Center has noted that the request is scalable; therefore, if the Board decides to provide a different amount than requested, the 1:1 private sector match will still apply.

If the Board wishes to provide one-time capital funding, fund balance may be considered as a funding source. As presented at the April Budget workshop and detailed in the Main Item for the June 14, 2016 workshop, staff is recommending a capital projects fund sweep to support the County's capital improvement program (CIP). Upon approval of the sweep and inclusion of $3.0 million to support the overall budget, the projected general fund fund balance is estimated to be $28.1 million or 20% of the general fund budget. County policy is to maintain balances between a minimum of 15% and a maximum of 30%.

With regard to the Kearney Center's funding request, the City Commission directed staff to consider the Kearney Center request and other similar requests as part of the CHSP process.

Options:

1. Direct staff to prepare an agenda item for the joint County/City Affordable Housing Issues Workshop scheduled for October 27, 2016 regarding the Kearney Center's revised funding request and take no further action as part of the FY2017 budget process.
2. Direct staff to include $1.5 million in one-time capital funding in the FY 2017 Tentative Budget for the Kearney Center through the use of general fund reserve balances.
3. Direct staff to include one-time capital funding in an amount determined by the Board in the FY 2017 Tentative Budget for the Kearney Center through the use of general fund reserve balances.
4. Board Direction.

Recommendation:
Board Direction.

Attachments:
1. FY 2017 Revised Funding Request from the Kearney Center
2. April 26, 2016 Budget Workshop Item for the Kearney Center
3. Leon County Discretionary Funding Guidelines Ordinance

Ryan Aamodt - Fwd: RE: Leon County Budget Discussion Item

From: Scott Ross
To: Aamodt, Ryan
Date: 5/25/2016 10:05 AM
Subject: Fwd: RE: Leon County Budget Discussion Item
Attachments: DRAFT - 2016 HIC.XLSM; Housing Inventory Chart Abbreviations Guide.docx

>>> "Rick Kearney" <rk@att.biz> 5/20/2016 10:30 AM >>>
Hi Alan,

I am copying Commissioner Dozier as I am meeting with her today.

Yesterday I met with Michael Parker and Raoul Lavin at City of Tallahassee, and I'd like to keep them apprised so we are all on the same page.

Monday is wide open for me if you are available at any time that day.

Here is an outline of our discussion:

The Problem:

- There is an affordable housing crisis in Leon and surrounding counties, especially for people with health issues, mental health issues, substance additions, and family issues.
- There are approximately 1000 homeless individuals in our area according to recent point in time studies.
- It is estimated that the point in time study represents about half of the real problem.
- There are over 800 students in Leon County Schools who meet the definition for homeless children.
- There are thousands of low income citizens in Leon County living in substandard and unsafe housing primarily because it is their only financial option.

See attached Housing Inventory List and Chart Guide. Please look in Column C for types that contain the letter P for permanent housing. Then scan over to Column V. The average of all permanent beds available/utilized is approximately 100% full.

City of Tallahassee Housing Authority has NO NEW SECTION 8 HOUSING VOUCHERS available and there is an indefinite waiting list for existing applications. No new applications are being accepted.

Veterans Administration VASH Vouchers were 96% utilized in April, 2016 and are likely 100% utilized now in May.

For our citizens on a fixed income of $1,500/month or less there are near zero private sector housing units which meet all of these criteria:

- Landlord will *accept* the tenant due to income, credit history, substance abuse history, criminal record

- Are free of vermin, mold, severe air leaks, rotted wood, non-functioning A/C and appliances
- Are in a safe, low crime, low drug activity location

According to national studies, the cost to a community for each homeless individual is approximately $20,000 per person per year. When we add entitlements such as food stamps, AFDC, Medicare, unemployment compensation and others, the average cost is closer to $40,000 per year. See sites below.

http://www.endhomelessness.org/pages/cost_of_homelessness
http://greendoors.org/facts/cost.php
http://www.endhomelessness.org/library/entry/supportive-housing-is-cost-effective

Our Proposal:
If Leon County provides $1.5 Million and City of Tallahassee provides $1.5 Million, we will match those amounts 1:1 with private sector cash for an account cash total of $6 Million. That $6M will go to

(1) Creating **100** new affordable housing units in clusters within Leon County such as Westgate or The Dwellings, and in some cases, purchase of existing housing within the cluster range primarily for families and special needs persons, so long as those units meet our financial, construction quality and safety requirements.
(2) Employing professional case managers with an average 1:20 client ratio who will provide wrap around, supportive services to those in residence at the housing clusters
(3) Provide onsite services to residents such as health care support, transportation, nutritious meals, employment assistance, onsite work opportunities (i.e. gardening, painting, woodworking, maintenance), socialization and self-governing.
(4) Provision for security of residents as well as security to existing surrounding neighborhoods to eliminate any possible adverse effects on the community.

The target population for these 100 units per year are tenants who have demonstrated income from $500 - $1,500 per month, can live self-sufficiently given proper support, case management, treatment for disability, and manageable mental health. We believe this population in Tallahassee exceeds 5,000 individuals and families who are currently "sheltering in place" in their current housing environment, living with friends or experiencing short term homelessness in an emergency shelter. As a result of the strain on their lives, they are more active in law enforcement interventions, use of EMS services, incarceration, mental health interventions, Leon School resources, Emergency room utilization, health department usage and a variety of other community "CHSP" type social services.

If we assume that the local cost to our community is $20,000 per person per year experiencing such instability, 100 safe and supportive units yields a perpetual $2 Million benefit to the community. Thus our government payback is in 18 months and yields a $2 Million dollar a year positive payback every year thereafter. Hopefully we will get better at this every year and both the inventory of safe/supportive affordable housing will increase by more than 100 / year AND the payback in savings will be greater than $20,000 as a higher percentage of entitlement recipients become income producing taxpayers and business patrons.

From an economic development standpoint, we as a community are stifled by this affordable housing crisis which will continue to increase as the wage gap increases. We MUST reset the cost of safe affordable housing in our community while providing a safety net to ordinary people who temporarily fall victim to a health or job crisis. When we as a community can demonstrate a pathway to stability for our low income residents, businesses will be attracted to our community as we differentiate ourselves from other Florida and Georgia cities that are drowning in ever increasing VISIBLE social services impacts on their community.

Ultimately we will need to institute an affordable housing tax in our community. That's where YOUR expertise will be very helpful and of great value to the socially afflicted in Leon and surrounding areas.

$3M from local government is a valid cost to get this initiative working and demonstrable. The private sector will be your EQUAL financial partner and if approved, we will escrow our match in advance of your funding. With your help on creating a sustainable revenue source, we will partner with the 40+ local agencies to make this initiative successful as we have with the Renaissance Community Center, The Kearney Center, Westgate Community and more.

Sincerely,

Rick Kearney

From: Alan Rosenzweig [mailto:RosenzweigA@leoncountyfl.gov]
Sent: Thursday, May 19, 2016 10:35 AM
To: rk@att.biz
Cc: cwhitedlvp@aol.com; Wanda Hunter <HunterW@leoncountyfl.gov>; Vince Long <LongV@leoncountyfl.gov>; Scott Ross <RossS@leoncountyfl.gov>
Subject: RE: Leon County Budget Discussion Item

Rick,

Just wanted to follow-up from the last budget workshop. During the workshop, the Board requested that the housing component of your request be discussed as part of the planned joint affordable housing workshop with the City. At that time, the affordable housing workshop was scheduled to occur prior to the Board's next budget workshop. However, since that time, the City has notified us that they would not be able to meet on that date, and the workshop most likely won't occur until the fall (tentatively October).

Given that, we intend to bring your original request back to the Board at the next budget workshop (June 14) and wanted to see if you have any additional information you would like to share as part of our analysis. If so, please provide the additional info by May 26.

However, if you would rather wait until after the October joint workshop and instead be part of the discussion for next year's budget cycle, please let us know and we won't move forward with preparing an item for the June 14, 2016 budget workshop.

As always, please feel free to call Vince or myself if you have any questions or concerns.

thanks
Alan

Alan Rosenzweig
Deputy County Administrator
Leon County Florida
301 S. Monroe St.
Tallahassee, FL 32301
OFFICE: (850) 606-5300
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"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> 4/20/2016 8:30 AM >>>
Thanks very much Alan and I'll plan to attend the budget workshop.

It appears I didn't realize what qualifies as a valid request (or not). Is there an alternate route to requesting the needed $1M? Is that something that perhaps the commission can discuss to somehow find a way to do all the requested items?

I assume it's allowable for me to chat with individual commissioners prior to the workshop?

Thanks

Rick

From: Alan Rosenzweig [mailto:RosenzweigA@leoncountyfl.gov]
Sent: Wednesday, April 20, 2016 6:59 AM
To: rk@att.biz
Cc: cwhitedlvp@aol.com; Scott Ross <RossS@leoncountyfl.gov>
Subject: Leon County Budget Discussion Item

Rick,

Please find attached the information we provided to the Board regarding your funding request. The request will be considered as part of the County's budget workshop on April 26, 2016 beginning at 9:00 AM at the Courthouse; this item is the second item on the workshop agenda. Typically during a workshop setting the Board does not take public testimony. Please let me know if you have any questions.

Sincerely,
Alan

Alan Rosenzweig
Deputy County Administrator
Leon County Florida
301 S. Monroe St.
Tallahassee, FL 32301
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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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County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Scott Ross, Director, Office of Financial Stewardship
Lead Staff/ Project Team:	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

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)

Leon County
Board of County Commissioners

Notes for Budget Workshop Item #10

Leon County
Board of County Commissioners
Budget Discussion Item #10

June 14, 2016

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Approval to Host the 2016 Leon Works Expo and the Leon Works Junior Apprenticeship Program and Authorization to Execute a Grant Funding Agreement with Tallahassee Community College for Leon Works

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator Benjamin H. Pingree, PLACE Director Scott Ross, Director of the Office of Management and Budget
Lead Staff/ Project Team:	Cristina Paredes, Deputy Director, Office of Economic Vitality Heather Peeples, Special Projects Coordinator

Fiscal Impact:
This item has a fiscal impact. During the 2016 session, the Florida Legislature appropriated $100,000 to support the 2016 Leon Works Expo and an entry-level skills training initiative, Leon Works Junior Apprenticeship Program. The Legislature appropriated the funding through Tallahassee Community College's operating budget.

Staff Recommendation:

Option #1: Schedule the Leon Works Expo on October 20, 2016 at Lively Technical Center and plan to conduct the Leon Works Expo on a two-year cycle thereafter.

Option #2: Direct staff to coordinate with Leon County Schools to implement the Leon Works Junior Apprenticeship Program commencing in January 2017.

Option #3: Direct staff to identify the appropriate community partner to lead the coordination of the Leon Works Expo in fall 2018.

Option #4: Authorize the County Administrator to execute a grant funding agreement with Tallahassee Community College, in a format to be approved by the County Attorney, to receive the $100,000 appropriated by the Legislature for Leon Works Strategic Initiatives.

Report and Discussion

Background:

This item seeks the Board's authorization for the County Administrator to execute a grant funding agreement with Tallahassee Community College to receive the $100,000 appropriated by the Florida Legislature for the Board's Strategic Initiatives regarding Leon Works. Staff is also seeking the Board's approval to host the Leon Works Expo on October 20, 2016 at Lively Technical Center and to coordinate with Leon County Schools to implement the Leon Works Junior Apprenticeship Program, which is anticipated to launch in January 2017 at the start of the spring semester.

During the December 8, 2014 Annual Retreat, the Board directed staff to collaborate with community partners in order to promote middle-skill (skilled) job and training opportunities, specifically to high school students. Skilled careers are those that require more education and training than a high-school diploma, but less than a four-year college degree.

Subsequently, staff engaged the Leon Works Workgroup (Workgroup), which includes representatives from the Office of Economic Vitality (OEV), Leon County Schools (LCS), CareerSource Capital Region (CSCR), Tallahassee Community College, Keiser University, the Florida Department of Education, World Class Schools of Leon County, and the City of Tallahassee. Through the efforts of the Workgroup, the following goals were achieved: (1) develop a shared definition of skilled workforce to ensure that all stakeholders understood and addressed the same topic; (2) identify shortages of skilled labor in our community and challenges in filling those jobs and; (3) identify the challenges associated with promoting both training and career opportunities in our community to high school students.

On March 10, 2015, the Board directed staff to collaborate with community partners and the skilled business community to host the Leon Works Exposition (Expo), specifically to educate high school students (15-18 years old), on the skilled jobs anticipated locally and raise awareness regarding a wide range of career and training opportunities available (Attachment #1).

The Workgroup continued to meet monthly in 2015 to plan the Expo which was held at Lively Technical Center on October 23, 2015. Over 330 high school students attended the event during the morning session and approximately 200 members of public attended the afternoon session. Over 80 area business and academic exhibitors participated in the Expo. A Post-Expo Summary is included as Attachment #2. As a direct result of feedback from the Leon Works Expo, Lively Technical Center has begjn offering Career Fair Fridays wherefrom various Lively programs visit Leon County high schools and provide hands-on demonstrations. Lively is also working with school guidance counselors to integrate industry certifications into offered curriculum. Additionally, Career Source no longer holds career fairs but has chosen instead to coordinate hiring fairs that are focused on specific sectors. The intention is for the fairs to lead up to the Expo or a similar event.

Following the success of the Leon Works Expo, the Board adopted a Strategic Initiative during the December 7, 2015 Annual Retreat to have staff bring back a proposed structure for an

apprenticeship-like program for the Board's consideration during the budget process. The apprenticeship-like program, known as the Leon Works Junior Apprenticeship Program, is intended to support local existing academic programs in skilled career fields such as fleet management, building maintenance/ construction, computer technology, graphic design, public safety, and other fields that require more than a high school diploma but less than a four-year degree.

During the 2016 Florida legislative session, staff and Capital Alliance Group worked diligently with the Leon County Delegation to secure funding for the Leon Works. These efforts resulted in the Florida Legislature appropriating $100,000 to support both the Leon Works Expo and an entry-level skills training initiative through Tallahassee Community College's operating budget. This funding is one-time, nonrecurring funding.

The Leon Works Exposition and Leon Works Junior Apprenticeship program are essential to the following Strategic Initiatives approved by the Board:

- *Evaluate and identify the projected unmet local market for middle-skill job opportunities (2015), and*
- *Based upon the projected unmet local market for middle-skill jobs, and with Board approval, collaborate with community and regional partners to host a new "Leon Works" exposition to educate high school students (15-18 years old) on the diverse and exciting middle-skill career and jobs anticipated locally, while raising awareness regarding a wide range of career opportunities. (EC2, EC6)(2016)*
- *Create a proposed structure for an apprenticeship-like program for the Board's consideration during the budget process in support of local existing academic programs in skilled career fields such as fleet management, building maintenance/ construction, computer technology, graphic design, public safety, and other fields that require more than a high school diploma but less than a four-year degree. (EC2, EC6)(2016)*

These particular Strategic Initiatives align with the Board's Strategic Priorities:

- *(EC2) Support business expansion and job creation, including the implementation of the Leon County 2012 Job Creation Action Plan, to include evaluating the small business credit program (2012).*
- *(EC6) Ensure the provision of the most basic services to our citizens most in need so that we have a "ready workforce" (2012).*

Analysis:
The following section of the budget discussion item provides an analysis of projected job growth in skilled careers, an overview of the Leon Works Expo and Junior Apprenticeship Program, as well as an analysis of the 2016 legislative funding for Leon Works.

Skilled Careers Projected Job Growth
Working closely with the Florida Department of Economic Opportunity (DEO), staff was able to identify additional anticipated jobs in the Tallahassee area. This in-depth analysis shows that the Leon-Gadsden-Wakulla Counties will have over 27,000 middle-skilled jobs open in a variety of industries in the next 8 years (Attachment #3). Approximately 49% of these jobs will be in the business industry, 22% in the trade industry, and 13% in the health industry. The median hourly wage in these industries is $17.23.

Openings for similar middle-skilled jobs are growing in demand across the country; however, high school vocational and technical education programs have experienced a decline over the past few decades. Preparation for these anticipated jobs requires that students receive better information about their available career options and begin preparing for entry into a skilled career field earlier on in their education. By promoting skilled careers, communities retain workforce talent and support sustainable business expansions. In addition to being careers in demand, skilled careers offer great pay and create high value for businesses. Both the Leon Works Expo and Junior Apprenticeship Program help to achieve these goals in Leon County.

Leon Works Expo Overview
With over 500 participants and 80 vendors, the Expo has proven to be a unique opportunity to bring high-school students and the community together with skilled employers, educators, and providers of vocational training under one roof to highlight the skilled careers available. Further, the Expo complements LCS' efforts to identify and provide training for future skilled workforce needs and provides a forum for the business community and other educational partners to promote skilled career and training opportunities.

The 2016 Leon Works Expo will follow the same format as the previous year. In the morning, the Expo will be open to Leon County high school students. The Workgroup is working closely with the schools to increase the number of student participants from all six high schools (Chiles, Godby, Leon, Lincoln, Rickards, and SAIL). These students will attend from 9:30 a.m. to 12:30 p.m. At 1 p.m., the Expo will open to the public to promote skilled career opportunities to those in the community who are un/under-employed and those who may be seeking a career change, new opportunities, or have yet to find the career that best fits them. Staff is working closely with CareerSource Capital Region to maximize the number of attendees to the afternoon session. This session will once again offer free professional headshots, interview assistance, and professionalism workshops to attendees.

The budget to implement the Expo is $30,000. The necessary funds for the 2016 Leon Works Expo have been appropriated by the Florida Legislature through Tallahassee Community College; however, these are nonrecurring funds. Expo expenses include promoting and

advertising, food for the daylong event, audio-visual equipment rental, and vendor accommodations (such as tables and chairs). Staff has been able to identify additional opportunities for cost savings through collaboration with community partners and reuse of materials from the previous Expo such as banners, signage, and promotional videos. Leon County Schools has also agreed to continue to provide the venue and cover any transportation and supervision costs associated with students attending the Expo. Additionally, other community partners have pledged materials for hands-on-demonstrations and staff resources for breakout sessions.

Staff will further mitigate Expo expenses by charging small fees to vendors. The fee for the 2016 Expo will be maintained at the same amount charged for the 2015 Expo. For $35, vendors will receive a spot in the information fair area where they will be able to interact with students and public participants to market their respective career or training opportunities. This vendor fee is similar to vendor fees charged at other County-organized events, such as the annual Well-Being Fair.

Finally, since the Expo is focused on junior and senior high school students, staff is recommending that the Leon Works Expo be held on a two-year cycle to ensure a new group of students participates each time the event is held. Holding the Expo every other year will allow staff the time to identify the appropriate community partners to take the lead on planning the Expo and to transition staff's focus to the development and coordination of the LWJA Program. Staff recommends that a community partner whose mission aligns with that of the Leon Works Expo be identified to lead the planning effort beginning in fall 2018. Leon County would continue to participate in the Expo planning process in a supporting role to the community partner overseeing the event.

Leon Works Junior Apprenticeship Program Overview

In addition to providing the funding to support the Expo, the Board may wish to consider establishing the Leon Works Junior Apprenticeship program. Leon County Government will work with LCS through its Cooperative Education Program to match junior (11th grade) and senior (12th) grade high school students with a Leon County employee currently working in a skilled job. The LCS Cooperative Education Program is designed to assist students in developing academic, vocational, economic, and social skills required for success in the work world. Students are scheduled for classroom instruction at their high school and On-the-Job Training (OJT) at a business, retail, industrial, or government establishment in Leon County.

County positions such as Emergency Medical Technician, Paramedic, Permit Technician, GIS Technician, Computer Support Technician, CAD Technician, and Paralegal, have been identified as potential apprenticeable positions. A more detailed list of the potential apprenticeable positions including position descriptions and minimum requirements is included in Attachment #4. Each County employee in an apprenticeable position will act as a mentor and supervisor to one Junior Apprentice receiving OJT at a County facility.

The goal of the LWJA Program will be to go beyond simply raising awareness about careers in the skilled workforce, and provide opportunities for early-career workers to gain hands-on experience in the workplace. Students who successfully complete the LWJA Program and all classroom instruction will receive credit toward their high school diploma. Staff is currently exploring the opportunity for students to also earn college or post-secondary adult vocation (PSAV) credits for successful completion of the LWJA Program.

Although freshman (9th grade) and sophomore (10th grade) students are permitted by LCS to participate in an OJT/Cooperative Education Program, eligibility for the LWJA Program will need to be limited to junior and senior high school students. Due to the use of certain equipment or requirements for manual labor, several of the identified Junior Apprenticeship positions fall outside of the jobs 14- and 15-year-old workers may legally perform. Limiting participation to upper grade levels and students age 16 and over will ensure that the County is in compliance with both Federal and Florida Child Labor Laws and reduce the number of students requiring assistance for transportation from their respective campuses to a County facility. Eligibility for certain potentially hazardous positions, such as a Junior Apprenticeship with an Equipment Mechanic in the Department of Public Works, may be limited to students age 18 and over. An exception may be made if a student is currently enrolled in a vocational training program, such as that offered by Lively Technical Institute (F.S. 450.161).

