

# **WORKSHOP**

## **FY 17/18 Budget Policy Workshop**

**Tuesday, April 25, 2017**

**9:00 a.m. – 3:00 p.m.**

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

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

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

## **Fiscal Year 2018 Budget Workshop**

**April 25, 2017**

<b>Workshop Item Title</b>	<b>Item Number</b>
FY 2018 Preliminary Budget Overview	<b>#1</b>
Leon County Medical Examiner Facility and Operating Contract	<b>#2</b>
Policy No. 98-25, "Disposition of Unclaimed and Indigent Bodies"	<b>#3</b>
Proposed Tourism Emerging Signature Event Grants	<b>#4</b>
Consideration of Establishing a Living Wage	<b>#5</b>
Staff Report on the Healthcare Competitive Provider Reimbursement Pool	<b>#6</b>
Annual Review of Outside Agency Contracts for Services	<b>#7</b>
Status Update Regarding Curbside Collection Service Provided by Waste Pro, Inc.	<b>#8</b>
Authorization for the Florida Public Service Commission to Regulate Private Water and Wastewater Utilities	<b>#9</b>
Consideration of Funding to Support the County's Five-Year Target to Plant 1,000 Trees in Canopy Roads.	<b>#10</b>
Signature Landscaping Feature for County Parks	<b>#11</b>
Pilot Mobile Hot Spot Lending Program	<b>#12</b>

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

# Leon County Board of County Commissioners

## Budget Workshop Item #1

April 25, 2017

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

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

**Title:** Fiscal Year 2018 Preliminary Budget Overview

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

### **Statement of Issue:**

This agenda item seeks Board guidance on preparing the FY2018 Preliminary Budget for presentation at the June 20, 2017 Budget Workshop.

### **Fiscal Impact:**

This item has a fiscal impact and establishes Board direction in developing the FY 2018 Preliminary Budget.

### **Staff Recommendation:**

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



## Report and Discussion

### **Background:**

#### *Historical Context and Budget Development Parameters*

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

In considering the development of the FY2018 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 the hard economic times of the Great Recession, and subsequent slow economic recovery that we are still experiencing, the Board maintained fees and passed on significant property tax savings and eliminated 83 positions. Coming out of the recession, the Board tackled significant long-term chronic fiscal issues (such as stormwater and transportation funding) by aligning fees with direct services.

The Board's actions have provided the necessary resources to continue maintaining the County as a financially viable organization. Two years ago, the Board's efforts were specifically recognized by the international ratings agency Fitch during the County's last bond rating review. After the review Fitch increased the County's capital bond rating from a '-AA' with an unstable outlook, to an 'AA' with a stable outlook, and affirmed Leon County's General Obligation Bond rating at 'AA+'. As part of the review 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."*

Last month, Fitch conducted an updated financial review of Leon County. ***Fitch affirmed the General Obligation Bond rating for Leon County at 'AA+' with an outlook of stable.*** Since Leon County has refinanced all outstanding debt with bank loans (in order to reduce debt service costs) Fitch no longer provides a capital bond rating for Leon County.

In recognition of the continued emphasis the County places on fiscal stewardship and transparency, the FY2017-2021 Strategic Plan Governance Priority includes:

*"Exercise responsible stewardship of County resources, sound financial management, and ensure the provision of community services and community enhancements are done in a fair and equitable manner."*

Of course, proper fiscal planning and stewardship is about much more than bond ratings. The County's fiscal policies and the strong financial condition were tested during Hurricane Hermine last September. By having available budgeted funds in the Catastrophe Reserve account, County staff could immediately address the impacts the storm had on county roads through necessary

debris removal without having to wait for Federal assistance. To date, the County has spent \$3.6 million on storm related costs. When final invoices are reconciled with the debris and monitoring contractors, an estimated \$7.5 - \$8.0 will have been expended on storm related clean up. Without the Catastrophe Fund and healthy reserves alternative resources would have been sought; such as, bank loans, reductions in existing services and/or the elimination of capital projects. Staff is currently engaged with the State Emergency Response Team and FEMA in preparing all necessary documentation for eligible storm related costs. An update on these reimbursement will be provided at the June 20, 2017 Budget Workshop.

Though not a national recession or a hurricane, property tax legislating currently pending in the Florida House and Senate could have a devastating financial impact to the County. This legislation authorizes a referendum for November 2018 to increase the current \$50,000 homestead exemption to \$75,000. If passed, the referendum would have a detrimental impact to the County budget beginning in FY 2019. An initial analysis conducted by staff, and confirmed by the Property Appraiser's Office, indicates the fiscal loss to Leon County would range from \$8.0 - \$9.0 million. Without any corresponding increase in the mileage rate, the budget reductions necessary would far exceed even the significant previous efforts undertaken during the "Great Recession."