The budget to successfully implement the LWJA Program as proposed is $70,000. Program expenses include personnel costs, bus passes, uniforms, and office supplies for 10 new Junior Apprentices participating in the program in the 2017 spring and fall semesters. All Junior Apprentice positions will earn minimum wage, $8.05 per hour, and will work 20 hours per week during an 18 week semester. The necessary funds for the implementation of the LWJA Program have been appropriated by the Florida Legislature through Tallahassee Community College's budget; however, these are nonrecurring funds. To support the LWJA on an on-going basis with recurring revenue, as part of next year's budget process, the Board may wish to consider reallocating the funding currently supporting the summer youth program to the LWJA.

The LWJA Program will require cooperation with all participating County departments, individual staff acting as Junior Apprenticeship mentors/supervisors, Leon County Schools, as well as students and their parents. Staff recommends that the LWJA Program be overseen by the County's Volunteer Services Division as it is currently in the best position to be able to coordinate a program of this nature.

Leon County Volunteer Services coordinates the County's Summer Youth Training Program (SYTP), which includes many of the same elements proposed for the LWJA Program. SYTP provides approximately 65+ youth, ages 14 to 20 with an opportunity to earn money while gaining work experience, skills-oriented training and career exposure. The program runs for four weeks during June and July. Each youth works in a County department for 20 hours per week while earning $8.05 per hour. These are the same hours and wages proposed for the LWJA Program. Both programs also include orientation for County staff on supervising minors, development of a training plan with goals and assigned projects, and a required supervisor

evaluation at the completion of the program. Although students participating in the SYTP do not receive academic credit, Volunteer Services is responsible for overseeing all County internships, which are frequently a part of students' required coursework.

The design of the LWJA Program would require a significant level of commitment by an individual County employee to supervise and mentor one student for several months in order to successfully complete the program and receive credit toward their high school diploma. Due this increased commitment, staff is currently exploring opportunities to incentivize employee participation in the program as a mentor/supervisor for a Junior Apprentice.

The proposed structure for the LWJA Program was developed in part using the State of Florida's standards for registered pre-apprenticeship programs. A pre-apprenticeship program is defined in State Statutes (F.S. 446.020) as "an organized course of instruction in the public school system or elsewhere, which course is designed to prepare a person 16 years of age or older to become an apprentice and which course is approved by and registered with the department (Florida Department of Education) and sponsored by a registered apprenticeship program." Currently, there are 18 registered preapprenticeships for high school students in the State of Florida.

The LWJA Program closely mirrors the structure of an Florida Department of Education (FDOE) registered preapprenticeship program, but does not have sponsorship from a registered apprenticeship program due to the lack of registered programs in the Tallahassee area. A registered preapprenticeship program prepares students to enter into a registered apprenticeship program upon graduation. In order to provide students with similar direction regarding the necessary future training for their skilled career of interest, staff is working with both Tallahassee Community College and Lively Technical Center. Each of the County positions that have been identified for potential placement of a Junior Apprentice aligns with a degree or professional certification program offered by one of these institutions. A complete outline of the proposed structure for the LWJA Program is included in Attachment #4.

2016 Legislative Funding for Leon Works

As stated previously, staff and Capital Alliance Group worked diligently with the Leon County Legislative Delegation to secure funding for the Leon Works. These efforts resulted in the Florida Legislature appropriating $100,000 to fund both initiatives with Tallahassee Community College acting as the receiving entity and conduit to Leon County Government.

In order to receive the funds, Leon County Government will need to enter into an agreement with Tallahassee Community College. Staff is requesting that that the Board authorize the County Administrator to execute a grant funding agreement with Tallahassee Community College in order to receive the $100,000. The agreement would also establish Leon County Government as the entity responsible for coordinating both Leon Works programs (Expo and Junior Apprenticeship) and all reporting requirements to the Florida Department of Education (DOE). It is anticipated that the Tallahassee Community College District Board of Trustees will vote to accept the funds from DOE and authorize TCC staff to enter into a grant funding agreement with Leon County Government during their June 20, 2016 Business Meeting.

Summary
In order to support the Board's Strategic Initiatives regarding Leon Works, staff is recommending that the Board consider the following options: (1) Direct staff to host the Leon Works Expo on October 20, 2016 at Lively Technical Center and to plan to host the Leon Works Expo on a two-year cycle thereafter; (2) Direct staff to coordinate with Leon County Schools to implement the Leon Works Junior Apprenticeship Program in January 2017; and (3) Authorize the County Administrator to execute a grant funding agreement with Tallahassee Community College, in a format to be approved by the County Attorney, to receive the $100,000 appropriated by the Legislature for the Leon Works Strategic Initiatives.

If approved by the Board, the LWJA Program will be managed by the Volunteer Services Division and the Leon Works Expo will be managed by the joint Office of Economic Vitality (OEV) after the 2016 Expo. Managing the Expo will be an excellent opportunity for the new OEV to immerse itself in the skilled business community and collaborate with community partners to promote a "ready workforce." Several OEV staff are currently sitting on the Workgroup for the 2016 Leon Works Expo.

Options:
1. Schedule the Leon Works Expo on October 20, 2016 at Lively Technical Center and to plan to conduct the Leon Works Expo on a two-year cycle thereafter.

2. Direct staff to coordinate with Leon County Schools to implement the Leon Works Junior Apprenticeship Program commencing in January 2017.

3. Direct staff to identify the appropriate community partner to lead the coordination of the Leon Works Expo in fall 2018.

4. Authorize the County Administrator to execute a grant funding agreement with Tallahassee Community College, in a format to be approved by the County Attorney, to receive the $100,000 appropriated by the Legislature for Leon Works Strategic Initiatives.

5. Board Direction

Recommendation:
Option # 1 through #4

Attachments:
1. March 10, 2015 Agenda Item, Acceptance of Leon Works Status Update and Approval to Host the Leon Works Exposition
2. 2015 Leon Works Post-Expo Summary
3. 2015-2023 Projected Skilled-Job Openings for the Leon-Gadsden-Wakulla Counties Area
4. Leon Works Junior Apprenticeship Outline

Leon County
Board of County Commissioners

Cover Sheet for Agenda #13

March 10, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Acceptance of Leon Works Status Update and Approval to Host the Leon Works Exposition

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County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator Cristina Paredes, Director of Economic Vitality
Lead Staff/ Project Team:	Mathieu Cavell, Public Information & Communications Manager Andy Johnson, Special Projects Coordinator Joshua Pascua, Management Analyst

Fiscal Impact:
This item has a fiscal impact if the Board approves moving forward with hosting the Leon Works Exposition. It is anticipated that the funding to host the Leon Works Exposition will be included as part of the development of FY 2016 Budget.

Staff Recommendation:

Option #1: Accept the Leon Works Status Update.

Option #2: Collaborate with community partners and the middle-skill business community to host the "Leon Works" exposition to educate high school students (15-18 years old) on the diverse and exciting middle-skill jobs anticipated locally, while raising awareness regarding a wide range of career and training opportunities.

Report and Discussion

Background:
At the December 8, 2014 Annual Retreat, the Board adopted initiatives to collaborate with community partners in order to promote middle-skill job and training opportunities, specifically to high school students (Attachment #1). The Board subsequently ratified these strategic initiatives at their January 27, 2015 meeting.

Approval of the Leon Works status update and hosting the Leon Works Exposition event is essential to the following revised FY 2012 – FY 2016 Strategic Initiatives that the Board approved at the January 27, 2015 meeting:

- Evaluate and identify the projected unmet local market for middle-skill job opportunities.
- Based upon the projected unmet local market for middle-skill jobs, and with Board approval, collaborate with community and regional partners to host a new "Leon Works" exposition to educate high school students (15-18 years old) on the diverse and exciting middle-skill career and jobs anticipated locally, while raising awareness regarding a wide range of career opportunities.

These particular Strategic Initiatives align with the Board's Strategic Priority - Economy:

- Support business expansion and job creation, including the implementation of the Leon Count 2012 Job Creation Action Plan, to include evaluating the small business credit program (EC2).
- Ensure the provision of the most basic services for our citizens most in need to that we have a 'ready workforce' (EC6).

Analysis:
Openings for middle-skilled jobs are growing in demand across the country; for example, more than half of Florida job openings from now to 2021 will be for skilled crafts and trades according to the National Skills Coalition (Attachment #2). Middle-skilled (skilled) careers are those that require more education and training than a high-school diploma, but less than a four-year college degree. These careers represent the backbone of America's workforce are the types of careers that keep our local economy going, build marketable skills for our workforce and fill gaps for services that are needed in our community. By promoting skilled careers, communities retain workforce talent and support sustainable business expansions. In addition to being careers in demand, skilled careers offer great pay and create high value for businesses.

Raising awareness of skilled job opportunities is a nationwide issue. According to USA Today, high schools have dropped vocational and technical education programs over the past 30 years, eliminating a key way young people are introduced to these careers (Attachment #3). The article suggests that the educational and cultural emphasis on students going to college and lack of exposure to other career options limits growth in the nation's skilled workforce, playing a role in the high demand for skilled jobs across the nation. This decrease in vocational and technical programs was also addressed during the stakeholder outreach meetings and can be attributed to the shift in educational policy which now focuses on preparing every student get a four-year college degree after high school.
A report by the Harvard Business School surveyed more than 800 human resources executives in 2014 and discovered that 56% of respondents found skilled jobs hard to fill, with finance and

insurance (68%) and healthcare (54%) companies experiencing the greatest challenges (Attachment #4). Over one-third of respondents believed that inadequate availability of skilled workers had undermined their productivity, with manufacturing (47%) and healthcare (35%) the hardest hit. Change will not happen unless students get better information about their career options. The Harvard report also identifies three key stakeholders in addressing the growing skilled jobs needs. The report suggests that employers must make investments in workforce training. At the same time, educational institutions should be attentive to developments in the jobs market and the evolving needs of employers. Finally, the report urges policymakers to work as facilitators, bringing educators and employers together and providing accurate and timely data to employers and job seekers. The report underscores the need for businesses, educators, and policy makers to collaborate together to address skilled workforce issues. This recommendation is precisely the goal of the Leon Works Expo.

To better evaluate and identify the projected unmet local market for skilled job opportunities, staff collected qualitative (stakeholder outreach) and quantitative (jobs data) information on skilled careers in our community. This information is further discussed below.

Stakeholder Outreach

In order to evaluate and identify challenges associated with promoting career and training opportunities in our community to high school students, staff organized two stakeholder outreach events to initiate the conversation with community partners: Leon Works Workgroup (Workgroup) luncheon and the Leon Works Roundtable Meeting with the Tallahassee/Leon County Economic Development Council (EDC). Staff had three goals for these outreach efforts: (1) develop a shared definition of skilled workforce to ensure that all stakeholders understood and addressed the same topic; (2) identify shortages of skilled labor in our community and challenges in filling those jobs and; (3) identify the challenges associated with promoting both training and career opportunities in our community to high school students.

On January 28, 2015, the Workgroup convened to discuss the County's desire to serve as a catalyst for promoting local skilled jobs, specifically to high-school students (Attachment #5). The Workgroup included representatives from the EDC, Leon County Schools, CareerSource Capital Region (CSCR), Tallahassee Community College, Keiser University, the Florida Department of Education, World Class Schools of Leon County (WCSLC), and the City. The Workgroup agreed that there was a need in the community to promote skilled careers to high school students and that there would be local skilled job opportunities in the near future for students pursuing such career paths. Workgroup members identified challenges employers face in recruiting skilled works and discussed the current resources being leveraged to promote skilled careers and training. When discussing next steps, it was suggested that the upcoming Leon Works Roundtable Meeting include both employers and high-school principals to foster better relations between businesses and the schools. The Workgroup also discussed the benefits that the proposed Leon Works Exhibition (Expo) could provide the community such as providing students an opportunity that might not otherwise have to learn about career options outside of the traditional the four-year college degree. The Workgroup also agreed that bringing students and employers together through the Expo would complement the efforts of the schools by engaging students in a one-day event that highlights not only careers in our region, but also training, certificate and apprenticeships opportunities.

Following the Workgroup's January meeting, Leon County partnered with the EDC, Leon County Schools, CSCR, and WCSLC to host a roundtable meeting with local businesses and

employers on February 18, 2015 (Attachment #6). The principals of Leon County high schools and secondary schools, as well as participants of the Leon Works Workgroup, were also at the roundtable meeting. The roundtable participants discussed the challenges in filling the shortage of skilled labor in our market and the challenges associated with promoting the training and career opportunities available in our community to high school students preparing to graduate. The participants generally agreed that two major challenges to high school students joining the skilled workforce are perception and awareness of skilled careers. It was generally agreed that the primary perception challenge in growing the skilled workforce is a perceived community stigma that students can only be successful if they choose to attend a four-year college. Additionally, students have fewer opportunities to learn about skilled careers and vocational training since current educational policies are focused on preparing students for college. Conversation then turned to the need to educate students on available opportunities in the skilled workforce and the training, certificate and apprenticeships that help prepare them for those careers. The employers then identified several local skilled occupations that are in demand, which are also identified by the Department of Economic Opportunity as the fastest growing skilled occupations for the Leon-Gadsden-Wakulla Counties area. For a detailed list on the fastest growing occupations in the region, including information on growth, total job openings, average wage, and education level, please see Attachment #7.

Overall, stakeholders from the Workgroup and the Leon Works Roundtable provided valuable feedback on skilled labor, including obstacles to recruitment, availability of training resources, and the challenges of perception and awareness of local skilled career opportunities. The stakeholders generally agreed the challenges in recruiting a skilled workforce would not improve unless the community worked together to remedy the situation. The stakeholders also generally agreed that the proposed one-day The Leon Works Exhibition (Expo) would be an excellent complement to the ongoing efforts by Leon County Schools to promote skilled careers. Stakeholders from both the Workgroup and roundtable meeting expressed their interest in working together to make the Expo a reality. Going forward, the feedback from the roundtable participants could be used to help the Workgroup identify what industries should be invited to the potential Expo in the fall.

Fastest Growing Occupations for the Leon, Gadsden, and Wakulla Counties

Working with the EDC and CSCR, staff has identified that 35 of the 50 fastest growing occupations for Leon, Gadsden, and Wakulla Counties are skilled jobs, with some of the highest demand in the healthcare industry. As mentioned previously, the roundtable participants identified several of these skilled occupations that are in demand locally that range from positions in the healthcare industry to the construction industry. It is important to note that approximately 34% of the fastest growing skilled occupations for the region are in the healthcare industry and include jobs such as nurses, medical assistants, emergency medical technicians/paramedics, and radiologic technologists. Staff is working with the EDC and CSCR to continue the dialogue with the business community to further evaluate and identify the projected unmet local market for skilled job opportunities. These dialogues will discuss the challenges in raising awareness on promoting training and career opportunities in our community, specifically among high school students who are preparing to enter the workforce and may choose not to pursue a four-year college degree.

Leon Works Exhibition and Proposed Next Steps

Based upon the projected unmet local market demand for skilled jobs, staff is seeking Board approval to collaborate with community partners and the middle-skill business community to

host the "Leon Works" exposition to educate high school students on local skilled career and training opportunities. The Expo represents a unique opportunity to bring students, skilled employers, educators, and providers of vocational training together under one roof to highlight the great skilled careers available in our community. Further, the Expo complements Leon County Schools' efforts to identify and provide training for future skilled workforce needs and provides a forum for the business community and other educational partners to promote skilled career and training opportunities.

If the Expo is approved, staff would work closely with Leon County Schools to determine the date for this one-day event, which will more than likely be held in mid-October. The Expo will provide high school students with hands-on exposure to diverse and exciting skilled careers while raising awareness among parents, students, job seekers, and educators on local training and career opportunities. Staff has been exploring potential venues for hosting the Expo. The location for the Expo should be large enough to allow for hands-on demonstrations of skilled careers. The Expo would additionally need space to feature information booths where students could learn about opportunities for apprenticeships, certifications, and training and speak to potential employers.

Following Board approval to host the Expo, funding to host the Expo will be included as part of the development of the FY 2016 Budget. Additionally, staff will continue to meet with the Workgroup throughout the spring and summer to plan the Expo. During this time, staff will continue to reach out to employers, educators, and providers of vocational training to participate in the Expo. Additional roundtable meetings like the February 18, 2015 roundtable, and/or smaller meetings with skilled employers, are anticipated to be conducted over the summer to further engage employers on skilled career needs and opportunities. Following the October Expo, a stakeholder wrap-up meeting would be convened to evaluate the successes of the Expo and identify opportunities for future improvements and collaboration to prepare students and our community for the expected demand for skilled jobs.

Options:

1. Accept the Leon Works status update.
2. Collaborate with community partners and the middle-skill business community to host the "Leon Works" exposition to educate high school students (15-18 years old) on the diverse and exciting middle-skill jobs anticipated locally, while raising awareness regarding a wide range of career and training opportunities.
3. Do not accept the Leon Works status update.
4. Do not collaborate community partners and the middle-skill business community to host the "Leon Works" exposition to educate high school students (15-18 years old) on the diverse and exciting middle-skill jobs anticipated locally, while raising awareness regarding a wide range of career and training opportunities.
5. Board direction.

Recommendation:
Options #1 and #2.

Attachments:

1. December 8, 2014 Annual Retreat Material on Middle-Skill Jobs
2. National Skills Coalition Florida Statistics
3. Where the jobs are: The new blue collar
4. Bridge the Gap: Rebuilding America's Middle Skills
5. January 28, 2015 Leon Works Workgroup Meeting Minutes
6. February 18, 2015 Roundtable Minutes
7. Fastest-Growing Middle-Skill Occupation Projects for Leon, Gadsden, and Wakulla Counties

Leon Works Expo

POST-EXPO FACT SHEET

On October 23, 2015, Leon County hosted the Leon Works Expo in partnership with the following organizations:

- City of Tallahassee
- Economic Development Council of Tallahassee/Leon County
- Florida Department of Education
- Leon County Schools
- The Foundation for Leon County Schools
- Career Source Capital Regional
- ITT Technical Institute
- Keiser University
- Lively Technical Center
- Tallahassee Community College
- World Class School of Leon County

Attendance: The expo was attended by 318 Leon County high school students, 24 chaperones, 85 exhibitors, approximately 200 members of the public, as well as 60 County staff members and volunteers who helped to coordinate the event at Lively Technical Center.

Outreach: From February to October, staff participated in 18 meetings and events to promote the Leon Works Expo. A complete report of outreach efforts made by staff leading up to the Expo can be found in Exhibit A. Staff also developed a two-part video titled "Leon Works Expo - Define Your Own Success," which was used to promote the Expo with students and the community. The video may be viewed online at https://www.youtube.com/watch?v=-JRCSEju8g0.

Exhibitors: The 85 organizations that participated in the Expo as exhibitors were divided into the categories of business (12), creative (5), health (17), information technology (8), trade (28), partners (5), and other (8). For a detailed list of exhibitors participating in the Expo see Exhibit B.

Post-Expo Exhibitor Survey: The post-Expo exhibitor survey results summarize responses from 33 of the participating organizations. Overall, the exhibitors felt the event was worthwhile:

- Approximately 87% of the exhibitors felt the morning session was either "somewhat successful" or "very successful" in connecting their organization with potential students or employees.
- Almost 70% of exhibitors felt the afternoon session was equally as successful.
- 90% of exhibitors rated the Expo as "good" or "excellent" overall.
- 90% of exhibitors said they would attend a similar event next year.

Public Attendee Survey: The public attendee survey results summarize responses from a survey administered during the public portion of the Expo. Staff was able to survey 86 members of the public that attended in the afternoon. Key points from the survey include:

- The majority of attendees heard about the Leon Works Expo through "word of mouth" or "other" sources (academic institutions, social media, etc.).
- 28% of attendees said they planned to take professional headshots.
- 34% of attendees said they planned to participate in a mock interview.
- 31% of attendees said they planned to attend an afternoon workshop.

Post-Expo Student Survey: The post-Expo student survey results summarize and compare student survey responses from before and after the event.

- Prior to the Expo, about 20% of students responded that they didn't know what career areas they were interested in. After the Expo, this number fell to about 7%.
- 90% of students reported that the Leon Works Expo helped them decide if pursuing a skilled career is right for them.

- Prior to the Expo, 10% of students responded that they planned to pursue either a 2-year college degree or vocational/technical training after high school; after the Expo, this number rose to over 30%.
- Nearly all students rated the Leon Works Expo as "good" or "excellent."
- Over three quarters of students said they intended to follow up with a business that exhibited at the Expo.

Leon Works Workgroup Debrief: On November 12, 2015, the Leon Works Expo Workgroup met to debrief and discuss the future of the event moving forward. Key takeaways from the meeting include the following:

- Career Source will no longer hold career fairs but has chosen instead to coordinate hiring fairs that are focused on specific sectors. The intention is for the fairs to lead up to the Leon Works Expo or a similar event. Career Source has agreed to discuss collaborating with the County to coordinate the Leon Works Expo in 2016 and would like to explore increasing the public's attendance in the afternoon session.

- As a direct result of feedback from the Leon Works Expo, Lively Technical Center will begin offering Career Fair Fridays. Representatives from various Lively programs will visit Leon County high schools and provide hands-on demonstrations. Lively is also working with the school guidance counselors to integrate industry certifications into offered curriculum.

- Leon County Schools and the Foundation for Leon County Schools have also agreed to discuss collaborating with the County to take a more active role in the coordination of the Leon Works Expo in 2016.

- Workgroup members feel there is a need for new and additional internships, externships and apprenticeship-like programs for students interested in pursuing a skilled career.

For a video highlighting the activities of the day, please visit: https://youtu.be/NQzSPg5BCQ4

Exhibits:

A. Outreach Event Report
B. Leon Works Expo Exhibitor List
C. Post-Expo Exhibitor Survey Results
D. Public Attendee Survey Results
E. Post-Expo Student Survey Results

Leon Works Speaking Engagements				
Organization	**Date of Presentation**	**Time**	**Location**	**Staff Assigned**
February				
EDC Round Table	2/18/2015	11:00 AM	Lively Technical Center	Cristina Paredes, Josh Pascua, Andrew Johnson, Mathieu
April				
ITT Program Advisory Committee	4/23/2015	11:30 AM	ITT Technical Institute	Josh Pascua
August				
CareerSource BPAC Meeting	8/11/2015	5:30 PM	CareerSource (325 John Knox Road)	Andrew Johnson
Chamber Conference: Breakout Session	8/15/2015	11:00 AM	Miramar Beach, FL	Cristina Paredes
Chamber Conference: *Table Only*	8/9/2014 - 8/10/2014		Miramar Beach, FL	Cristina Paredes
Chamber LEADS Group #4	8/31/2015	11:30 AM	101 Resturant	Cristina Paredes
September				
Chamber LEADS Group #5	9/1/2015	7:30 AM	Delaney Building (2252 Killearn Center Blvd, Suite 100)	Cristina Paredes
Chamber LEADS Group #3	9/3/2015		Four Points Sheraton	Cristina Paredes
Chamber LEADS Group #1	9/9/2015	7:30 AM	Delaney Building (2252 Killearn Center Blvd, Suite 100)	Cristina Paredes
Chamber LEADS Group #7	9/9/2015	11:30 AM	Civic Center – Spotlight Grill	Cristina Paredes
LCS Career/Technical Education (CTE) Teams Meeting (Teams include the Principal of the school, the Assistant Principals of Curriculum or in charge of CTE, and the lead CTE teacher)	9/16/2015	11:30 AM	Libby's Café - Lively Technical Center	Josh Pascua, Andrew Johnson, Mathieu Cavell
EDC Round Table	9/17/2015	12:30 PM	National High Magnetic Field Laboratory	Cristina Paredes
Chamber LEADS Group #6	9/22/2015	7:30 AM	Courtyard Marriott (1972 Raymond Diehl Rd)	Cristina Paredes
Network of Entrepreneurs & Business Advocates Meeting	9/22/2015	12:00 PM	Capital City Country Club	Commissioner Lindley/Andy Johnson
Chamber LEADS Group #8	9/25/2015	7:30 AM	4 Rivers Smokehouse	Cristina Paredes
EDC Annual Luncheon: *Table Only*	9/25/2014	11:30 AM	Turnbull Conference Center	Cristina Paredes and Josh Pascua
Leon County School Board Meeting	9/29/2015	6:00 PM	Howell Center	Cristina Paredes
October				
Chamber Annual Breakfast Meeting	10/6/2015	7:00 AM	Civic Center	Cristina Paredes and Josh Pascua
Leon County Schools Principals' Meeting	10/13/2015	8:00 AM	Rickards High School	Andrew Johnson

Leon Works Exhibitors

Category	Career Sector	Company/Association	Contact Name	Email	Phone
Business	Administrative Office Specialist/ Accounting Operations/ Legal Administrative Assistant/ Medical Administrative Specialist	Lively - Administrative Support			
Business	Auto Maintenance	C.A.R.S.	Rodney Funderburk, Jr.	tallycarsllc@gmail.com	
Business	Call Center	Consolidated Dispatch	Will Blanton	william.blanton@tlccda.org	
Business	Finance	Incight Financial Alliance	Margot Armistead	marmistead@ifinancialalliance.com	895-6618
Business	Finance	Transamerica Agency Network	Winifred Grasso	transamericaoffice3n@transamerica.com	850-422-0274
Business	Finance	World Financial Group	Dennis Florence	DFLORENCE34HJO@wfgmail.com	339-7696
Business	Finance	Waddell & Reed, Inc.	Dustin Johnson	cjespie@wradvisors.com	890-9950
Business	Finance/Insurance	Will Financial Group	Denis Florins	dflorence34hjo@wfgmail.com	339-7696
Business	Insurance	RGVI	Lisa Beasly	lbeasley@rgvi.com	386-1111
Business	Publishing	Dreamspinner Press	Tammy	tammy@dreamspinnerpress.com	264-6902
Business	Real Estate	Keller Williams	Esther Warrendorf	ewhomefinder@gmail.com	491-2973
Business	Restaurant Management	Whataburger	Nikki Keller	nkeller@wbhq.com	210-387-7140
Business	Tax and Finance	H&R Block	Edd Allen	edd.allen@hrblock.com	320-3986
Creative	Cosmetology	North Florida Cosmetology	Stephanie Gutierrez	stephanie@cosmetologyinst.com	878-5269
Creative	Cosmetology	Aveda Institute Tallahassee	Julie Todd	juliet@aisouth.com	
Creative	Cosmetology	Millennium Spa		alwew3@aol.com	893-1589
Creative	Cosmetology/Barbering	Lively - Cosmetology			
Creative	Photography	Lively - Photography			

Leon Works Exhibitors

Category	Career Sector	Company/Association	Contact Name	Email	Phone
Health	EMS	Leon County - EMS	Sally Davis	davissal@leoncountyfl.gov	606-2100
Health	Health Services Management	Automated Health	Zuleika Perera	ZPerera@automated-health.com	402-4666 ext. 2207
Health	Healthcare Programs	TCC - Health	Greg Bell	bellg@tcc.fl.edu	201-9673
Health	Hospice	Big Bend Hospice	Sharon Davidson	sharond@bigbendhospice.org	878-5310
Health	Hospital	Tallahassee Memorial	Rosina Cherry	rosinacherry@gmail.com	431-5730
Health	Hospital	Capital Regional Medical	Brad Coburn	Brad.Coburn@hcahealthcare.com	850-325-5000
Health	In-Home Senior Care	Hopewell Care	Jami Eddy	jami@hopewellcare.com	850-386-5552
Health	Massage Therapy	Lively - Massage Therapy			
Health	Medical Assisting Program	Keiser - Medical Assisting	Doris Wilderman	dorisw@keiseruniversity.edu	
Health	Mental Health	Apalachee Center	Stephanie Luckie	stephaniel@apalacheecenter.org	523-3212
Health	Nursing	Keiser - Nursing	Patricia Ritchie	pritchie@keiseruniversity.edu	
Health	Occupational Therapy	Keiser - Occupational Therapy	Diane Habegger	dhabegger@keiseruniversity.edu	
Health	Practical Nursing/ CNA/ Pharmacy Technician/ Patient Care Technician	Lively Tech - Nursing			
Health	Primary Care	Tallahassee Primary Care	Polly Evans	pevans@tallahasseeprimarycare.com	702-5857
Health	Radiology	Keiser - Radiology	Shawn Sellers	shsellers@keiseruniversity.edu	
Health	Senior Care	Home Instead	Bonnie Strade	bstrade@homeinstead.com	297-1897
Health	Sports Fitness	Keiser - Sports Fitness	Jenifer Thorn	jenthorn@keiseruniversity.edu	
IT	CAD	Leon County - Engineering	Chales Wu	WuC@leoncountyfl.gov	606-1546
IT	Coding, Startup Businesses	MASSIVE/ Creator's Camp	Vincent Hunt	vincent@massivecorp.us	524-7271
IT	Digital Design	Lively - Digital Design			
IT	Electronics	ITT - Electronics	Al Khawand	akhawand@itt-tech.edu	

Leon Works Exhibitors

Category	Career Sector	Company/Association	Contact Name	Email	Phone
IT	IT	Keiser - IT	Jon DeGoicoechea/ Leon Merker	jdegoicoechea@keiseruniversity.edu lmerker@keiseruniversity.edu	
IT	Technology and Partner Programs	Delta Technologies	Rick	Rick@delta-tech.com	251-2345
IT	Technology and Partner Programs	TCC - Technology and Professional Programs	Greg Bell	bellg@tcc.fl.edu	201-9672
IT	Technology and Partner Programs	TCC - Technology and Professional Programs	Greg Bell	bellg@tcc.fl.edu	201-9673
Other	Adult Education/ GED	Leon County Schools Adult Education	Martha Clark	clarkm@leonschools.net	922-5343
Other	Elections	Supervisor of Elections	Susie Caplowe	caplowes@leoncountyfl.gov	
Other	HR	City HR			
Other	HR	TCC HR	Linda Greene	greenel@tcc.edu	201-6075
Other	HR	Leon County HR	Candice Wilson	WilsonCa@leoncountyfl.gov	606-2411
Other	Non-profit	Capital Area Community Action Agency	Cynthia Valencic	cynthia.valencic@cacaainc.org	
Other	Resources	Leon County Library	Cay Hohmiester		
Other	Volunteer	Volunteer Leon	Jeri Bush	bushj@leoncountyfl.gov	606-1975
PARTNER	Academic Registrar	Lively - Academic			
PARTNER	Academic Registrar	Keiser - Academic			
PARTNER	Academic Registrar	ITT - Academic			
PARTNER	Info	CareerSource			
PARTNER	Workforce Development	TCC Workforce Development	Greg Bell	bellg@tcc.fl.edu	201-9673
Trade	-	Wood Lane Cabinet	Chris Robertson	chris@woodlanecabinet.com	
Trade	Advanced Manufacturing	TCC - Advanced Manufacturing	Greg Bell	bellg@tcc.fl.edu	
Trade	Auto Maintenance	Super Lube/ Sunshine Car Care, LLC	Michele Revell	mrevell@superlube.com	222-5823
Trade	Auto Mechanics	Lively - Auto Mechanics			
Trade	Auto Mechanics	Leon County - Fleet	John Pompey	pompeyj@leoncountyfl.gov	606-2012

Leon Works Exhibitors

Category	Career Sector	Company/Association	Contact Name	Email	Phone
Trade	Aviation	Tallahassee Airport	Chris Curry	chris.curry@talgov.com	
Trade	Aviation	Lively - Aviation			
Trade	Construction	Tallahassee Builders Association	Lynn Edwards	lynne.edwards@tallyba.com	385-1414
Trade	Construction	OnBoard4Jobs Construction	Lora Morgan	maddie.griffin@qcausa.com	813-532-5148
Trade	Construction	Leon County - Operations (Public Works)	Dale Walker	walkerda@leoncountyfl.gov	606-1415
Trade	Construction	Premier Construction	Vickie Goodman	vgoodman@pcc-fl.com	251-8143
Trade	Criminal Justice	Keiser - Criminal Justice	Shyam Mistry	smistry@keiseruniversity.edu	
Trade	Fire Protection	Tallahassee Fire Department	Mona Pearson	Mona.Pearson@talgov.com	891-6641
Trade	Forestry	Florida Forestry Association	Jeff Johnson	jeffrey.johnson@freshfromflorida.com	519-0369
Trade	Home Improvement	Lowes	Erin Wade	erin.a.wade@store.lowes.com	386-5022
Trade	HVAC/Electricity	Lively - HVAC/ Electricity Leon County - Facilities Management	Shelly Cason	casons@leoncountyfl.gov	606-5012
Trade	Law Enforcement	Tallahassee Police Department	Dione Grimes	dione.grimes@talgov.com	891-4028
Trade	Law Enforcement	Sheriff's Office	Pattie Jackson	JACKSONP@leoncountyfl.gov	606-3357
Trade	Manufacturing	Teligent EMS	Chelsea Douglas	cdouglass@teligentems.com	
Trade	Manufacturing	GT Technologies	Janet O'Brien	jobrien@gttechnologies.com	
Trade	Manufacturing/ Repair	Door Control	Daniel Cone	dcone@doorcntrl.com	251-3334
Trade	Plumbing	McNeill Plumbing	Jason Mork	jason@mcneillplumbing.com	562-2084
Trade	Utilities	City Utilities	Sandra Manning	Sandra.Manning@talgov.com	
Trade	Utilities	Talquin	Linda Bakker	linda.bakker@talquinelectric.com	527-7651
Trade	Utilities	Mastec	Barbara Harvey	barbara.harvey@mastec.com	273-7138
Trade	Waste Management	Waste Pro	Gion Louis	glouis@wasteprousa.com	
Trade	Waste Management	Marpan	George Loscialo	george@marpanrecycling.com	
Trade	Welding	Lively - Welding			

Leon Works Expo

POST-EXPO EXHIBITOR SURVEY RESULTS

Summary Points:

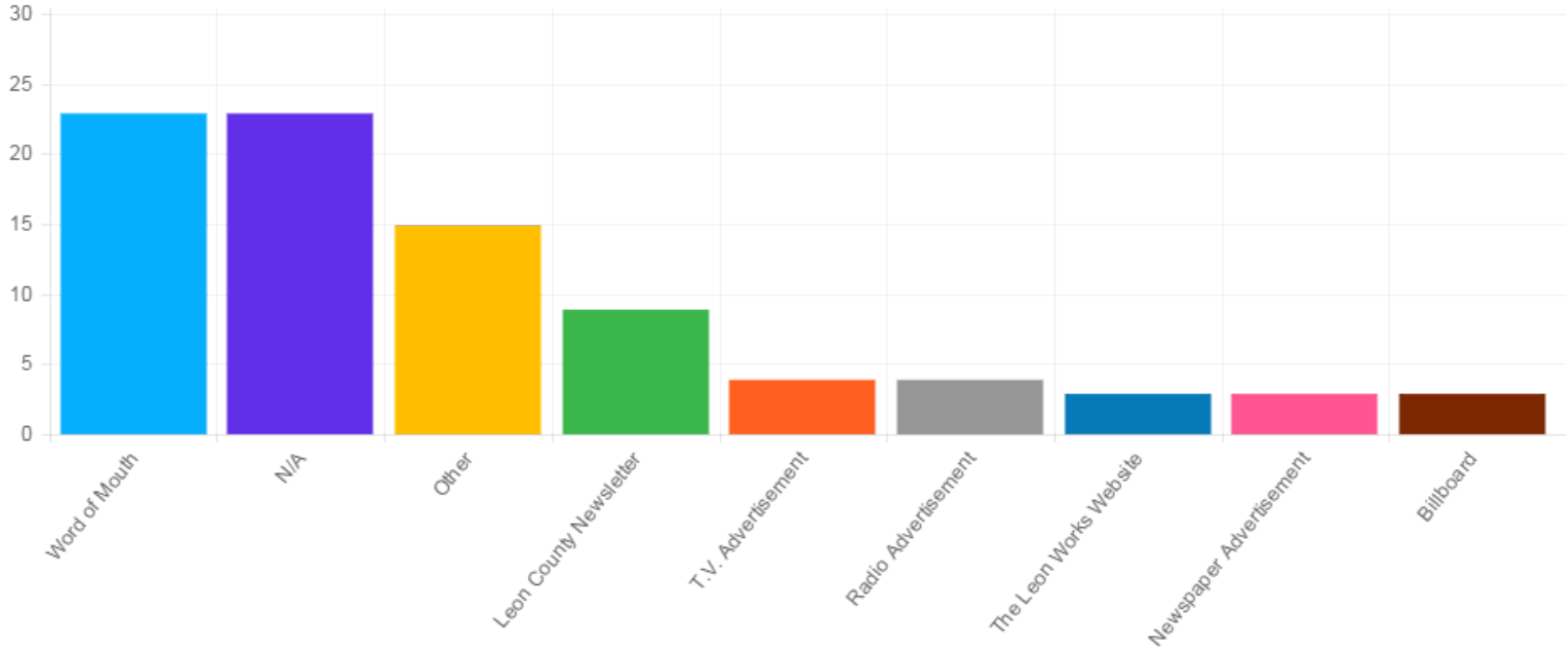
- 33 total responses [most from Trade]
- Almost all of the exhibitors felt that the morning layout of the exhibit areas and demonstrations were either somewhat effective or very effective.
- The afternoon layout was a little less effective – still over 70% of exhibitors found the layout of the exhibit areas either somewhat effective or very effective.
    - Most of the comments were about some of the back corner areas not getting as much traffic [but this is something you'd run into in almost any facility]
- About 2/3 of exhibitors found the "Passport to Success" useful in encouraging student participation.
    - Most others were "unsure," but left some good suggestions in the comments field.
- About 87% of exhibitors felt the morning session was either somewhat successful or very successful in connecting their organization with potential students or employees.
- Afternoon session - almost 70% of exhibitors felt it was either somewhat successful or very successful in connecting their organization with potential students or employees.
    - Comments were all positive – the people who did stop by were motivated & engaged.
- All of the exhibitors found the exhibitor meals and Hospitality room useful.
- Most importantly, the Expo left a great impression on those who attended
    - Over 90% rated the Expo as good or excellent overall.
    - And 90% of exhibitors said they would attend a similar event next year.

Surveys » Survey Responses » Analytics

Analytics: Leon Works 2015

1. How did you hear about this event

Results based on 86 responses to this question



2. Do you plan on utilizing the professional head shot opportunity today?

Results based on 86 responses to this question

72.09% (62) No
27.91% (24) Yes

3. Do you plan on participating in a mock interview session?

Results based on 86 responses to this question

66.28% (57) No
33.72% (29) Yes

4. Do you plan on attending any of the workshops this afternoon?

Results based on 86 responses to this question

68.60% (59) No
31.40% (27) Yes

Back

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Leon Works Expo

POST-EXPO STUDENT SURVEY RESULTS

Summary Points:

- Almost all students responded that their experience at the Expo was useful
    - This includes their interaction with exhibitors, outdoor demonstrations, breakout sessions, and the "Pathways to Success" panel discussion
- Almost 90% of students responded that the Leon Works Expo has helped decide whether pursuing a skilled career is right for them
- Prior to the Expo, about 20% of students responded that they didn't know what career areas they were interested in. After the Expo, this number fell to about 7%.
- Prior to the Expo, 10% of students responded that they planned to get either a 2-year college degree or some sort of vocational/technical training after high school. After the Expo, this number rose to over 30%.
- After attending the Expo, there was an across-the board increase in how students perceive the importance of the soft skills – the biggest increase was in "positive attitude."
- Over three quarters of the students who attended the Expo plan to follow up with a business that exhibited.
- Nearly all students rated the Leon Works Expo as "Good" or "Excellent."

Occupations in Leon, Gadsden, and Wakulla Counties by Industry

Industry	Occupation	Employment		2015-2023			Average Hourly Wage**	Education Level
		2015	2023	Growth	Percent Growth	Total Job Openings*		
Business	General and Operations Managers	1,647	1,816	169	10.3	406	$50.34	Associate Degree
Business	Administrative Services Managers	327	347	20	6.1	60	$50.44	Associate Degree
Business	Purchasing Managers	18	18	0	0.0	3	$47.84	Associate Degree
Business	Food Service Managers	141	144	3	2.1	23	$28.48	Associate Degree
Business	Lodging Managers	98	98	0	0.0	24	$20.58	Associate Degree
Business	Property, Real Estate & Community Association Managers	468	522	54	11.5	137	$27.26	Associate Degree
Business	Managers, All Other	1,474	1,513	39	2.7	296	$36.88	Associate Degree
Business	Wholesale and Retail Buyers, Except Farm Products	60	66	6	10.0	18	$21.68	Associate Degree
Business	Purchasing Agents, Except Farm Products & Trade	283	289	6	2.1	47	$22.29	Associate Degree
Business	Claims Adjusters, Examiners, and Investigators	510	563	53	10.4	146	$24.28	Postsecondary Vocational
Business	Compliance Officers	1,512	1,496	0	-1.1	210	$16.99	Postsecondary Vocational
Business	Cost Estimators	222	254	32	14.4	88	$26.86	Associate Degree
Business	Meeting, Convention, and Event Planners	126	159	33	26.2	46	$18.87	Associate Degree
Business	Fundraisers	77	88	11	14.3	23	$23.50	High School Diploma
Business	Compensation, Benefits, and Job Analysis Specialists	185	177	0	-4.3	26	$17.65	Associate Degree
Business	Business Operations Specialists, All Other	2,667	2,831	164	6.2	449	$29.92	Associate Degree
Business	Appraisers and Assessors of Real Estate	126	131	5	4.0	14	$22.10	Postsecondary Vocational
Business	Credit Analysts	35	38	3	8.6	10	$33.86	Postsecondary Vocational
Business	Insurance Underwriters	110	116	6	5.5	29	$29.07	Postsecondary Vocational
Business	Loan Officers	269	293	24	8.9	63	$31.85	Associate Degree
Business	Financial Specialists, All Other	372	390	18	4.8	47	$22.86	Postsecondary Vocational
Business	Paralegals and Legal Assistants	522	580	58	11.1	124	$21.24	Postsecondary Vocational
Business	Court Reporters	19	18	0	-5.3	2	NA	Postsecondary Vocational
Business	Legal Support Workers, All Other	289	300	11	3.8	48	$18.23	Associate Degree
Business	Legal Support Workers (Suppressed)	69	76	7	0.1	NA	NA	Vocational/Associate Degree
Business	First-Line Supervisors of Retail Sales Workers	2,074	2,097	23	1.1	382	$18.54	Postsecondary Vocational
Business	First-Line Supervisors of Non-Retail Sales Workers	475	476	1	0.2	50	$32.45	Associate Degree
Business	Cashiers	4,507	4,587	80	1.8	1,733	$9.20	High School Diploma
Business	Counter and Rental Clerks	560	605	45	8.0	164	$12.05	High School Diploma

* Includes openings due to growth and replacement needs
** Hourly wages for teaching occupations were calculated using a 40-hour work week for 9½ months per year.