To provide perspective on the magnitude of this revenue reduction, if the County "shuttered" ALL of the Libraries, the estimated savings would be \$7.1 million. In addition, eliminating ALL of the County's support for CHSP (\$1.2 million) may not be sufficient to offset the revenue reduction. If the legislation passes, and to position the County for the possible passage of the referendum in November 2018, the County Administrator may recommend to the Board at the June workshop a series of immediate cost saving efforts, including hiring freezes, capital project eliminations and service level reductions.

Adding to this fiscal uncertainty is how the federal government is going to move forward with the federal budget and health care reform. Currently, there is no clear direction being provided by either the Executive or Legislative branches.

Not with standing these and other uncertainties, the County is well-served by a budget and strategic planning process which provides for proper fiscal planning and budget optimization. At the December 2016 Retreat, the Board approved a new five-year Strategic Plan (FY2017 – 2021). With the adoption of the new plan, staff immediately began aligning the limited resources of the organization to the Board's highest priorities. Several specific Strategic Initiatives are included as stand-alone budget discussion items.

While uncertainties, such as an additional \$25,000 homestead exemption, may not transpire, the County continues to expect conservative property value increases that still do not exceed expected cost increases and still not reaching pre-recession levels. Still, even with only projected modest growth in values, the budget continues to maintain a constant millage rate. As always, staff continues to identify cost savings and avoidances to minimize budgetary increases.

*Initial FY2018 Policy Guidance*

To ensure the budget is developed in a transparent manner, the Board adopted a Budget Calendar at the January 24, 2016 meeting. Subsequent to the adoption of the Budget Calendar, at the March 7, 2017 meeting, the Board provided initial policy direction by establishing maximum discretionary funding levels, including minor adjustments to the Commission office accounts and:

- Maintaining Community Human Service Partnership (CHSP) funding at \$1.2 million
- \$100,000 in continued support for the Kearney Center
- \$27,000 in Special Event Funding.

The next milestone on the budget calendar is this Budget workshop. While still early in the budget process, this workshop allows the Board time to discuss policy items and provide preliminary guidance to staff for the development and preparation of the FY 2018 budget. Policy items for Board consideration:

- Leon County Medical Examiner Facility and Operating Contract
- Policy No. 98-25, "Disposition of Unclaimed and Indigent Bodies"
- Proposed Tourism Emerging Signature Event Grants
- Consideration of Establishing a Living Wage
- Staff Report on the Healthcare Competitive Provider Reimbursement Pool
- Annual Review of Outside Agency Contracts for Services
- Status Update Regarding Curbside Collection Service Provided by Waste Pro, Inc. and Creation of Contract Compliance Specialist
- Authorization for the Florida Public Service Commission to Regulate Private Water and Wastewater Utilities
- Consideration of Funding to Support the County's Five-Year Target to Plant 1,000 Trees in Canopy Roads.
- Signature Landscaping Feature for County Parks
- Pilot Mobile Hot Spot Lending Program

While the April 24 workshop is conducted early in the budget process, revenue projections and expenditure details are still being developed and reviewed by staff. A number of additional key budget elements will occur prior to the Board's June budget workshop:

- May 1, 2017 Constitutional Officer budget submissions
- June 1, 2017 Property Appraiser provides preliminary property values.
- Early June/July health insurance premiums provided by the carrier
- State Legislature is still in session, and the fiscal impact of any state actions concerning the Florida Retirement System, property taxes, and Medicaid rates are still unknown.
- County departments have submitted initial operating and capital budget requests to the Office of Management (OMB) for review. OMB is analyzing preliminary budget requests for final review by the County Administrator prior to presentation at the June workshop.

The Board may wish to provide additional policy guidance at the workshop for use in preparing the FY 2018 Preliminary Budget.

### **Analysis:**

Early in the budget process, with the best information available at this time, staff begins forecasting budget revenue scenarios while Departments and Constitutional Officers prepare their budget requests. Personnel expenses are initially modeled with projected health care, performance raises and proposed retirement rates. Table #1 details the forecasted major revenue, expenditure changes and funding for in support of several strategic initiatives anticipated for FY 2018.

**Table #1: Preliminary FY 2018 Estimated Change in Revenues and Expenditures**

<b>Preliminary Estimated Changes in Revenues</b>	<b>In Millions</b>	
Property Taxes with current millage rate (8.3144)	\$3.80	\$5.00
General Revenues (Public Services Tax, 1/2 Cent Sales, State Revenue Sharing)	0.40	0.50
Interest Allocation	0.40	0.50
Gas Taxes	0.15	0.20
<b>Total Estimated Change in Revenues*</b>	<b>\$4.75</b>	<b>\$6.20</b>
<b>Preliminary Annual Changes in Expenses</b>		
County and Constitutional Officer Employee/Operating Expenses	4.50	5.50
Contractual Obligations & Interlocals (e.g. CRA, City)	0.85	1.00
General Revenue Support for Probation & DSEM	0.55	0.65
800 MHz Radio Communications	0.20	0.35
Fuel Cost	0.18	0.28
Property Tax Collection Commissions	0.14	0.18
Debt Service	(0.45)	(0.45)
<b>Subtotal</b>	<b>\$5.97</b>	<b>\$7.51</b>
<b>Strategic Initiatives Budget Discussion Items</b>		
Living Wage	0.00	0.078
Additional Canopy Road Tree Planting	0.00	0.075
Signature Landscaping Feature for County Parks	0.00	0.035
Library Mobile Hot Spots	0.00	0.013
<b>Subtotal</b>	<b>\$0.00</b>	<b>\$0.201</b>
<b>Total Estimated Change in Expenses</b>	<b>\$5.97</b>	<b>\$7.71</b>
<b>Preliminary Budget Shortfall Range</b>	<b>(\$1.22)</b>	<b>(\$1.51)</b>