Industry	Occupation	Employment		2015-2023			Average Hourly Wage**	Education Level
		2015	2023	Growth	Percent Growth	Total Job Openings*		
Business	Parts Salespersons	238	262	24	10.1	71	$13.21	Postsecondary Vocational
Business	Retail Salespersons	6,369	6,715	346	5.4	2,122	$9.39	High School Diploma
Business	Advertising Sales Agents	249	240	0	-3.6	60	$17.13	Postsecondary Vocational
Business	Insurance Sales Agents	795	876	81	10.2	230	$22.85	Postsecondary Vocational
Business	Sales Representatives, Services, All Other	1,374	1,555	181	13.2	479	$21.58	High School Diploma
Business	Sales Representatives, Services (Suppressed)	144	144	0	0.0	NA	NA	Vocational/Associate Degree
Business	Sales Representatives, Wholesale & Mfg, Tech. & Sci. Prod.	230	246	16	7.0	52	$35.86	Postsecondary Vocational
Business	Sales Representatives, Wholesale and Manufacturing, Other	890	952	62	7.0	201	$21.53	Postsecondary Vocational
Business	Demonstrators and Product Promoters	71	82	11	15.5	27	$11.17	High School Diploma
Business	Real Estate Sales Agents	826	928	102	12.4	165	$16.76	Postsecondary Vocational
Business	Telemarketers	124	130	6	4.8	27	$9.63	High School Diploma
Business	Sales and Related Workers, All Other	52	56	4	7.7	12	$10.89	Postsecondary Vocational
Business	First-Line Superv. of Office and Admin. Support Workers	1,467	1,604	137	9.3	414	$22.55	Associate Degree
Business	Bill and Account Collectors	253	283	30	11.9	87	$16.36	High School Diploma
Business	Billing and Posting Clerks	545	611	66	12.1	144	$15.46	High School Diploma
Business	Bookkeeping, Accounting, and Auditing Clerks	1,844	2,028	184	10.0	319	$15.91	Associate Degree
Business	Payroll and Timekeeping Clerks	111	119	8	7.2	27	$16.94	High School Diploma
Business	Procurement Clerks	62	63	1	1.6	17	$16.55	High School Diploma
Business	Tellers	585	619	34	5.8	259	$12.71	Postsecondary Vocational
Business	Brokerage Clerks	33	32	0	-3.0	7	$20.77	High School Diploma
Business	Court, Municipal, and License Clerks	55	59	4	7.3	11	$16.61	High School Diploma
Business	Credit Authorizers, Checkers, and Clerks	11	11	0	0.0	1	$20.18	High School Diploma
Business	Customer Service Representatives	3,032	3,324	292	9.6	946	$13.46	Postsecondary Vocational
Business	Eligibility Interviewers, Government Programs	297	324	27	9.1	74	$19.57	High School Diploma
Business	File Clerks	496	460	0	-7.3	91	$12.67	High School Diploma
Business	Hotel, Motel, and Resort Desk Clerks	318	341	23	7.2	144	$9.11	High School Diploma
Business	Interviewers, Except Eligibility and Loan	442	426	0	-3.6	67	$12.95	High School Diploma
Business	Loan Interviewers and Clerks	162	179	17	10.5	26	$16.85	Postsecondary Vocational
Business	Order Clerks	81	99	18	22.2	35	$11.87	High School Diploma
Business	Human Resources Assistants, Exc. Payroll	189	182	0	-3.7	37	$15.73	Postsecondary Vocational
Business	Receptionists and Information Clerks	1,380	1,496	116	8.4	417	$11.42	High School Diploma

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Industry	Occupation	Employment		2015-2023			Average Hourly Wage**	Education Level
		2015	2023	Growth	Percent Growth	Total Job Openings*		
Business	Information and Record Clerks, All Other	414	413	0	-0.2	69	$17.23	High School Diploma
Business	Executive Secretaries and Executive Admin. Assistants	2,593	2,459	0	-5.2	249	$17.90	Postsecondary Vocational
Business	Legal Secretaries	431	430	0	-0.2	41	$17.93	Postsecondary Vocational
Business	Secretaries, Except Legal, Medical, and Executive	4,669	5,093	424	9.1	872	$14.05	Postsecondary Vocational
Business	Insurance Claims and Policy Processing Clerks	246	282	36	14.6	88	$16.87	High School Diploma
Business	Office Clerks, General	3,441	3,452	11	0.3	586	$11.41	High School Diploma
Business	Statistical Assistants	19	19	0	0.0	4	NA	Postsecondary Vocational
Business	Office and Administrative Support Workers, All Other	85	85	0	0.0	19	$12.14	High School Diploma
Creative	First-Line Supervisors of Personal Service Workers	260	273	13	5.0	50	$17.48	Postsecondary Vocational
Creative	Supervisors, Personal Care and Service Workers (Suppressed)	1	2	1	1.0	NA	NA	Vocational/Associate Degree
Creative	Floral Designers	48	46	0	-4.2	10	$12.40	Postsecondary Vocational
Creative	Graphic Designers	369	397	28	7.6	106	$19.33	Associate Degree
Creative	Interior Designers	60	62	2	3.3	15	$18.82	Associate Degree
Creative	Merchandise Displayers and Window Trimmers	129	139	10	7.8	37	$15.07	High School Diploma
Creative	Radio and Television Announcers	105	92	0	-12.4	17	$10.63	Postsecondary Vocational
Creative	Media and Communication Workers, All Other	167	175	8	4.8	25	$14.23	Associate Degree
Creative	Camera Operators, Television, Video, and Motion Picture	35	37	2	5.7	4	$15.68	Associate Degree
Creative	Film and Video Editors	45	46	1	2.2	3	$17.46	Associate Degree
Creative	Chefs and Head Cooks	51	56	5	9.8	11	$23.44	Postsecondary Vocational
Creative	First-Line Superv. of Food Preparation & Serving Workers	1,191	1,356	165	13.9	438	$14.84	Postsecondary Vocational
Creative	Cooks, Institution and Cafeteria	277	305	28	10.1	72	$11.40	High School Diploma
Creative	Cooks, Restaurant	1,456	1,679	223	15.3	453	$10.79	Postsecondary Vocational
Creative	Cooks and Food Preparation Workers (Suppressed)	379	381	2	0	NA	NA	Vocational/Associate Degree
Creative	First-Line Superv. Landscaping & Groundskeeping Workers	305	333	28	9.2	54	$19.06	Postsecondary Vocational
Creative	Hairdressers, Hairstylists, and Cosmetologists	633	703	70	11.1	188	$10.90	Postsecondary Vocational
Creative	Personal Care and Service Workers, All Other	206	228	22	10.7	68	$9.06	Postsecondary Vocational
Creative	Bakers	367	388	21	5.7	91	$11.04	Postsecondary Vocational
Creative	Butchers and Meat Cutters	167	174	7	4.2	39	$14.32	High School Diploma
Education	Library Assistants, Clerical	175	196	21	12.0	83	$12.97	Postsecondary Vocational
Education	Postsecondary Teachers, All Other	680	758	78	11.5	158	$40.72	Associate Degree
Education	Preschool Teachers, Except Special Education	349	402	53	15.2	131	$13.29	Associate Degree
Education	Self-Enrichment Education Teachers	235	263	28	11.9	60	$12.16	Postsecondary Vocational

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		2015	2023	Growth	Percent Growth	Total Job Openings*		
Education	Teachers and Instructors, All Other	535	596	61	11.4	133	NA	NA
Education	Teacher Assistants	1,345	1,468	123	9.1	363	$15.28	Postsecondary Vocational
Education	Childcare Workers	1,060	1,215	155	14.6	406	$9.44	Postsecondary Vocational
Health	Social and Community Service Managers	113	127	14	12.4	32	$40.04	Associate Degree
Health	Radiation Therapists	66	78	12	18.2	23	$41.72	Associate Degree
Health	Respiratory Therapists	121	137	16	13.2	29	$25.68	Associate Degree
Health	Registered Nurses	3,401	3,798	397	11.7	908	$28.08	Associate Degree
Health	Medical and Clinical Laboratory Technologists	149	176	27	18.1	58	$27.07	Associate Degree
Health	Medical and Clinical Laboratory Technicians	166	211	45	27.1	79	$14.51	Associate Degree
Health	Dental Hygienists	194	229	35	18.0	73	$27.06	Associate Degree
Health	Diagnostic Medical Sonographers	63	87	24	38.1	31	$32.75	Postsecondary Vocational
Health	Nuclear Medicine Technologists	28	33	5	17.9	8	$39.40	Associate Degree
Health	Radiologic Technologists	200	232	32	16.0	53	$22.82	Postsecondary Vocational
Health	Magnetic Resonance Imaging Technologists	67	82	15	22.4	22	$31.99	Postsecondary Vocational
Health	Emergency Medical Technicians and Paramedics	507	531	24	4.7	132	$14.46	Associate Degree
Health	Pharmacy Technicians	381	454	73	19.2	102	$13.92	Postsecondary Vocational
Health	Psychiatric Technicians	955	954	0	-0.1	72	$12.78	Postsecondary Vocational
Health	Surgical Technologists	151	183	32	21.2	43	$19.07	Postsecondary Vocational
Health	Veterinary Technologists and Technicians	187	229	42	22.5	56	$12.77	Associate Degree
Health	Licensed Practical and Licensed Vocational Nurses	756	848	92	12.2	238	$19.69	Postsecondary Vocational
Health	Medical Records and Health Information Technicians	216	226	10	4.6	55	$15.93	Associate Degree
Health	Opticians, Dispensing	89	101	12	13.5	32	$14.69	Associate Degree
Health	Health Technologists and Technicians, All Other	110	127	17	15.5	25	$16.34	Postsecondary Vocational
Health	Health Technologists and Technicians (Suppressed)	120	150	30	0.3	NA	NA	Vocational/Associate Degree
Health	Occupational Health and Safety Specialists	45	45	0	0.0	9	$27.76	Postsecondary Vocational
Health	Healthcare Practitioners & Technical Workers, All Other	32	37	5	15.6	12	$18.61	Postsecondary Vocational
Health	(Suppressed)	68	73	5	0.1	NA	NA	Vocational/Associate Degree
Health	Home Health Aides	926	1,118	192	20.7	330	$9.55	Postsecondary Vocational
Health	Nursing Assistants	1,267	1,486	219	17.3	408	$10.96	Postsecondary Vocational
Health	Physical Therapist Assistants	59	73	14	23.7	24	$31.58	Associate Degree
Health	Nursing, Psychiatric, and Home Health Aides (Suppressed)	145	141	0	0.0	NA	NA	Vocational/Associate Degree
Health	Dental Assistants	271	305	34	12.6	78	$18.20	Postsecondary Vocational

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		2015	2023	Growth	Percent Growth	Total Job Openings*		
Health	Medical Assistants	648	753	105	16.2	202	$13.87	Postsecondary Vocational
Health	Medical Equipment Preparers	144	166	22	15.3	43	$11.89	Postsecondary Vocational
Health	Medical Transcriptionists	62	65	3	4.8	12	$14.87	Postsecondary Vocational
Health	Veterinary Assistants and Laboratory Animal Caretakers	146	155	9	6.2	31	$9.19	Postsecondary Vocational
Health	Phlebotomists	76	92	16	21.1	27	$13.58	Postsecondary Vocational
Health	Healthcare Support Workers, All Other	46	52	6	13.0	13	$18.63	Postsecondary Vocational
Health	Other Healthcare Support Occupations (Suppressed)	62	75	13	0	NA	NA	Vocational/Associate Degree
Health	Personal Care Aides	437	504	67	15.3	91	$9.53	Postsecondary Vocational
Health	Fitness Trainers and Aerobics Instructors	264	317	53	20.1	78	$14.65	High School Diploma
Health	Medical Secretaries	279	339	60	21.5	87	$13.43	Postsecondary Vocational
IT	Computer Systems Analysts	999	1,157	158	15.8	280	$38.71	Associate Degree
IT	Computer Programmers	668	652	0	-2.4	139	$28.25	Postsecondary Vocational
IT	Software Developers, Applications	776	918	142	18.3	218	$36.88	Associate Degree
IT	Web Developers	226	263	37	16.4	65	$26.13	Postsecondary Vocational
IT	Database Administrators	308	322	14	4.6	57	$30.85	Associate Degree
IT	Network and Computer Systems Administrators	595	589	0	-1.0	73	$33.03	Associate Degree
IT	Computer Network Architects	1,347	1,325	0	-1.6	164	$26.61	Postsecondary Vocational
IT	Computer User Support Specialists	801	880	79	9.9	177	$17.83	Postsecondary Vocational
IT	Computer Network Support Specialists	388	404	16	4.1	63	$20.40	Postsecondary Vocational
IT	Computer Occupations, All Other	52	61	9	17.3	15	$24.04	Postsecondary Vocational
IT	Mathematical Technicians	93	95	2	2.2	20	NA	Associate Degree
IT	Audio and Video Equipment Technicians	25	26	1	4.0	5	$16.75	Associate Degree
IT	Broadcast Technicians	98	98	0	0.0	14	$18.12	Associate Degree
IT	Media and Communication Equipment Workers (Suppressed)	726	739	13	0.0	NA	NA	Vocational/Associate Degree
IT	Communications Equipment Operators, All Other	36	36	0	0.0	7	NA	High School Diploma
IT	Computer Operators	136	111	0	-18.4	11	$14.52	Postsecondary Vocational
IT	Data Entry Keyers	733	584	0	-20.3	72	$12.80	High School Diploma
IT	Word Processors and Typists	80	60	0	-25.0	2	$12.04	Postsecondary Vocational
IT	Desktop Publishers	22	19	0	-13.6	3	$17.09	Postsecondary Vocational
Trade	Production, Planning, and Expediting Clerks	53	57	4	7.6	15	$19.12	High School Diploma
Trade	Shipping, Receiving, and Traffic Clerks	382	393	11	2.9	91	$11.66	Postsecondary Vocational
Trade	Stock Clerks and Order Fillers	1,882	1,864	0	-1.0	461	$10.53	High School Diploma

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		2015	2023	Growth	Percent Growth	Total Job Openings*		
Trade	Measurers, Checkers, and Samplers, Recordkeeping	37	40	3	8.1	9	$14.89	High School Diploma
Trade	Interpreters and Translators	43	56	13	30.2	17	$17.38	Associate Degree
Trade	Recreation Workers	671	735	64	9.5	126	$9.90	Associate Degree
Trade	First-Line Superv. of Housekeeping & Janitorial Workers	251	279	28	11.2	74	$16.86	Postsecondary Vocational
Trade	Industrial Production Managers	67	73	6	9.0	16	$45.47	Associate Degree
Trade	Transportation, Storage, and Distribution Managers	99	102	3	3.0	21	$38.77	Associate Degree
Trade	Construction Managers	845	898	53	6.3	155	$30.67	Associate Degree
Trade	Architectural and Civil Drafters	113	107	0	-5.3	12	$21.14	Postsecondary Vocational
Trade	Mechanical Drafters	19	19	0	0.0	2	$27.82	Postsecondary Vocational
Trade	Civil Engineering Technicians	181	181	0	0.0	30	$21.08	Associate Degree
Trade	Electrical and Electronics Engineering Technicians	63	63	0	0.0	10	$25.06	Associate Degree
Trade	Industrial Engineering Technicians	17	17	0	0.0	3	$24.68	Postsecondary Vocational
Trade	Engineering Technicians, Except Drafters, All Other	24	24	0	0.0	4	$27.72	Associate Degree
Trade	Surveying and Mapping Technicians	109	116	7	6.4	23	$17.34	Postsecondary Vocational
Trade	Drafters, Engineering, and Mapping Technicians (Suppressed)	79	89	10	0	NA	NA	Postsecondary Vocational/Associate Degree
Trade	Biological Technicians	65	64	0	-1.5	16	$14.19	Associate Degree
Trade	Chemical Technicians	35	37	2	5.7	9	$19.66	Associate Degree
Trade	Social Science Research Assistants	37	41	4	10.8	16	$15.42	Associate Degree
Trade	Environmental Science Technicians, Including Health	70	74	4	5.7	26	$17.78	Postsecondary Vocational
Trade	Forensic Science Technicians	168	166	0	-1.2	53	$17.55	Postsecondary Vocational
Trade	Life, Physical, and Social Science Technicians, All Other	109	109	0	0.0	34	$15.23	Associate Degree
Trade	Life, Physical, and Social Science Technicians (Suppressed)	31	30	0	0.0	NA	NA	Postsecondary Vocational/Associate Degree
Trade	Social and Human Service Assistants	258	277	19	7.4	72	$14.40	Postsecondary Vocational
Trade	Criminal Justice & Law Enforcement Teachers, Postsec.	66	74	8	12.1	16	NA	Associate Degree
Trade	Coaches and Scouts	244	289	45	18.4	103	$31.28	High School Diploma
Trade	First-Line Supervisors of Police and Detectives	210	208	0	-1.0	50	$39.92	Associate Degree
Trade	First-Line Superv. of Fire Fighting and Prevention Workers	35	36	1	2.9	13	$42.84	Postsecondary Vocational
Trade	First-Line Superv., Protective Service Workers, All Other	84	86	2	2.4	17	$23.19	Postsecondary Vocational

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		2015	2023	Growth	Percent Growth	Total Job Openings*		
Trade	First-Line Supervisors, Protective Service Workers (Suppressed)	136	142	6	0.0	NA	NA	Postsecondary Vocational/Associate Degree
Trade	Firefighters	255	267	12	4.7	67	$20.28	Postsecondary Vocational
Trade	Fire Inspectors and Investigators	13	13	0	0.0	3	$20.48	Postsecondary Vocational
Trade	Bailiffs	49	51	2	4.1	12	$23.65	Postsecondary Vocational
Trade	Detectives and Criminal Investigators	350	351	1	0.3	61	$26.40	Postsecondary Vocational
Trade	Law Enforcement Workers (Suppressed)	2,212	2,271	59	0.0	NA	NA	Postsecondary Vocational/Associate Degree
Trade	Private Detectives and Investigators	127	129	2	1.6	31	$17.40	Associate Degree
Trade	Security Guards	875	932	57	6.5	162	$11.55	Postsecondary Vocational
Trade	Transportation Security Screeners	44	46	2	4.6	10	$17.61	Postsecondary Vocational
Trade	Protective Service Workers, All Other	193	198	5	2.6	125	$14.18	Postsecondary Vocational
Trade	Pest Control Workers	193	228	35	18.1	77	$14.63	Postsecondary Vocational
Trade	Animal Care and Service Workers (Suppressed)	174	197	23	0.1	NA	NA	Postsecondary Vocational/Associate Degree
Trade	Gaming Dealers	14	16	2	14.3	4	NA	Postsecondary Vocational
Trade	Funeral Attendants	111	129	18	16.2	37	$9.17	High School Diploma
Trade	Police, Fire, and Ambulance Dispatchers	42	45	3	7.1	13	$12.44	Postsecondary Vocational
Trade	Dispatchers, Except Police, Fire, and Ambulance	210	225	15	7.1	63	$15.65	High School Diploma
Trade	Postal Service Clerks	57	44	0	-22.8	7	$27.32	High School Diploma
Trade	Postal Service Mail Carriers	300	244	0	-18.7	83	$27.79	High School Diploma
Trade	Postal Service Mail Sorters and Processors	185	145	0	-21.6	11	$25.89	High School Diploma
Trade	Mail Clerks & Mail Machine Operators, Exc. Postal Service	136	134	0	-1.5	25	$12.16	High School Diploma
Trade	Office Machine Operators, Except Computer	66	58	0	-12.1	13	$9.80	High School Diploma
Trade	First-Line Superv. of Farming, Fishing, & Forestry Workers	69	68	0	-1.5	12	$21.29	Associate Degree
Trade	Agricultural Equipment Operators	50	52	2	4.0	14	NA	Postsecondary Vocational
Trade	Fishers and Related Fishing Workers	29	26	0	-10.3	5	NA	NA
Trade	First-Line Superv. of Construction and Extraction Workers	679	767	88	13.0	148	$23.42	Associate Degree
Trade	Carpenters	665	746	81	12.2	147	$18.23	Postsecondary Vocational

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Trade	Cement Masons and Concrete Finishers	156	176	20	12.8	35	$16.57	Postsecondary Vocational
Trade	Operating Engineers/Construction Equipment Operators	224	269	45	20.1	84	$15.22	Postsecondary Vocational
Trade	Drywall and Ceiling Tile Installers	72	78	6	8.3	12	$12.77	Postsecondary Vocational
Trade	Electricians	493	584	91	18.5	165	$18.98	Postsecondary Vocational
Trade	Painters, Construction and Maintenance	407	458	51	12.5	100	$12.72	Postsecondary Vocational
Trade	Pipelayers	108	121	13	12.0	24	$15.37	Postsecondary Vocational
Trade	Plumbers, Pipefitters, and Steamfitters	292	338	46	15.8	75	$16.88	Postsecondary Vocational
Trade	Roofers	431	452	21	4.9	94	$15.11	Postsecondary Vocational
Trade	Sheet Metal Workers	95	117	22	23.2	36	$15.28	Postsecondary Vocational
Trade	Construction Trades Workers (Suppressed)	483	578	95	0.2	NA	NA	Postsecondary Vocational/Associate Degree
Trade	Construction and Building Inspectors	120	128	8	6.7	30	$28.20	Postsecondary Vocational
Trade	Highway Maintenance Workers	34	35	1	2.9	5	$14.18	Postsecondary Vocational
Trade	Other Construction and Related Workers (Suppressed)	97	125	28	0.3	NA	NA	Postsecondary Vocational/Associate Degree
Trade	First-Line Superv. of Mechanics, Installers, and Repairers	586	639	53	9.0	177	$25.55	Postsecondary Vocational
Trade	Computer, ATM, and Office Machine Repairers	148	151	3	2.0	28	$20.07	Postsecondary Vocational
Trade	Radio, Cellular, and Tower Equipment Installers & Repairs	13	14	1	7.7	2	$18.80	Postsecondary Vocational
Trade	Telecommunications Equipment Installers and Repairers	309	312	3	1.0	38	$22.15	Postsecondary Vocational
Trade	Electronics Installers & Repairers, Transportation Equip.	19	20	1	5.3	4	NA	Postsecondary Vocational
Trade	Electronics Repairers, Commercial and Industrial Equip.	67	74	7	10.5	18	$24.16	Postsecondary Vocational
Trade	Electrical Repairers, Powerhouse, Substation, and Relay	18	19	1	5.6	4	NA	Postsecondary Vocational
Trade	Security and Fire Alarm Systems Installers	86	89	3	3.5	16	$17.63	Postsecondary Vocational
Trade	Electrical & Electronic Equipment Installers, & Repairers (Suppressed)	13	14	1	0.1	NA	NA	Postsecondary Vocational/Associate Degree
Trade	Aircraft Mechanics and Service Technicians	41	47	6	14.6	15	$25.11	Postsecondary Vocational
Trade	Automotive Body and Related Repairers	251	265	14	5.6	52	$19.99	Postsecondary Vocational
Trade	Automotive Service Technicians and Mechanics	933	980	47	5.0	235	$15.94	Postsecondary Vocational

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Trade	Bus and Truck Mechanics and Diesel Engine Specialists	242	258	16	6.6	57	$18.36	Postsecondary Vocational
Trade	Mobile Heavy Equipment Mechanics, Except Engines	113	122	9	8.0	35	$16.79	Postsecondary Vocational
Trade	Motorcycle Mechanics	39	43	4	10.3	10	$11.26	Postsecondary Vocational
Trade	Outdoor Power Equipment and Small Engine Mechanics	42	43	1	2.4	8	$15.02	Associate Degree
Trade	Vehicle and Mobile Equipment Mechanics, Installers (Suppressed)	45	50	5	0.1	NA	NA	Postsecondary Vocational/Associate Degree
Trade	Heating, A.C., and Refrigeration Mechanics and Installers	491	589	98	20.0	197	$17.37	Postsecondary Vocational
Trade	Home Appliance Repairers	118	127	9	7.6	37	$10.68	Postsecondary Vocational
Trade	Industrial Machinery Mechanics	89	106	17	19.1	37	$18.97	Postsecondary Vocational
Trade	Maintenance Workers, Machinery	23	27	4	17.4	6	$14.50	Postsecondary Vocational
Trade	Telecommunications Line Installers and Repairers	212	233	21	9.9	62	$15.71	Postsecondary Vocational
Trade	Medical Equipment Repairers	33	41	8	24.2	15	$20.95	Postsecondary Vocational
Trade	Maintenance and Repair Workers, General	1,773	1,950	177	10.0	440	$14.96	Postsecondary Vocational
Trade	Vending and Amusement Machine Servicers & Repairers	47	45	0	-4.3	4	$13.85	High School Diploma
Trade	Installation, Maintenance, and Repair Workers, All Other	107	122	15	14.0	30	$11.99	High School Diploma
Trade	Other Installation, Maintenance, and Repair Occupations (Suppressed)	178	192	14	0	NA	NA	Postsecondary Vocational/Associate Degree
Trade	First-Line Superv. of Production and Operating Workers	335	344	9	2.7	47	$22.65	Postsecondary Vocational
Trade	Electrical and Electronic Equipment Assemblers	289	297	8	2.8	37	$10.79	Postsecondary Vocational
Trade	Team Assemblers	402	422	20	5.0	71	$12.94	High School Diploma
Trade	Welders, Cutters, Solderers, and Brazers	159	181	22	13.8	53	$16.27	Postsecondary Vocational
Trade	Metal Workers and Plastic Workers (Suppressed)	114	122	8	0.1	NA	NA	Postsecondary Vocational/Associate Degree
Trade	Prepress Technicians and Workers	25	20	0	-20.0	5	$12.21	Postsecondary Vocational
Trade	Printing Press Operators	303	293	0	-3.3	42	$14.56	High School Diploma
Trade	Print Binding and Finishing Workers	48	39	0	-18.8	7	$14.08	High School Diploma
Trade	Laundry and Dry-Cleaning Workers	321	281	0	-12.5	76	$9.09	High School Diploma
Trade	Power Distributors and Dispatchers	17	18	1	5.9	5	NA	Postsecondary Vocational

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Trade	Water and Wastewater Treatment Plant & System Operators	73	78	5	6.9	25	$20.77	Postsecondary Vocational
Trade	Mixing and Blending Machine Setters, Operators & Tenders	105	107	2	1.9	26	$17.07	High School Diploma
Trade	Inspectors, Testers, Sorters, Samplers, and Weighers	92	98	6	6.5	22	$12.01	High School Diploma
Trade	Ophthalmic Laboratory Technicians	63	72	9	14.3	26	$10.72	Postsecondary Vocational
Trade	First-Line Superv Helpers, Laborers & Material-Movers, Hand	63	66	3	4.8	17	$20.99	High School Diploma
Trade	First-Line Superv. of Material-Moving Vehicle Operators	112	118	6	5.4	30	$23.11	Postsecondary Vocational
Trade	Commercial Pilots	16	16	0	0.0	4	NA	Postsecondary Vocational
Trade	Air Traffic Controllers	29	29	0	0.0	10	NA	Postsecondary Vocational
Trade	Air Transportation Workers (Suppressed)	9	9	0	0.0	NA	NA	Postsecondary Vocational/Associate Degree
Trade	Bus Drivers, Transit and Intercity	166	172	6	3.6	30	$11.99	Postsecondary Vocational
Trade	Bus Drivers, School or Special Client	426	427	1	0.2	62	$12.98	Postsecondary Vocational
Trade	Driver/Sales Workers	615	670	55	8.9	133	$9.81	High School Diploma
Trade	Heavy and Tractor-Trailer Truck Drivers	1,033	1,171	138	13.4	269	$15.42	Postsecondary Vocational
Trade	Light Truck or Delivery Services Drivers	819	841	22	2.7	126	$13.47	Postsecondary Vocational
Trade	Excavating and Loading Machine and Dragline Operators	69	75	6	8.7	11	$16.91	High School Diploma
Trade	Industrial Truck and Tractor Operators	132	133	1	0.8	25	$12.83	Postsecondary Vocational

Industry	Job Growth in 2023	% Job Growth in 2023	Job Openings in 2023*	% Total 2023 Job Openings	Average Wage**
Business	3,132	37%	13,165	49%	$20.48
Creative	636	7%	1,681	6%	$14.78
Education	519	6%	1,334	5%	$17.31
Health	1,777	21%	3,516	13%	$20.20
IT	471	6%	1,385	5%	$23.38
Trade	2,013	24%	5,970	22%	$18.46
Total	8,548	100%	27,051	100%	$19.27

* Includes openings due to growth and replacement needs
** Hourly wages for teaching occupations were calculated using a 40-hour work week for 9½ months per year.

Leon Works Junior Apprenticeship

OUTLINE

During the 2015 Annual Retreat, the Board adopted an initiative to create a proposed structure for an apprenticeship-like program in support of local existing academic programs in skilled career fields such as fleet management, building maintenance/ construction, computer technology, graphic design, public safety, and other fields that require more than a high school diploma but less than a four-year degree. In support of the Board's Initiative, staff is proposing the development of the Leon Works Junior Apprenticeship (LWJA) Program. The goal of the program will be to go beyond simply raising awareness about careers in the skilled workforce, and provide opportunities for early-career workers to gain hands-on experience in the workplace.

Cooperative Education Program Partnership

As part of the proposed structure for the LWJA Program, Leon County will work in collaboration with Leon County Schools (LCS) through their Cooperative Education Program to match junior and senior high school students with a Leon County employee currently working in a skilled job. Each County employee will act as a mentor and supervisor to a Junior Apprentice.

Leon County Schools (LCS) Cooperative Education Program is designed to assist students in developing academic, vocational, economic, and social skills required for success in the work world. Students are scheduled for classroom instruction at their high school and On-the-Job Training (OJT) at a business, retail, industrial, or government establishment in Leon County. The Cooperative Education Program's teacher/coordinator and the OJT supervisor share instruction and supervision.

Leon County departments wishing to participate in the LWJA Program must be approved by the student's Cooperative Education Program's teacher/coordinator and complete the following during the semester:

- Coordinate job site visits with the Cooperative Education Program's teacher/coordinator
- Work with the hired student to develop a training plan that reflects progressive improvement of job skills (Students are evaluated each nine weeks on the progress towards these skills.)
- Conduct an employer evaluation at the end of the semester

Academic Credit: Students who successfully complete the LWJA Program and all classroom instruction would receive credit toward their high school diploma. In order to receive credit for OJT through the LWJA Program, students must work a minimum of five (5) hours per week. Students' grade would also be determined by employer evaluations, demonstrated progress based upon the training plan; and maintaining student employment records.

Leon Works Junior Apprenticeship
Outline
Page 2

Junior Apprentice Requirements & Selection

Students would be identified for participation in the LWJA Program through an existing Cooperative Education Program at their respective high schools. LCS requires students to meet the following requirements before participating in OJT:

- 2.5 Minimum GPA
- No more than 5 absences per nine weeks
- Able to provide their own transportation to work and to job interviews
  (The LWJA Program budget includes the purchase of monthly bus passes if a student is in need of assistance securing public transportation.)

Leon County high schools would collect student applications for the LWJA Program and forward eligible students' applications to Volunteer Services. On the application, students would identify the skilled position they are interested in exploring. Volunteer Services would distribute the applications to County departments based upon the student's area of interest. Each department would review the applications and conduct an interview with their top candidate.

Grade Level: Eligibility for the LWJA Program will need to be limited to junior (11TH grade) and senior (12th grade) high school students. Due to the use of certain equipment or requirements for manual labor, several of identified Junior Apprenticeship positions fall outside of the jobs 14- and 15-year-old workers may legally perform. Limiting participation to upper grade levels will ensure that Leon County is in compliance with both Federal and Florida Child Labor Laws.

Eligibility for certain potentially hazardous positions, such as a Junior Apprenticeship with an Equipment Mechanic in the Department of Public Works, may be limited to students age 18 and over. An exception may be made if a student is currently enrolled in a vocational training program, such as that offered by Lively Technical Institute (F.S. 450.161).

Leon County employees participating in the LWJA Program as mentors/supervisors would need to attend a program orientation which would include guidelines for supervising minors in addition to LCS Cooperative Education Program requirements. Orientation would be offered at a County facility.

Hours & Wages: Students accepted into the LWJA Program would be required to work 20 hours a week, 360 hours a semester during either the fall or spring. The hours that a student is scheduled to work do not necessarily need to fall within the school day; evening and weekend work is permissible. Junior Apprentices would earn minimum wage, $8.05 per hour. A summary of Junior Apprentice hours and wages can be seen in Table #1.

Table#1: Junior Apprentice Hours & Wages

	Weekly	Monthly	Per Semester (18 Weeks)
Total Hours Worked	20 Hr	80 Hr	360 Hr
Total Wages Earned	$161	$644	$2,898

Leon Works Junior Apprenticeship
Outline
Page 3

Program Coordination
Staff recommends that the LWJA Program is housed in the County's Volunteer Services Division as it is currently in the best position to be able to coordinate a program of this nature.

Leon County Volunteer Services coordinates the County's Summer Youth Training Program (SYTP), which includes many of the same elements proposed for the LWJA Program. SYTP provides approximately 65+ youth ages 14 to 21 with an opportunity to earn money while gaining work experience, skills-oriented training and career exposure. The program runs for four weeks during June and July and each youth works 20 hours per week for $8.05 per hour.

Both the SYTP and proposed LWJA Program also include orientation for County staff on supervising the youth, development of a training plan with goals and assigned projects, and a required supervisor evaluation at the completion of the program. Although students participating in the SYTP do not receive academic credit, Volunteer Services is responsible for overseeing all County internships, which are frequently a part of students' required coursework.

Program Incentives: The design of the LWJA Program would require a significant level of commitment by an individual County employee to supervise and mentor one student for several months in order to successfully complete the program and receive credit toward their high school diploma. Due this increased commitment, staff is currently exploring opportunities to incentivize employee participation in the program as a mentor/supervisor for a Junior Apprentice.

Program Timeline
Leon County would begin collecting and reviewing applications for the LWJA Program in fall 2016. Ten (10) students would be accepted into the program each semester, beginning in spring 2017. A total 20 students would participate during the calendar year.

Junior Apprentice Positions
The following County departments and skilled positions have been identified for potential placement of Leon Works Junior Apprentices:

- County Attorney's Office
  - Paralegal

- Development Support and Environmental Management (DSEM)
  - Addressing Program Supervisor
  - Records Technician
  - Combination Inspector
  - Permit Technician

- Office of Information & Technology (MIS/GIS)
  - Computer Asset Analyst
  - GIS Technician I
  - GIS Technician I

- Office of Human Services & Community Partnerships
  - Housing Rehabilitation Inspector

- Office of Library Services
  - Computer Support Technician

- Office of Public Safety
  - Emergency Medical Technician I
  - Paramedic

- Department of Public Works
  - CAD Technician
  - Equipment Mechanic
  - Facilities Support Technician II
  - Facilities Support Technician II
  - Survey Technician I
  - Survey Technician II
  - Survey Party Chief

- Office of Resource Stewardship
  - Customer Service Technician
  - Property Control Specialist
  - Parks and Community Centers Supervisor
  - Parks Supervisor

A more detailed list of the potential apprenticeable positions including position descriptions and minimum requirements is included in Attachment #1.

Future Training & Education

In order to provide students with guidance regarding the necessary future training for their skilled career of interest, staff is working with Tallahassee Community College and Lively Technical Center. Each of the County positions that have been identified for potential placement of a Junior Apprentice aligns with a degree or professional certification program offered by one of these institutions. Staff is also exploring the opportunity for students to also earn college or post-secondary adult vocation (PSAV) credits for successful completion of the LWJA Program.

Attachments:

1. Leon County Apprenticeable Positions by Department

Leon Works Junior Apprenticeship Program

Leon County Apprenticeable Positions

#	Department	Position	Position Description
1	County Attorney's Office	Paralegal	Conduct thorough legal research and analyze a variety of issues as requested by the attorneys or legal administrator, using all research tools available, including online resources. Draft for attorney review and signature both simple and complex memoranda of law, motions, orders, and other legal pleadings, as well as resolutions, ordinances, and forms. Assist attorneys as requested with litigation preparation. Minimum Qualifications: Requires an Associate Degree or equivalent in Paralegal Studies or a related field and two years of job related experience; or an equivalent combination of training and experience.
2	Development Support and Environmental Management	Addressing Program Supervisor	The purpose of this position is to perform supervisory, administrative, and technical assignments in the Addressing Unit of Growth & Environmental Management. Minimum Qualifications: Requires an AA or AS degree in geography, planning, business or public administration, office management, or a related field and four years of related work experience, or an equivalent combination of training and experience.
3	Development Support and Environmental Management	Records Technician	This is records management work in prepping, scanning, indexing, and quality control documents in the Office of Growth & Environmental Management. This position also serves as a customer service and records management liaison. Minimum Qualifications: Requires a high school diploma and two years of related work experience or an AA degree in records management, business or public administration, or a related field; or an equivalent combination of training and experience.
4	Development Support and Environmental Management (Building Plans Review & Inspections)	Combination Inspector	This is technical work primarily conducting building inspections in the Building Inspection Division of Growth and Environmental Management. Minimum Qualifications: Requires a high school diploma or equivalent and a minimum of five years of experience as an inspector, engineer, architect, superintendent foreman, or a tradesman in charge of construction.
5	Development Support and Environmental Management (Permit/Code Services)	Permit Technician	This is responsible technical and clerical work reviewing permit applications, issuing permits, and collecting fees. Minimum Qualifications: Requires a high school diploma or an equivalent with two years of responsible administrative and/or clerical experience involving public contact, preferable in a construction industry related area; or an equivalent combination of training and experience.
6	Office of Human Services & Community Partnerships (Housing Services)	Housing Rehabilitation Inspector	The purpose of this position is to primarily assist staff in the Affordable Housing Program performing liaison between clients and contractors awarded rehabilitation contracts. Minimum Qualifications: Requires a high school diploma, or an equivalent, and two years of construction management and/or customer service experience, or any related work experience; or an equivalent combination of training and experience.
7	Office of Information & Technology (Management Of Information And Systems)	Computer Asset Analyst	This is support work primarily purchasing and receiving computer equipment and software for MIS and MIS customers. Work also involves some technical support work related to computer hardware and software support. Minimum Qualifications: Requires an associate degree or equivalent and two years of related work experience; or an equivalent combination of training and experience.
8	Office of Information & Technology (Tallahassee-Leon Geographic Information Systems)	GIS Technician I	This is entry-level GIS work that involves primarily constructing and publishing maps from the GIS system; analyzing and editing data in Arc GIS Desktop. Minimum Qualifications: Requires an AA degree in Geographic Information Systems (GIS), geography, computer science, urban and regional planning, engineering science, business or public information, mathematics or a related field; or an equivalent combination of training and experience.

Leon Works Junior Apprenticeship Program

Leon County Apprenticeable Positions

#	Department	Position	Position Description
9	Office of Information & Technology (Tallahassee-Leon Geographic Information Systems)	GIS Technician II	This is technical work constructing and publishing maps from the GIS system; analyzing and editing data in the Arc GIS Desktop. Minimum Qualifications: Requires an AA degree in Geographic Information Systems (GIS), geography, computer science, urban and regional planning, engineering science, business or public information, mathematics or a related field and two years of related work experience; or an equivalent combination of training and experience.
10	Office of Library Services	Computer Support Technician	This position entails maintaining, designing, and implementing changes to the Library's website, training staff and patrons on computer applications, and providing technical support with Tallahassee FreeNet (TFN). Minimum Qualifications: Requires graduation from a two year junior or community college with an AA degree and three years of related experience; or an equivalent combination of training and experience.
11	Office of Public Safety (Emergency Medical Services)	Emergency Medical Technician I	This is entry level paraprofessional work providing basic life support and transporting sick and injured patients. Work involves driving to and from the scene, providing patient care as directed by a paramedic and within the medical protocols and standards established by the EMS Medical Director, documenting activities, and providing other assistance as needed. Minimum Qualifications: Requires a high school diploma or an equivalent. An AA degree is preferred. Necessary Special Requirements: Must possess and maintain throughout the term of employment the following: 1. Current Florida EMT Certification. 2. Current certificate indicating successful completion of American Heart Association BLS (Basic Life Support) for Health Care Providers, or an equivalent that is acceptable to Leon County. 3. Current certificate indicating successful completion of 16 hour EVOC (Emergency Vehicle Operator's Course) recognized by Florida Department of Health. 4. Florida Class E Driver's License, or equivalent accepted by the State of Florida, and a favorable driving record. Must present a valid Florida Department of Motor Vehicles driver transcript at the time of hire.
12	Office of Public Safety (Emergency Medical Services)	Paramedic	This is paraprofessional, entry-level Paramedic work, providing basic and advanced life support, and transporting sick and injured patients. Work involves driving to and from the scene, providing patient care as directed by a paramedic and within the medical protocols and standards established by the EMS Medical Director, documenting activities, and providing other assistance as needed. Minimum Qualifications: Requires a high school diploma or an equivalent. An AA degree is preferred. Necessary Special Requirements: Must possess and maintain throughout the term of employment the following: 1. Current Florida Paramedic Certification. 2. Current certificate indicating successful completion of American Heart Association BLS (Basic Life Support) for Health Care Providers, or an equivalent that is acceptable to Leon County. 3. Current Advanced Cardiac Life Support (ACLS) Certificate from the American Heart Association or Florida Department of Health recognized equivalent. 4. Current certificate indicating successful completion of 16 hour EVOC (Emergency Vehicle Operator's Course) recognized by Florida Department of Health. 5. Florida Class E Driver's License, or equivalent accepted by the State of Florida, and a favorable driving record. Must present a valid Florida Department of Motor Vehicles driver transcript at the time of hire.

Leon Works Junior Apprenticeship Program

Leon County Apprenticeable Positions

#	Department	Position	Position Description
13	Office of Resource Stewardship (Facilities Management)	Customer Service Technician	The purpose of this position is to perform technical, clerical, and administrative work, involving a number of assignments that pertain to expediting customer assistance, service, and/or support through processing work order requests. Minimum Qualifications: Requires a high school diploma or an equivalent and two years of related work experience or graduation from a junior of community college with an AA or AS degree in business or public administration, office management, or a related field.
14	Office of Resource Stewardship (Facilities Management)	Property Control Specialist	The purpose of this position is to tag County tangible property items, conduct annual inventory of County property, and handle the disposition of surplus property. Minimum Qualifications: Requires a high school diploma or an equivalent recognized certificate and three years of related experience; or an AA degree in business, public administration or a related field and one year of related work experience.
15	Office of Resource Stewardship (Facilities Management)	Facilities Support Technician II	The purpose of this position is to perform journey level building maintenance services to insure clean, safe, and functional County facilities. Work involves a variety of semi skilled and skilled tasks in the maintenance and repair of County facilities Minimum Qualifications: Require a high school diploma or an equivalent and three years of related work experience in the maintenance and/or repair of buildings.
16	Office of Resource Stewardship (Facilities Management)	Facilities Support Technician III	The purpose of this position is to perform master level building maintenance services. Work involves performing, independently, a variety of skilled tasks in the maintenance, installation and repair of County facilities Minimum Qualifications: Requires a high school diploma or an equivalent and four years of progressively responsible and related work experience Necessary Special Requirements: Must possess a valid Florida driver's license and a favorable driving record. Back flow certification or Lawn and ornamental certification maybe required for certain positions assigned to this class.
17	Office of Resource Stewardship (Parks & Recreation)	Parks and Community Centers Supervisor	The purpose of this position is to manage and maintain nature area/green-spaces, campgrounds, boat landings, picnic rental facilities, passive parks, and community centers in the Parks and Recreation Division. Minimum Qualifications: Requires an Associate degree in recreation, horticulture, public administration, or a related field and three years of related work experience, one year of which must have been in a supervisory capacity.
18	Office of Resource Stewardship (Parks & Recreation)	Parks Supervisor	The primary purpose of this position is to coordinate and facilitate recreation programming in unincorporated communities, oversee maintenance responsibilities at County parks, and supervise the park attendants and turf crew that maintain community parks. Minimum Qualifications: Requires an Associate degree in recreation, horticulture, public administration, or a related field and three years of related work experience, one year of which must have been in a supervisory capacity.

Leon Works Junior Apprenticeship Program

Leon County Apprenticeable Positions

#	Department	Position	Position Description
19	Public Works (Construction Management)	Survey Technician II	This position is a member of a survey crew that collects horizontal, vertical and topographic field information for the design of capital improvement projects for roads, parks, and transportation, stormwater, and flood control projects. More specifically, work is technical and involves providing field layout for the determination of right-of-way and construction layout of projects and providing as-builts for operating permits. Minimum Qualifications: Requires high school diploma or an equivalent and four years of job related experience or an equivalent combination of training and experience.
20	Public Works (Construction Management)	Survey Party Chief	This is supervisory and technical work over a survey crew. Work involves collecting horizontal, vertical, and topographic field information for the design of capital improvements projects for roads, parks, and transportation, stormwater and flood control areas. Work involves providing field layout for the determination of right-of-way and construction layout and providing as-builts for operating permits. Minimum Qualifications: Requires high school diploma or an equivalent and five years of job related experience, one year of which must have been in a coordinative, work leader or supervisory capacity; or an equivalent combination of training and experience.
21	Public Works (Construction Management)	Survey Technician I	This is an entry level survey field work as a road-person on a survey crew. Minimum Qualifications: Requires a high school diploma or an equivalent. Prefer six months of related work experience. Prefer basic knowledge of the theories, principles, practices and techniques of land surveying.
22	Public Works (Engineering Services)	CAD Technician	The purpose of this position is to primarily prepare base drawings for engineering designs and to incorporate engineering designs into drawings using computer aided drafting design software. Minimum Qualifications: Requires graduation from an accredited junior or community college with an AA or AS degree in geography, computer aided drafting, computer science, or a related field; or high school diploma or an equivalent and two years of related work experience.
23	Public Works (Fleet Management)	Equipment Mechanic	This is skilled work in the maintenance and repair of primarily Leon County's fleet of cars and light vehicles Minimum Qualifications: Requires a high school diploma or an equivalent and two years of related work experience; or an equivalent combination of training and experience. Necessary Special Requirements: Must possess or be able to obtain within 30 days of employment, a State of Florida CDL Class "A" license for operating any combination of vehicles with a Gross Vehicle Weight Rating (GVWR) of 26,001 pounds or more provided the GVWR of the Vehicle(s) being towed is more than 10,000 pounds. An ASE certification is preferred.

Leon County
Board of County Commissioners

Notes for Budget Workshop Item #11

Leon County
Board of County Commissioners
Budget Workshop Item #11

June 14, 2016

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Consideration for the Creation of the Leon County Lecture Series

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County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Scott Ross, Director, Office of Financial Stewardship
Lead Staff/ Project Team:	Shington Lamy, Assistant to the County Administrator for Citizen Engagement Nicki Paden, Management Intern

Fiscal Impact:
This item has the potential of a fiscal impact to the County in the amount of up to $10,000. The item proposes the creation of the Leon County Lecture Series. This funding is contemplated in the proposed FY 2017 budget.

Staff Recommendation:
Option #4: Board Direction.

Report and Discussion

Background:
Leon County has a long history of promoting citizen involvement to guide policy and shape our community. Events such as the Citizen Engagement Series and Club of Honest Citizens drive the continuous effort to maintain sustained citizen involvement and engagement by providing transparency of County government, while building relationship between citizens, County Commissioners, and staff through social settings. On May 10th, the Board directed staff to prepare an item regarding the creation of a lecture series.

Analysis:
In preparation for this item, staff reviewed several lecture series that have been hosted by organizations in the community and in the region including Florida A&M University, Florida State University, Mission San Luis, Tallahassee Scientific Society, and the Thomas County Historical Society. The lectures series events held by the organizations featured literary authors or published professors on a variety of topics. Most of the lecture series were held as part of a commemorative event (i.e. Emancipation Proclamation, Viva Florida, etc.) and are not held on a recurring basis. However, Florida State University's Student Government Association has consistently hosted quarterly lecture series (two in the fall semester and two in the spring semester). Although, Leon County currently does not have a formal lecture series, local authors have spoken at library events tailored for children and families.

Leon County Lecture Series
Based on research conducted, staff is proposing the creation of a formal Leon County Lecture Series (Lecture Series). The Lecture Series would be held quarterly with two events in the fall and spring respectively. The Lectures Series would take place at the Leon County Public Libraries and closely align with the County's strategic priorities. This would provide the opportunity to facilitate broader conversation on the County's relevance in the featured topics. In order to attract a broad audience, the County would partner with local organizations to plan and promote each Lecture Series event.

The Lecture Series events would feature literary authors, business and civic leaders, published professors and any other speakers that may be relevant to the related topic. Although our community has a wealth of potential speakers, the series has the option to also attract regional and national recognized speakers which would attract a greater number of citizens participating. Such speakers regularly require an honorarium and associated travel costs. As a result, this option would require up to $10,000 for anticipated costs. Partnerships with local organizations to plan, host, and promote the Lecture Series would also mitigate the cost of the speakers. This option would also employ a hybrid of local, regional, and national speakers for the Lecture Series.

The Board may also choose to have the Lecture Series feature exclusively local volunteer subject matter experts including local university professors and civic leaders which would not require a significant cost. Should the Board move forward with the creation of the Leon County Lecture

Series, a proposed schedule of events and speakers would be presented for the Board's consideration in the fall of 2016.

Options:

1. Direct staff to create the proposed Leon County Lecture Series featuring local regional and national speakers for up to $10,000.
2. Direct staff to create the proposed Leon County Lecture Series featuring local volunteer subject matter experts as speakers.
3. Do not staff to create the proposed Leon County Lecture Series.
4. Board Direction.

Recommendation:
Board Direction.

Leon County
Board of County Commissioners

Notes for Budget Workshop Item #12

Leon County
Board of County Commissioners

Budget Discussion Item #12

June 14, 2016

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Acceptance of the North Monroe Street Corridor Action and Management Plan and Approval of $75,000 for Bus Stop Enhancements Along the North Monroe Street Corridor

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County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator Scott Ross, Director, Office of Financial Stewardship
Lead Staff/ Project Team:	Benjamin H. Pingree, Director, Planning, Land Management & Community Enhancement Cherie Bryant, Director, Planning Department Barry Wilcox, Division Manager, Planning Department

Fiscal Impact:
This item has a fiscal impact of $75,000 for bus stop enhancements along the North Monroe Street Corridor. For all other recommendations by the North Monroe Street Stakeholders Task Force the projects either: require no additional County funding, are already funded as part of an current County project, or staff has identified potential future capital projects which would require future actions of the Board to allocate.

Staff Recommendation:

Option #1: Acceptance the North Monroe Street Corridor Action and Management Plan (Attachment #1).

Option #2: Authorize the County Administrator to send a letter of support to the Florida Department of Transportation for landscaping ("Bold Initiative") for the US27 corridor from I-10 to Fred George Road to be included in FDOT's FY18-FY22 Work Plan.

Option #3: Approve $75,000 for bus stop enhancements along the North Monroe Street Corridor as part of the FY 2017 budget. *(Funding for this option is included in the tentative budget.)*

Report and Discussion

Background:
This item seeks Board acceptance of the North Monroe Street Corridor Action and Management Plan (Corridor Plan) and approval of $75,000 for bus stop enhancements along the corridor.

At the December 7, 2015 Board Retreat, the Board discussed the need to focus on revitalization efforts along North Monroe Street, north of Interstate 10, through the establishment of a task force. During the February 9, 2016 meeting, the Board voted to authorize the establishment of the North Monroe Street Stakeholders Task Force (Task Force) and to authorize the County Administrator to designate the members. Members of the Task Force consist of representatives from businesses, adjacent neighborhoods, and the Florida Department of Transportation (FDOT) with the support of County staff.

The North Monroe Street Stakeholder Task Force is essential to the following Strategic Initiative approved by the Board at the January 26, 2016 meeting:

- Coordinate partners in the creation of a North Monroe Corridor Task Force for the purposes of revitalization. (Q7, EN2, EC1) (2016)

This particular Strategic Initiative aligns with the following Board Strategic Priorities:

- (Q7) - Further create connectedness and livability through supporting human scale infrastructure and development, including: enhancing our multimodal districts. (2012)
- (EN2) - Promote orderly growth which protects our environment, preserves our charm, maximizes public investment, and stimulates better and more sustainable economic returns. (2012)
- (EC1) - Integrate infrastructure, transportation, redevelopment opportunities and community planning to create the sense of place which attracts talent. (2012)

This item seeks the Board's acceptance of the Task Force's Corridor Plan for revitalization along North Monroe Street, north of Interstate 10, and seeks approval of $75,000 to enhance the northbound and southbound bus stops serving the Lake Jackson Walmart area along the corridor.

Analysis:
The Planning Department led the staffing effort for the Task Force which met on three occasions during March and April 2016. At the first meeting, Task Force members participated in a SWOT analysis which was used to identify short-term and long-term revitalization opportunities along North Monroe Street and further the development of the Corridor Plan.

The recommendations of the Task Force build upon the County's ongoing efforts and investments in the area including:

- The redevelopment of the Huntington Oaks Plaza by expanding the Lake Jackson Branch Library, creating a new community center, and funding the subsequent "Sense of Place" initiative to enhance activity in the area.
- Revisions to the Leon County Land Development Code to amend the Lake Protection Zoning District to more effectively regulate development within the Lake Jackson basin and ensure the continued improvement of the water quality of Lake Jackson.
- Construction of Okeeheepkee Prairie Park which include a walking trail around a stormwater facility, parking, a picnic pavilion, and informational kiosk (Phase II construction of a playground and observation tower are contemplated in the FY 2017 budget).
- Improvements to the Highway 27 Lake Jackson Boat Landing and Jackson View Park such as picnic tables, grills, enhanced parking, construction of a bathroom, and an observation pier.
- The recent opening of the Fred George Park and 160-acre Greenway in February 2016.
- The completion of the sidewalk on Fred George Road connecting Huntington Oaks Plaza with the Fred George Park and Greenway.

The Task Force identified five broad categories and twelve specific goals to revitalize the North Monroe Street corridor. Each of the categories and goals are presented herein with input and analysis by staff. The Corridor Plan identifies the responsible entity for each goal, the cost estimate to the County, and the anticipated timeframe to complete each goal as follows:

- Short-term: Less than one year
- Mid-term: One to three years
- Long-term: More than three years

In addition to timeframes, the following staff analysis provides the estimated cost and funding source or one of the following notes:

- No-cost: the project has no cost to the County or another entity is providing the funding.
- Included in current CIP: the project is currently funded in an approved capital improvement project
- TBD: The cost is to be determined. Once an amount has been determined through potential future capital projects, future Board action would be required to allocate the funding.

Category One: Rejuvenate Existing & Attract New Businesses

Goal 1: Provide Key Market Information to Assist Area Businesses.

Project	*Responsible Entity*	*Timeframe*	*Cost Estimate*
1.1 Make information on existing traffic counts available in a user friendly format to allow its use as a marketing tool for new businesses.	GIS	Short-term	No Cost

Goal 2: Maintain Commercial Nodes

Project	*Responsible Entity*	*Timeframe*	*Cost Estimate*
2.1 Establish node approach for development along the corridor.	Planning Department	Complete	No Cost
2.2 Maintain future land use map lake protection nodes through the current comprehensive plan reform efforts.	Planning Department	Short-Mid	No Cost

The goals identified to rejuvenate existing businesses and help attract new businesses to the area are already underway and can be implemented with existing resources and/or prior Board guidance.

Category Two: Beautify the Corridor and Improve Transportation

Goal 3: Pursue Landscaping Along the Corridor

Project	*Responsible Entity*	*Timeframe*	*Cost Estimate*
3.1 Confirm with the Florida Department of Transportation that landscaping along the US 27 corridor from I-10 to Fred George Road, including medians, is on the list of potential landscaping projects for funding consideration. • Prepare letters of support on behalf of the Board, neighborhoods, and businesses.	Public Works & Legislative Affairs	Confirmation Complete. Included in FDOT's FY 18-22 Draft Tentative Work Program	No Cost

Goal 4: Improve Look of Corridor with Better Signage

Project	*Responsible Entity*	*Timeframe*	*Cost Estimate*
4.1 Revise the sign code to reduce blight and establish a consistent "gateway" signage standard for US 27 corridor. • Add North Monroe Corridor to the section of the code that identifies "gateway" areas for the purpose of limiting billboards. • Establish standards similar to Bradfordville for on-site signs. • Grandfather existing blighted signs but identify when they would need to be replaced to meet any new standards.	Development Support and Environmental Services	Short-Mid	No Cost

Goal 5: Improve The Transit Stops North And South Near The Walmart Location

Project	*Responsible Entity*	*Timeframe*	*Cost Estimate*
5.1 Provide an improved transit stop at the Walmart (for northbound transit routes) on the corridor to include a shelter and additional seating. • Program shelter amenities in coordination with StarMetro	StarMetro and Public Works	Short-Mid	$15K*
5.2 Support the existing stop improvement for the southbound route (at the Walmart intersection) in the Blueprint plan extension.	Blueprint, StarMetro, and Public Works	Long-term	$60K*

** Funding is recommended to be included in the FY2017 Budget, which will allow for both projects to begin next year. Alternatively, the southbound stop would need to wait for funding from the 2020 Sales Tax Extension and the northbound stop would have no funding for additional improvements.*

Goal 6: Address Access Management and Safety Issues along the Corridor

Project	*Responsible Entity*	*Timeframe*	*Cost Estimate*
6.1 Support FDOT's on-going efforts to develop "Complete Street" standards that will address curb cuts in appropriate places.	FDOT CRTPA	Ongoing	No Cost
6.2 Monitor and support the Crowder Road right turn lane (programmed); project.	Public Works	Mid-term	Included in current CIP
6.3 Monitor and support the Talpeco Intersection Signalization (programmed) project.	FDOT (Public Works to monitor)	Mid-term	No Cost
"Complete Streets" are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities. Complete Streets make it easy to cross the street, walk to shops, and bicycle to work.			

Beautifying the corridor was a top priority for the stakeholders participating on the Task Force as reflected in Goals 3 – 6. As a result of the Task Force meetings and FDOT's participation, FDOT has already confirmed that landscaping along US 27 from 1-10 to Fred George Road is on the list of potential landscaping projects to be considered as part of its FY 2018 – 2022 Draft Tentative Work Program. If approved for state funding, FDOT will coordinate with the County in the development of the landscaping plan. FDOT has a standard enhanced landscaping plan called the "Bold Initiative" that does not require any County funding towards either the landscaping or the on-going maintenance. Staff recommends the Board approve the County Administrator sending a letter of support to FDOT for the enhanced ("Bold Initiative") landscaping project. Additionally, staff will coordinate letters of support to FDOT on behalf of neighborhoods and businesses.

Other beautification measures include revisions to the County's sign code to reduce blight and establish consistent gateway signage standards along the corridor. Staff will bring these items back to the Board for further consideration as part of a future land development code update.

Goals 5.1 and 5.2 call for improved transit stop amenities serving the Lake Jackson Walmart area on North Monroe Street. The southbound bus stop can only be identified by a StarMetro marker, trash bin, and a section of worn grass. The northbound bus stop at the edge of the Walmart property includes an ADA accessible concrete pad, small seating area, and trash bin. The Task Force recommended minor improvements to complete the northbound stop and supported the planned improvements for the southbound stop which is included in the sales tax extension. Improvements to the southbound stop are significantly more expensive as it would require right-of-way acquisition for the concrete pad and shelter in order to provide ADA accessibility. Staff has discussed these enhancements with the City and recommends the Board allocate $75,000 in the FY 2017 budget for improvements to both transit stops. In coordination with the City, the $75,000 will fully support the desired improvements to these bus stops and enhance the timeframe for completion. Should the Board approve these funds, staff anticipates the

northbound stop to be completed within the year (short-term) and the southbound stop to be completed within one to three years (mid-term).

The Task Force strongly supported FDOT's efforts to develop 'complete street' standards to address curb cuts and support all types of roadway users. In addition, the Corridor Plan calls for monitoring and supporting the Crowder Road right turn lane and a traffic signal at the intersection of Talpeco Road. The right turn lane at Crowder Road is a County project at the 60 percent design level but right-of-way acquisition is still pending. Funding is included in the County's five-year capital improvement plan and staff anticipates construction to commence by FY 2019. The Talpeco Road intersection signalization is included in FDOT's 2017-19 Tentative Work Program.

Category Three: Enhance Great Parks, Trails and Sidewalks

Goal 7: Provide Sidewalks In Key Areas

Project	*Responsible Entity*	*Timeframe*	*Estimate*
7.1 Prioritize the programming and construction of sidewalks on Crowder Road from the Mounds Park to US 27, allowing a sidewalk connection to the new County Park on Fred George Road.	Public Works	Mid-Long	$1.85M*
7.2 Prioritize the programming and construction of sidewalks on Old Bainbridge Road from I-10 to just north of Fred George Road.	Public Works	Long-term	$3.0M*

** Anticipate future funding from the Sidewalk Capital project consistent with County sidewalk policy.*

Goal 8: Make Connections Between Existing and Planned Parks

Project	*Responsible Entity*	*Timeframe*	*Cost Estimate*
8.1 Connect the Northwest Greenway and Lake Jackson Trails north along US 27 (or alternate route) to the Town of Havana.	CRTPA	Long-term	TBD
8.2 Prioritize the connection of the Okeeheepkee Prairie Park to The Lake Jackson Mounds State Park by finishing the last .4 miles of needed trail as identified in the 2015 Updated Greenways Master Plan. The needed trail segment is state-owned property.	Blueprint & Legislative Affairs	Mid-Long	$110K
8.3 Support the Blueway paddle trail in the 2015 Updated Greenways Master Plan with signage throughout County-maintained facilities surrounding Lake Jackson including the planned boat ramp improvements at Jackson View Park.	Parks and Recreation	Short-term	Included in current CIP

The Corridor Plan calls for sidewalk enhancements through the County's Sidewalk Program. Based on the Corridor Plan, staff reviewed the proposed segments in accordance with the six policy criteria established by the Board (Policy 13.1) and found Crowder Road to have met four of the six policy criteria. Staff recommends, as reflected in a separate budget discussion item on the County's Sidewalk Program, that Crowder Road (US 27 N to Indian Mound Road) be added to the Sidewalk Program as a Tier 1 Community Sidewalk Enhancement. Sidewalks for Old Bainbridge, from I-10 to Fred George Road, are already identified in the County program as a Tier 2 Community Sidewalk Enhancement project due to the challenges associated with this canopy road.

Staff identified the regional trail connection to the Town of Havana as a matter to be forwarded to the Capital Region Transportation Planning Agency (CRTPA) since it would extend beyond the County's jurisdiction. Planning staff will formally notify CRTPA of Goal 8.1. The two other parks related projects included in the Corridor Plan are contemplated in the County's 2015 Updated Greenways Master Plan. Connecting Okeeheepkee Prairie Park to The Lake Jackson Mounds State Park by completing a 0.4 mile trail connection is estimated to cost $110,000 in the 2015 Updated Greenways Master Plan. Funds are available through the 2020 sales tax extension but the segment needed to connect the two parks is state-owned property and will require intergovernmental coordination. The Board recently adopted the Lake Jackson Blueway Plan on March 8, 2016 to designate this water trail as a unit of the State's Paddling Trail Network. In support of Goal 8.3, the Blueway signage will be included with the Jackson View Park boat landing improvements expected to commence in the summer of 2016.

Category Four: Recognize and Support Vibrant Neighborhoods

Goal 9: Identify area(s) suitable for a Community Garden and Farmer's Market

Project	*Responsible Entity*	*Timeframe*	*Cost Estimate*
9.1 Explore public and private community gardens options.	Office of Resource Stewardship	Short-term	Within existing program budget
9.2 Explore a Saturday farmer's market and Food Truck Court at a location to be determined.	Office of Resource Stewardship	Short-term	TBD

Goal 10: Develop "Rebranding" For The Corridor

Project	*Responsible Entity*	*Timeframe*	*Cost Estimate*
10.1 Development of an annual community event or festival.	Business Owners and Community Leaders	Mid-Long	No cost

Local stakeholders continue to seek opportunities for a more vibrant community along the North Monroe Street Corridor as evidenced by Goals 9.1, 9.2, and 10.1. Similar concepts were explored through in-depth community workshops in 2014 following the Board's approval of funds associated with the Lake Jackson Town Center at Huntington Sense of Place Initiative. At that time, the community expressed support for a pickup hub for locally grown produce as a cost-effective alternative to a traditional farmer's market. Interest was also expressed for fostering community gardens. A community garden and a neighborhood garden both exist within a half mile of the Huntington property and have capacity to engage the surrounding residents more broadly. The Office of Resource Stewardship will reengage with the food-based community in order to identify the interest and feasibility of hosting a food pickup hub with possible educational and cultural engagement actives as well. Staff will also examine steps to foster greater participation in the existing nearby gardens. Resources such as funding and staff support will be identified with an update of staff's findings and actions to be provided to the Board at appropriate time. The recommendations are not anticipated to require mid-year funding as the Office of Sustainability's FY 2017 tentative budget, under the Office of Resource Stewardship, includes programmatic funds to assist communities in starting garden programs.

Each of the goals identified in Category Four require a community champion or leader to coordinate with business owners and neighborhoods for the organic development of these endeavors. To be successful, the development of an annual festival should coalesce from these interests and be scaled based on private neighborhood contributions rather than County funding.

Category Five: Protect Lake Jackson

Goal 11: Pursue Plant Management Program

Project	*Responsible Entity*	*Timeframe*	*Cost Estimate*
11.1 Request the Fish and Wildlife Conservation Commission's Invasive Plant Species program continue to remove invasive plant species.	Public Works & Friends of Lake Jackson	Short-term	No Cost

Goal 12: Support Existing Lake Management Plans for Stormwater Infrastructure

Project	*Responsible Entity*	*Timeframe*	*Cost Estimate*
12.1 Pursue additional regional stormwater facility measures, up to and including a master stormwater management plan, based on the SWIM plan managed by the Northwest Florida Water Management District.	Public Works	Long-term	N/A. This is a broader policy issue to be determined by the Board.
12.2 Continue to support the state's efforts to maintain water quality in Lake Jackson	Public Works	Ongoing	No Cost

Leon County Government continually identifies steps to help protect Lake Jackson such as the recent revisions to the Leon County Land Development Code amending the Lake Protection Zoning District to more effectively regulate development within the Lake Jackson basin. Staff is fully supportive of each of the goals recommended by the Task Force to protect Lake Jackson. Regarding Goal 12.1 relating to "regional stormwater facilities", Leon County will continue to work with regional partners in exploring opportunities and as appropriate will prepare future agenda items for the Board to consider this policy matter as needed.

Options:

1. Acceptance of the North Monroe Street Corridor Action and Management Plan (Attachment #1).
2. Authorize the County Administrator to send a letter of support to the Florida Department of Transportation for landscaping ("Bold Initiative") for the US27 corridor from I-10 to Fred George Road to be included in FDOT's FY18-FY22 Work Plan.
3. Approve $75,000 for bus stop enhancements along the North Monroe Street Corridor as part of the FY 2017 budget. *(Funding for this option is included in the tentative budget.)*
4. Do not accept the North Monroe Street Corridor Action and Management Plan.
5. Board direction.

Recommendation:
Options #1, 2 & 3.

Attachment:

1. North Monroe Street Corridor Action and Management Plan

North Monroe
CORRIDOR
Action and Management Plan
LAKE JACKSON MOUNDS
ARCHAEOLOGICAL
STATE PARK
LIBRARY
BILLIONS

North Monroe CORRIDOR

Action and Management Plan

North Monroe Street Corridor Revitalization Action Plan

Category One: Rejuvenate Existing & Attract New Businesses

Goal 1: Provide Key Market Information to Assist Area Businesses.
Goal 2: Maintain Commercial Nodes.

Category Two: Beautify the Corridor and Improve Transportation

Goal 3: Pursue landscaping along the corridor
Goal 4: Improve look of the corridor with better signage standards.
Goal 5: Improve the transit stops north and south at Walmart.
Goal 6: Address access management and safety issues along the corridor.

Category Three: Enhance Great Parks, Trails and Sidewalks

Goal 7: Provide sidewalks in key areas.
Goal 8: Make connections between existing and planned parks and trails.

Category Four: Recognize and Support Vibrant Neighborhoods

Goal 9: Identify area(s) suitable for a Community Garden and Farmer's Market.
Goal 10: Develop "rebranding" for the corridor.

Category Five: Protect Lake Jackson

Goal 11: Pursue plant management programs.
Goal 12: Support existing lake management plans for stormwater infrastructure.

North Monroe CORRIDOR

Action and Management Plan

Category One: ***Rejuvenate Existing & Attract New Businesses***

Goal 1: **Provide Key Market Information to Assist Area Businesses.**

Project	*Responsible Entity*	*Timeframe*	*Cost Estimate*
1.1 Make information on existing traffic counts available in a user-friendly format to allow its use as a marketing tool for new businesses.	Tallahassee-Leon County Geographic Information Systems	Short-term	No Cost

Goal 2: **Maintain Commercial Nodes**

Project	*Responsible Entity*	*Timeframe*	*Cost Estimate*
2.1 Establish node approach for development along the corridor.	Planning Department	Complete	No Cost
2.2 Maintain future land use map lake protection nodes through the current comprehensive plan reform efforts.	Planning Department	Short-Mid	No Cost

Category Two: ***Beautify the Corridor and Improve Transportation***

Goal 3: **Pursue Landscaping Along the Corridor**

Project	*Responsible Entity*	*Timeframe*	*Cost Estimate*
3.1 Confirm with the Florida Department of Transportation that landscaping along the US 27 corridor from I-10 to Fred George Road, including medians, is on the list of potential landscaping projects for funding consideration. • Prepare letters of support on behalf of the Board, neighborhoods, and businesses.	Public Works & Legislative Affairs	Confirmation Complete. Included in FDOT's FY 18-22 Draft Tentative Work Program	County Maintenance Cost: TBD

North Monroe CORRIDOR

Action and Management Plan

Goal 4: Improve Look of Corridor with Better Signage

Project	*Responsible Entity*	*Timeframe*	*Cost Estimate*
4.1 Revise the sign code to reduce blight and establish a consistent "gateway" signage standard for US 27 corridor. • Add North Monroe Corridor to the section of the code that identifies "gateway" areas for the purpose of limiting billboards. • Establish standards similar to Bradfordville for on-site signs. • Grandfather existing blighted signs but identify when they would need to be replaced to meet any new standards.	Development Support and Environmental Services	Short-Mid	No Cost

Goal 5: Improve The Transit Stops North And South Near The Walmart Location

Project	*Responsible Entity*	*Timeframe*	*Cost Estimate*
5.1 Provide an improved transit stop at the Walmart (for northbound transit routes) on the corridor to include a shelter and additional seating. • Program shelter amenities in coordination with StarMetro.	StarMetro and Public Works	Short-Mid	$15K
5.2 Support the existing stop improvement for the southbound route (at the Walmart intersection) in the Blueprint plan extension.	Blueprint, StarMetro, and Public Works	Long-term	$60K

North Monroe CORRIDOR

Action and Management Plan

Goal 6: Address Access Management and Safety Issues along the Corridor

Project	*Responsible Entity*	*Timeframe*	*Cost Estimate*
6.1 Support FDOT's on-going efforts to develop "Complete Street" standards that will address curb cuts in appropriate places.	FDOT CRTPA	Ongoing	No Cost
6.2 Monitor and support the Crowder Road right turn lane (programmed); project.	Public Works	Mid-term	Included in current CIP
6.3 Monitor and support the Talpeco Intersection Signalization (programmed) project.	FDOT (Public Works to monitor)	Mid-term	No Cost
"Complete Streets" are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities. Complete Streets make it easy to cross the street, walk to shops, and bicycle to work.			

Category Three: Enhance Great Parks, Trails and Sidewalks

Goal 7: Provide Sidewalks In Key Areas

Project	*Responsible Entity*	*Timeframe*	*Estimate*
7.1 Prioritize the programming and construction of sidewalks on Crowder Road from the Mounds Park to US 27, allowing a sidewalk connection to the new County Park on Fred George Road.	Public Works	Mid-Long	$1.85M
7.2 Prioritize the programming and construction of sidewalks on Old Bainbridge Road from I-10 to just north of Fred George Road.	Public Works	Long-term	$3.0M

Goal 8: Make Connections Between Existing and Planned Parks

Project	*Responsible Entity*	*Timeframe*	*Cost Estimate*
8.1 Connect the Northwest Greenway and Lake Jackson Trails north along US 27 (or alternate route) to the Town of Havana.	CRTPA	Long-term	TBD
8.2 Prioritize the connection of the Okeeheepkee Prairie Park to The Lake Jackson Mounds State Park by finishing the last .4 miles of needed trail as identified in the 2015 Updated Greenways Master Plan. The needed trail segment is state-owned property.	Blueprint & Legislative Affairs	Mid-Long	$110K

North Monroe CORRIDOR

Action and Management Plan

8.3 Support the Blueway paddle trail in the 2015 Updated Greenways Master Plan with signage throughout County-maintained facilities surrounding Lake Jackson including the planned boat ramp improvements at Jackson View Park.	Parks and Recreation	Short-term	Included in current CIP

Category Four: Recognize and Support Vibrant Neighborhoods

Goal 9: Identify area(s) suitable for a Community Garden and Farmer's Market

Project	*Responsible Entity*	*Timeframe*	*Cost Estimate*
9.1 Explore public and private community gardens options.	Office of Resource Stewardship	Short-term	Within existing program budget
9.2 Explore a Saturday farmer's market and food truck court at a location to be determined.	Office of Resource Stewardship	Short-term	TBD

Goal 10: Develop "Rebranding" For The Corridor

Project	*Responsible Entity*	*Timeframe*	*Cost Estimate*
10.1 Development of an annual community event or festival.	Business Owners and Community Leaders	Mid-Long	TBD

Category Five: Protect Lake Jackson

Goal 11: Pursue Plant Management Program

Project	*Responsible Entity*	*Timeframe*	*Cost Estimate*
11.1 Request the Fish and Wildlife Conservation Commission's Invasive Plant Species program continue to remove invasive plant species.	Public Works & Friends of Lake Jackson	Short-term	No Cost

North Monroe CORRIDOR

Action and Management Plan

Goal 12: Support Existing Lake Management Plans for Stormwater Infrastructure

Project	*Responsible Entity*	*Timeframe*	*Cost Estimate*
12.1 Pursue additional regional stormwater facility measures, up to and including a master stormwater management plan, based on the SWIM plan managed by the Northwest Florida Water Management District.	Public Works	Long-term	N/A. This is a broader policy issue to be determined by the Board.
12.2 Continue to support the state's efforts to maintain water quality in Lake Jackson	Public Works	Ongoing	No Cost

Timeframe Key:

- *Short - less than 1 year*
- *Mid-term - 1 to 3 years*
- *Long - more than 3 years*

North Monroe CORRIDOR

Special Thanks to Participants on the North Monroe Corridor Task Force

Suzanne Lex, Florida Department of Transportation
Lealand McCharren, Lake Breeze Homeowners Association
Brandon Miller, Miller Mark Construction, Inc.
Shelby Nichols, Local Resident
Alan Niedoroda, Friends of Lake Jackson
Marisol Roberts, Huntington Estates, Homeowners Association
Candy Strand, Huntington Estates Homeowners Association
Gordon Thames, Arbor View Properties, Inc.

Produced In Coordination With

PLACE
Leon County Development Support and Environmental Management Services
Leon County Parks and Recreation
Leon County Public Works

May 2016

Leon County
Board of County Commissioners

Notes for Budget Workshop Item #13

Leon County
Board of County Commissioners

Budget Discussion Item #13

June 14, 2016

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Acceptance of the Annual Status Report on the Sidewalk Program

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County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator Tony Park, P.E., Director, Department of Public Works Scott Ross, Director, Office of Financial Stewardship
Lead Staff/ Project Team:	Charles Wu, P.E., Director, Engineering Services Roshaunda Bradley, Assistant to the Public Works Director

Fiscal Impact:

Leon County currently funds sidewalk construction from its ten percent share of the local option Sales tax extension at $750,000 per year, in addition to half of the County's share of the 2nd Local Option Gas Tax, approximately $1.4 million a year. Starting in 2020, the Sales Tax Extension will allocate $50 million over 20 years towards sidewalk construction to be split 50/50 with the City. This will increase the funding level from sales tax from $750,000 per year to approximately $1.25 million/year.

Staff Recommendation:

Option #1: Accept the 2016 Annual Status Report on the Sidewalk Program.

Option #2: Direct staff to include the following sidewalks to the approved sidewalk list for community enhancements:

a) Tier 1: Crowder Road – US 27 North to Indian Mound Road
b) Tier 3: Wiggington Rd – Crowder Road to Stokely Dr; Talpeco Rd – US 27N to Doris Dr; Doris Dr – Talpeco Rd to Fuller Rd; Fuller Rd – Doris Dr to Okeeheepkee Prairie Park; and Livingston Rd – US 27 N to Fuller Rd.

Report and Discussion

Background:
Pursuant to Board Policy 13-1 "Sidewalk Eligibility and Criteria for Implementation", staff annually provides the Board an update on sidewalk activities and seeks Board direction on the addition of any new sidewalk segments.

Over the past several years, the Board has focused on sidewalk prioritization and the necessary funding to support such projects. Most recently, during the April 28, 2015 Budget Workshop and ratified at the May 12, 2015 meeting, the Board adopted Revised Policy No. 13-1, "Sidewalk Eligibility Criteria and Implementation" (Attachment #1). The revised policy provided for the prioritization of projects into four tiers, within the Safe Routes to School (SRTS) and Community Sidewalk Enhancement categories, and allocated funding for SRTS and Community Sidewalk Enhancements at 60% and 40%, respectively.

Table #1: Sidewalk Policy Prioritization and Funding Allocation

Tier[1]	Safe Routes to School (60% Funding Allocation)	Community Sidewalk Enhancements (40% Funding Allocation)
1	Meets no less than 4 of the criteria	Meets no less than 4 of the criteria
2	Meets 3 of the criteria	Meets 3 of the criteria
3	Meets 1 to 2 of the criteria	Meets 1 to 2 of the criteria
4[2]	Meets no less than one of the criteria, however one side of the street has an existing sidewalk	Meets no less than one of the criteria, one side of the street has an existing sidewalk

[1]Prioritization tiers, with Tier 1 being the highest priority level and Tier 4 the lowest priority level.

[2]Unless the Board specifically directs otherwise, once a roadway has a sidewalk on one side of the street, the priority for placing a sidewalk on the opposite side of the street for the same segment shall automatically be reclassified as a Tier 4 project, if it remains on the Approved Sidewalk List.

With respect to project implementation, the Sidewalk policy provides:

a. All projects within a given tier have equal priority. Therefore, (1) staff will program and facilitate the design, construction, and permitting of all sidewalk segments within a given priority tier, and (2) all projects within a given priority tier will be programmed through construction prior to beginning work on projects in a lower tier. The order by which construction occurs will be dictated by physical, design/permitting, and funding constraints.

b. With respect to segments on FDOT roadways, staff will prepare plans and acquire permits in order to be able to better position/leverage other funds for the sidewalk construction such as FDOT or CRTPA. Once all the necessary permits have been obtained, the Board may direct staff to proceed with the construction of a sidewalk on FDOT right-of-way.

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

a. Staff will evaluate new sidewalk segments proposed for construction within the unincorporated area of Leon County through the use of County funds. Those proposed

new sidewalk segments that meet no less than one of the criteria will be presented to the Board for its consideration. Only those sidewalk segments approved by the Board will be added to the approved sidewalk list.

b. New sidewalk segments located outside the USA, and not on the SRTS list, are not eligible for addition to the list unless the Board makes an exception.

The Board also approved the SRTS and Community Sidewalk Enhancements Tier Prioritization List during the April 2015 workshop, and directed staff to start with Tier 1 projects (Attachment #2). The Sidewalk Policy requires staff provide the Board with an annual status report on the sidewalk program, to include the status of funding allocations and the distribution of funds between SRTS and Community Sidewalk Enhancement projects.

Analysis:

Following the April 2015 workshop, staff proceeded to complete the sidewalk projects that were in progress prior to the new policy adoption. Construction of these projects would complete the prior list of Safe Route to Schools. The following includes a summary of the current status of these projects for FY16:

1. Timberlane Road from Deer Lane Drive to Meridian Road: Design and permitting has been completed, and a notice to proceed has been given for construction.
2. Chaires Crossroad from Chaires Elementary School to Parkhill Road: Design/Permitting is ongoing to allow review and determine right of way needs.
3. Gearhart Road from Mission Road to Capital Circle Northwest: Currently resolving CSX requirements for a railroad crossing easement. Design/Permitting is the next phase. This construction will be jointly funded with the City for the segment in the City limits.
4. Magnolia Drive Multi-use Trail was removed from the sidewalk list as all future funding for design, permitting, and construction will be provided by Blueprint. Phase 1 construction is ongoing, with an anticipated completion date in November 2016. Phase 2 is currently in design and is expected to be bid in Winter 2016.

Beginning FY 2016, staff began implementing the SRTS and Community Sidewalk Enhancement projects consistent with the methodology identified in Policy No. 13-1. Table 2 provides a general range of timelines when sidewalk projects will begin construction; the table was developed with the following assumptions and understandings:

- The schedule is based on projected funding and does not address the constructability/right-of-way issues that many of the segments will need to overcome.
- Cost estimates are generalized based on expected level of difficulty to implement. However, right-of-way acquisition is always unpredictable and costs can be elevated by the level of difficulty during the acquisition process.
- To be conservative, staff included the cost of FDOT roads in the timeline. If FDOT funds can be leveraged, projects can be advanced. The years are a range for construction to start and initially there may be a ramp-up as all the projects have not even started initial survey work. Once the program gets started with consistent funding, project delivery will smooth out.

- Staff assumed that, after the completion of the current SRTS sidewalk list, all revenue would be shifted towards implementation of the Community Sidewalk Enhancements list. If in this period the CRTPA and School Board develop a new SRTS list, the implementation schedule would be revised based on Board direction at that time. Starting in FY24, all funding is allocated to Community Sidewalk Enhancements.

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

	Safe Routes to School		**Community Sidewalk Enhancements**	
Tier	**Est. Cost***	**Timeframe to Begin Construction****	**Est. Cost***	**Timeframe to Begin Construction****
1	$4.3 million	FY16 - FY18	$7.1 million	FY16 - FY23
2	$3.4 million	FY19 - FY21	$16.1 million	FY24 - FY29
3	$3.4 million	FY21 - FY23	$4.4 million	FY30 - FY31
4	n/a	n/a	$11.6 million	FY32 - FY36

** Sales Tax and Gas Tax revenues are projected to be sufficient to support these projects.*
***Timeframes will be refined annually as projects move through design, permitting and right of way acquisition.*

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

To date, $3,514,075 or 64% of the funding has been allocated towards the Safe Routes to School and the other 36% or $1,960,700 to the Community Sidewalk Enhancements. The policy requires that over the five year period funding is allocated at 60% Safe Routes to Schools and 40% to Community Sidewalk Enhancements. Staff will continue to monitor and adjust future funding allocations to maintain these percentages.

Safe Route to Schools Projects: Current Status
The following reflects the status of the Safe Routes to Schools Tier 1 projects that are in process to date:

- Tram Road, Zilah to Crossing Rocks Rd: survey complete; currently working on National Features Inventory and design/permitting; construction anticipated for completion in FY17.
- Chadwick Way, Bull Headley Road to Deer Lake: survey complete; currently working on National Features Inventory and design/permitting; right of way acquisition is slated for FY17, with construction to be completed in FY18.
- Natural Bridge Road, Woodville Highway to Taff Road: survey complete; currently working on Natural Features Inventory and design/permitting; construction anticipated for completion in FY18.
- Beech Ridge Trail, Kinhega Drive Lawton Chiles Drive: survey complete; currently working on National Features Inventory and design/permitting; right of way acquisition is slated for FY17, with construction to be completed in FY18.
- Lonnie Road, Miccosukee Road to Dempsey May Road: survey ongoing; currently working on design/permitting; construction anticipated for completion in FY17.

Community Sidewalk Enhancements Projects: Current Status
The following reflects the status of the Community Sidewalk Enhancement Tier 1 projects that are in process to date:

- Old St. Augustine Road, Lafayette Street to Blairstone Road: Concept Study ($46,528)
- Old St. Augustine Road, Blairstone Road to Paul Russell Road: Concept Study ($50,524)
- Design and Permitting for both segments of Old St. Augustine is scheduled to begin in FY17, following the Canopy Road Committee Review. Right of way acquisition is anticipated for FY18/19, and construction to be completed in FY20.

Remaining Tier 1 Projects
Policy 13.1 provides that all projects within a given tier be programmed through construction prior to beginning work in another tier. Projects will continue to be reviewed annually based on issues related to design/permitting, right-of-way acquisition, and available funding. Beginning in FY17 and FY18, staff anticipates beginning design and permitting for the remaining Tier 1 Safe Routes to School projects, and the next phase of Tier I Community Side Walk Enhancements:

- Safe Routes to School
    - Timberlane Road, Martin Hurst Road to Market Square: Design and Permitting (FY17)
    - Old Bainbridge Toad, West of 7th Ave to Volusia: Design and Permitting (FY17)
    - Blountstown Highway, Williams Road to the existing Sidewalk East of Campus: Design and Permitting (FY18)
    - Killearn Lakes Trail, Deer Lake west at Middle School Crosswalk to Copperfield Cir: Design and Permitting (FY18)

- Community Sidewalk Enhancements
    - Tram Road, Crossing Rocks Rd to Capital Circle: Design and Permitting (FY17)
    - Old St. Augustine Rd, Paul Russell to Midyette: Concept Study (FY17); Design and Permitting (FY18)

Consideration of Additions to the Approved List (Attachment #3)
Policy 13.1 requires that additions to the approved sidewalk list are to be presented to the Board for its consideration. The proposed new sidewalk segments must meet not less than one of the required policy criteria. Six new segments have been proposed to staff and evaluated based on the criteria. Based on this evaluation, staff recommends the following segments be included in the approved Sidewalk List:

- Tier 1 Community Sidewalk Enhancement (meets at least 4 of 6 policy criteria)
    - Crowder Road – US 27N to Indian Mound Road. *Note: This sidewalk is included as part of the North Monroe Task Force Action Plan which is presented as a separate budget discussion item*.

- Tier 3 (meets 1-2 of policy criteria)
    - Talpeco Road (US 27N to Doris Dr)
    - Doris Drive (Talpeco Rd to Fuller Rd)
    - Livingston Road (US 27N to Fuller Rd)
    - Fuller Road (Doris Dr to Okeepheepkee Prairie Park)
    - Wiggington Road (Crowder to Stokey)

Options:

1. Accept the 2016 Annual Status Report on the Sidewalk Program.
2. Direct staff to include the following sidewalks to the approved sidewalk list for community enhancements:
    a) Tier 1: Crowder Road – US 27 North to Indian Mound Road
    b) Tier 3: Wiggington Rd – Crowder Road to Stokely Dr; Talpeco Rd – US 27N to Doris Dr; Doris Dr – Talpeco Rd to Fuller Rd; Fuller Rd – Doris Dr to Okeeheepkee Prairie Park; and Livingston Rd – US 27 N to Fuller Rd.
3. Board direction.

Recommendation:
Options #1 and #2.

Attachments:
1. Policy No. 13-1, "Sidewalk Eligibility Criteria and Implementation"
2. Safe Routes to School (SRTS) and Community Sidewalk Enhancements Tier Prioritization Lists
3. Proposed Sidewalk Additions

Board of County Commissioners
Leon County, Florida

Policy No. 13-1

Title: Sidewalk Eligibility Criteria and Implementation

Date Adopted: April 28, 2015

Effective Date: April 28, 2015

Reference: N/A

Policy Superseded: N/A

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

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

A. Criteria: The following Criteria shall be utilized to evaluate the proposed sidewalks/bikeways, subject to the availability of funds:

1. Included in the Safe Routes to School list adopted by the Capital Region Transportation Planning Agency (CRTPA) Board (SRTS)
2. Routes to parks
3. Connectivity of a neighborhood to an existing bike route or trail; connections need to be within ¼ mile
4. Completing a gap (less than ¼ mile in length) between existing pedestrian/bike facilities
5. Addresses a bike or pedestrian safety issue in an area with documented demand
6. On an arterial or collector roadway
7. Located inside the Urban Service Area (USA)
8. Donation of right of way

B. Project Categories: Sidewalk projects approved by the Board for construction utilizing County funding (Approved Sidewalk List) shall be classified as either SRTS or Community Sidewalk Enhancements. SRTS projects shall be those included in the SRTS list adopted by the CRTPA Board. Community Sidewalk Enhancements shall be all non-SRTS projects.

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

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

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

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

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

With respect to sidewalk segments located on Florida Department of Transportation (FDOT) roadways that are on the Approved Sidewalk List, staff shall prepare plans and acquire permits in order to be able to better position/leverage other funds for the sidewalk construction. Once all the necessary permits have been obtained, the Board may or may not direct staff to proceed with the construction of a sidewalk on FDOT right-of-way.

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

Adopted April 28, 2015

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

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

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

Community Sidewalk Enhancements

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

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

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

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

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

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

Sidewalks In Design, Permitting or Construction

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

Working data/assumptions

Connectivity of a neighborhood to an existing bike route or trail; connections need to be within 1/4 mile
Completing a gap (less than 1/4 mile in length) between existing pedestrian/bike facilities
Addresses a bike or pedestrian safety issue in an area with documented demand
Sidewalk is on an arterial or collector roadway with a higher priority placed on provision of the second side of the street
For all these criteria above the following answer generated the following numbers:
Yes=10, Maybe=5, No=0
then the Recommended Priority Level generates a min. value of 0, and a max value of 60

Probably easy to permit?	yes=means there are few known environmental issues, not a canopy road, few large trees, etc
Does LC own R/W?	yes=confirmed by Jim Pilcher, maybe=areas where there is limited R/W or unkown, no=maint. R/W or FDOT R/W
Probably easy to build?	yes=few drainage issues, few walls and railings, few grading issues, few tree or other conflicts
No existing S/W?	yes=no ex. sw, no=ex. sw; Designed to provide higher priority for segments that do not have any existing sidewalks

Cost Estimate is established by using the following cost per linear foot based on ease to build (with some exceptions):	**Yes= $100.00**	**$225.00**	**yes= $350.00**

Proposed Additions to Sidewalk List

Community Sidewalk Enhancements

Tier 1 Community Sidewalk Enhancements meets at least 4 of 6 criteria	Length (Linear Feet as shown on key maps)	Side of the road (if applicable)	Miscellaneous Notes	Safe Route to School ? 1	Route to Parks ? 2	Connects to bike rte. or trail ? 3	Completes gap ? 4	Safety/ demand 5	Arterial/ collector 6	Inside USA 7	Donation of R/W 8	Is there sidewalk already on one side of the street	Probably easy to permit?	Does LC own R/W?	Probably Easy to Build	Cost Estimate
Crowder Rd. - US 27N to Indian Mound Round	5,290	TBD	Potential R/W Needs. Drainage, and Utility constraints. May need to mitigate any downstream rate increases. We have 30' and 60 ' sections of Maintained ROW	No	Yes	Yes	No	Yes	Yes	N/A	NO	NO	NO	MRW	NO	$1,851,500
Tier 3 Community Sidewalk Enhancements meets 1- 2 policy criteria	**Length (Linear Feet as shown on key maps)**	**Side of the road (if applicable)**	**Miscellaneous Notes**	**Safe Route to School ? 1**	**Route to Parks ? 2**	**Connects to bike rte. or trail ? 3**	**Completes gap ? 4**	**Safety/ demand 5**	**Arterial/ collector 6**	**Inside USA 7**	**Donation of R/W 8**	**Is there sidewalk already on one side of the street**	**Probably easy to permit?**	**Does LC own R/W?**	**Probably Easy to Build**	**Cost Estimate**
Talpeco Rd. - US 27 to Doris Drive	2,830	TBD	Potential R/W Needs. We have 30' ROW from US 27 to Cangrove Road and 60 ' ROW from Cangrove Road to Doris Drive. Drainage, and Utility constraints. May need to mitigate any downstream rate	No	Yes	Yes	No	No	No	N/A	NO	NO	NO	NO	NO	$990,500
Doris Dr. - Talpeco Rd. to Fuller Rd.	1,920	TBD	We have 60' of ROW. Drainage, and Utility constraints. May need to mitigate any downstream rate increases.	No	Yes	Yes	No	No	No	N/A	NO	NO	NO	YES	NO	$672,000
Livingston Rd. - US 27 N to Fuller Rd.	4,180	TBD	Potential R/W Needs. We have 30' of ROW between U.S. 27 and Firethorn Road and 60 m' of ROW to Fuller Road. Drainage, and Utility constraints. May need to mitigate any downstream rate increases.	No	Yes	Yes	No	No	No	N/A	NO	NO	NO	NO	NO	$1,463,000
Fuller Rd. - Doris Dr. to Okeeheepkee Prairie Park	2,300	TBD	60' of ROW Drainage, and Utility constraints. May need to mitigate any downstream rate increases.	No	Yes	Yes	No	No	No	N/A	NO	NO	NO	YES	NO	$805,000
Wiggington Rd. - Crowder Rd. to Stokely Dr.	1,780	TBD	Potential R/W Needs. 50 ' ROW. Drainage, and Utility constraints. May need to mitigate any downstream rate increases.	No	Yes	Yes	No	No	No	N/A	NO	NO	NO	YES	NO	$623,000

Leon County
Board of County Commissioners

Notes for Budget Workshop Item #14

Leon County
Board of County Commissioners

Budget Discussion Item #14

June 14, 2016

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Adoption of Proposed New Policy, "Livable Infrastructure for Everyone (LIFE) Program"

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator Tony Park, P.E., Director, Department of Public Works
Lead Staff/ Project Team:	Charles Wu, P.E., Director, Engineering Services Roshaunda Bradley, Assistant to the Public Works Director

Fiscal Impact:

Out-year projections made during the development of the FY 2017 preliminary budget indicate that funding for LIFE during the first partial year of collection (for FY 2020 collection will commence January 1, 2020) will generate approximately $789,000 based on 2% of the sales tax proceeds. The first full year of collection is currently estimated to be approximately $1.1 million. This amount will be adjusted on a yearly basis based on sales tax revenue projections. As part of the annual budget process, staff will provide a list of potential projects or funding allowances for Board consideration.

Staff Recommendation:

Option #1: Adopt the proposed Policy, "Livable Infrastructure for Everyone (LIFE) Program" (Attachment #1).

Option #2: Direct staff to bring back the initial five-year Capital Plan for the "Livable Infrastructure for Everyone (LIFE) Program" for the Board's consideration during the FY 2019 budget process.

Report and Discussion

Background:

During the December 2013 Annual Retreat, the Board amended the County's Strategic Plan to include an initiative to ensure projects being considered for funding associated with the Infrastructure Sales Tax extension address core infrastructure deficiencies in rural areas. Subsequently, during the February 11, 2014 Workshop to Review the Sales Tax Committee's Final Report and consider the continuation of the Local Government Infrastructure Tax, the Board approved the creation of the Livable Infrastructure for Everyone (LIFE) program. The LIFE program creates an annual 2% allocation of the Local Government Infrastructure Surtax revenue to fund improvements, not associated with a sales tax "project", in areas that have basic infrastructure needs.

During preliminary discussions, staff identified project categories that could be included in the LIFE program, such as: paving of dirt roads, shoulder construction, intersection realignments, upgrading stormwater treatment facilities for water quality, and drainage/culvert repairs and replacements. Additionally, at the February 25, 2014 Workshop on Fire Safety Needs, the Board added direction to consider a 2/3 matching program for waterline extension and fire protection enhancements into the LIFE program. As part of the ratification to the February 2014 workshop, the Board also approved guidance to staff to utilize the LIFE program "to provide a pathway fund for more complex water system infrastructure improvement projects, such as waterline upgrades, tank and water storage improvements to increase overall water system capacity."

On April 22, 2014, the Intergovernmental Agency (consisting of the Board of County Commissioners and the City Commission) voted to formally include the 2% allocation for LIFE as a Tier 1 allocation for utilization in both the unincorporated and incorporated areas of the County; this action was included in the Interlocal Agreement for the Blueprint 2020 Infrastructure Surtax, approved by the Board at the May 13, 2014 meeting. Pursuant to the Agreement, the City can seek funding for projects from LIFE, but only the Board has the authority to approve any projects.

Analysis:

In order to maximize the full utilization of the LIFE funding from its start in 2020, staff has developed a proposed policy for Board consideration that will provide guidance for project development.

Project Categories:

The policy includes funding consideration for the following project categories:

- Waterline extension for potable water or fire protection
- Water supply enhancements (tanks and wells) for fire protection
- Fire Hydrants
- Sanitary sewer extensions
- Septic tank upgrades to reduce nitrogen loading
- Connection to central sewer cost assistance
- Culvert repairs/replacements, or upgrades

- Sense of Place amenities in the rural communities
- Small stormwater projects (less than $250,000)
- Intersection realignments
- Safety projects
- Stormwater Erosion and Soil stabilization projects
- Cost sharing for the 2/3 program – private to public road and associated stormwater costs

Funding and Selection Criteria:
Current out-year projections indicate that funding for LIFE during the first partial year of collection (for FY 2020 collection will commence January 1, 2020) will generate approximately $789,000 based on 2% of the sales tax proceeds. The first full year of collection is currently estimated to be approximately $1.1 million. This amount will be adjusted on a yearly basis based on sales tax revenue projections. As part of the annual budget process, staff will provide a list of potential projects or funding allowances for Board consideration.

The following criteria are proposed to be utilized to evaluate and rank the potential projects, subject to the availability of funds:

- Projects will be evaluated to ensure geographic diversity across the unincorporated County. While priority will be given to projects in the unincorporated area, projects in the incorporated area of the County will not be excluded from funding consideration.
- Priority will be given to projects that can leverage additional dollars from grants, or community contributions via right of way or dollars.
- Private 2/3 Cost Assistance: County participation will range from 20-50%, with higher percentage County contribution based on economic need of the community.
    - For the maximum match of 50% - A minimum of 50% of benefitting parties must meet the low to moderate income level using the standard CDBG methodology to calculate.
    - The minimum match is 20%.
    - A sliding scale between the 20% minimum and 50% maximum will be calculated based on proration of percent of parties meeting the low to moderate income criteria. For example, if 25% meet this criteria the match is 25%, if 40% meet the criteria the match is 40%, etc.
    - Consistent with existing County policy, 100% of the right-of-way is required to be donated.
    - Assistance will be provided on a first come first serve basis.
- To maximize the benefit throughout the community, estimated construction cost for each project or match should be limited to $250,000. Larger projects are permitted with Board approval during the budget process.
- Priority will be given to projects that do not have another dedicated source of funding, such as gas tax or general revenue.

Implementation:
Based on Board direction, staff will begin evaluating potential projects and a five-year Capital Plan will be developed for Board consideration, to commence in FY 2020. The initial five-year plan will be presented to the Board during the FY 2019 budget process. The first year of the plan would be adopted as part of the FY 2020 budget process. The plan will be based on Board and community requests, as well as needs that have been identified by staff that meet the approved criteria.

Once the initial project selection is made, the Board will have the option to add or delete projects during the annual budget process. Additions should generally be made to years four and five of the capital program to assure continuity in work flow.

Options:

1. Adopt the proposed Policy, "Livable Infrastructure for Everyone (LIFE) Program" (Attachment #1).
2. Direct staff to bring back the initial five-year Capital Plan for the "Livable Infrastructure for Everyone (LIFE) Program" for the Board's consideration during the FY 2019 budget process.
3. Do not adopt the proposed Policy, "Livable Infrastructure for Everyone (LIFE) Program."
4. Board direction.

Recommendation:
Options 1 & 2.

Attachments:
1. Proposed Policy, "Livable Infrastructure for Everyone (LIFE) Program"

Board of County Commissioners
Leon County, Florida

Policy No. 16-XX

Title: Livable Infrastructure For Everyone (L.I.F.E.) Program Policy

Date Adopted: June 14, 2016

Effective Date: June 14, 2016

Reference: N/A

Policy Superseded: N/A

It shall be the policy of the Board of County Commissioners of Leon County, Florida, that a new Policy is hereby adopted entitled "Livable Infrastructure for Everyone (L.I.F.E.) Program" (L.I.F.E. Policy) to wit:

1) Purpose and Intent:

   a) As approved by the Board of County Commissioners in the Second Amended and Restated Interlocal Agreement between Leon County and the City of Tallahassee, two percent (2%) of the Extended 2020 Surtax proceeds will be dedicated to funding L.I.F.E. projects, to address core infrastructure needs in Leon County. Use of the 2% share of the Extended 2020 Surtax proceeds for L.I.F.E. Projects must be authorized by the Board of County Commissioners.

   b) The intent of this policy is to develop eligibility and implementation criteria for L.I.F.E. Projects.

2) Scope:

   A. Project Categories/Types eligible for funding consideration include:

      1. Waterline extension for potable water or fire protection
      2. Water supply enhancements (tanks and wells) for fire protection
      3. Fire hydrants
      4. Sanitary sewer extensions
      5. Septic tank upgrades to reduce nitrogen loading
      6. Connection to central sewer cost assistance
      7. Connection to central sewer loan program

8. Culvert repairs/replacements or upgrades
9. Sense of place amenities in the rural communities
10. Small stormwater projects (less than $250,000)
11. Intersection realignments
12. Safety projects
13. Stormwater Erosion and soil stabilization projects
14. Cost sharing for the 2/3 program - private to public road and associated stormwater costs

B. Criteria: The following criteria/points shall be utilized to evaluate and rank the proposed projects for the LIFE program, subject to the availability of funds:

1. Geographic Diversity – Projects shall be evaluated to ensure geographic diversity across the County
2. Unincorporated area – priority is given to projects in the unincorporated area of the County, however projects in the incorporated area are not excluded.
3. Community leveraging priority is given to projects that can leverage additional dollars from grants, or community contributions via right of way or dollars.
4. For private 2/3 assistance, County participation range of 20-50% with higher percentage County contribution based on economic need of the community.
   a. For the maximum match of 50% - Utilize criteria of at least 50% of benefitting parties have to meet the low to moderate income using the standard CDBG methodology to calculate.
   b. The minimum match is 20%.
   c. A sliding scale between the 20% minimum and 50% maximum is calculated based on proration of percent of parties meeting the low to moderate income criteria. For example, if 25% meet this criteria the match is 25%, if 40% meet the criteria the match is 40%, etc.
5. To maximize the benefit throughout the community, project estimated construction cost or match should be limited to $250,000. Larger projects are permitted with Board approval during the budget process.
6. Priority is given to projects that do not have another dedicated source of funding, such as gas tax or general revenue.

C. Funding:

1. Out-year projections made during the development of the FY 2017 preliminary budget indicate that funding for LIFE during the first partial year of collection (for FY 2020 collection will commence January 1, 2020) will generate approximately $789,000 based on 2% of the sales tax proceeds. The first full year of collection is estimated to generate approximately $1.1 million. This amount will be adjusted on a yearly basis based on sales tax revenue projections. As part of the annual budget

process, staff will provide a list of potential projects or funding allowances for Board consideration.

2. All projects and matches are subject to availability of funding.

D. Implementation:

1. As part of the annual budget process, staff will provide a list of potential projects or funding allowances, descriptions and costs to commence with the preparation of the County's FY 2019 budget materials.
2. If funding allowances are made, the proceeds will be distributed on a first come first serve basis.
3. A list of requests shall be maintained by staff to provide the Board information regarding utilization and funding needs.
4. Staff's list presented for Board consideration will be based on Board and community requests made throughout the year, as well as internally generated needs that meet the criteria.
5. Based on the criteria, a five year Capital Plan will be recommended.
6. Projects may be added or deleted with full Board consideration during the budget process.
7. Once the initial project selection is made, additions should generally be made to years four and five of the work program to assure continuity in work flow.