*\* Preliminary estimates contemplate a continued use of \$2.5 million in fund balance.*

At this point in the budget process, revenue and expenditure estimates are used to provide a range of possible “best” and “worse case” scenarios in planning what the actual expenditures and revenues might be for the development of the FY 18 Budget. For the last decade at this point in the budget process, these projections have produced a range of budget shortfalls as property tax values dropped precipitously and costs increased steadily. As the economy has slowly improved, these projections continue to produce shortfalls in the worst case, however, for the first time in more than ten years the best case scenario results in a modest revenue increase. As seen in Table 1, comparing the highest projected expenditure increase (\$7.71M) with the lowest projected

revenue increase (\$4.75M) results in a “worst case” shortfall of \$2.96M. However, comparing the lowest projected expenditure increase (\$5.97M) with the highest projected revenue increase (\$6.20M), results in approximately \$230,000 in additional revenue. Any additional revenues provides the opportunity to implement previous Board direction to increase the recurring transfer for capital projects, reduce the use of fund balance and/or provide funding for Strategic Initiatives.

A brief explanation of the preliminary revenue and expenditures variances follows.

#### *Revenues*

**Property Taxes:** During the “Great Recession”, with declining property values the Board maintained the millage rate resulting in less property tax collections and correspondingly passing on property tax savings to the community. Coming out of the recession, and as part of the County’s deliberate and reasoned long term fiscal planning, the budget continues to maintain a constant millage rate in order to mitigate inflationary pressures and to support necessary and critical costs increase. Applying the current millage rate (8.3144) against property value growth between 3.25% and 4.25% raises property tax collections an estimated \$3.8 – \$5.0 million, which under Florida Statute definitions will be considered a property tax increase.

**General Revenues:** Increases in State Shared, ½ Cent Sales Tax and Public Services Tax revenues are anticipated to generate additional revenue in the range of \$400,000 to \$500,000. Total projections for these funds are slightly above the FY 2006 pre-recession collections, a further indication of an improving economy. However, while current fiscal year revenues are meeting the projected forecast, the FY18 forecast is only estimated to increase by approximately 2-3 % over FY17. The revised forecast is lower than the 3-4% out-year forecast projected last year.

**Interest Allocation:** Given the current interest rate environment where the Federal Reserve is slowly increasing interest rates, interest earnings are expected to modestly increase by \$400,000 to \$500,000.

**Gas Taxes:** Gasoline consumption is also projected to increase a modest 2% or \$150,000-\$200,000. As gas taxes are consumption based (taxes are per gallon, not a percentage of cost) and with the continued increase in fuel efficiency, future revenue increases are projected to increase modestly, or actually decline over time.

#### *Expenses*

**County and Constitutional Officer Employee/Operating Expenses:** The largest operating expense in the budget is associated with County and Constitutional Officer personnel costs. In total, projected increases are in the range of \$4.50 to \$5.50 million. Pay for performance, workers’ compensation, F.I.C.A. and overtime are projected to increase \$2.3 to \$2.7 million. The budget contemplates continuing to support the County’s pay for performance structure with an increase of 0 - 5% (with a targeted average of 3%). Health care costs are estimated to increase 7.0% or \$1.1 million, however, final rates will not be available until late June or early July.

Again, in its effort to fully fund the actuarial liability (estimated shortfall) in the State of Florida Retirement System (FRS), the Legislature increased the cost to participate in the system by

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raising contribution rates. The largest increases are Regular Retirement (5.2%) and the Special Risk Retirement (4.3%) categories. FRS cost increases are estimated at \$600,000 to \$800,000. Final rates will be determined during the legislative session and incorporated in the preliminary budget.

For purposes of preliminary planning, a total increase of between 3.75% and 4.25% has been included for the Sheriff's office. Estimates are based on the upper range of the anticipated percentage increase consistent with the growth in property tax revenue. Historically, the Sheriff's budget has trended in this manner. In addition to the above noted personnel expenses, the funding for the third year of the Sheriff's Salary study (up to \$900,000) previously approved is included in the projected increase.

As stated previously, in accordance with Florida Statutes, the Constitutional Officers submit their budget requests on May 1. These detailed budget requests, including any new position requests, one time equipment purchases, programmatic changes, etc. will be provided to the County for consideration at the June budget workshops. As usual, County staff continues to work closely with the Constitutional Officer's staffs on developing their respective budgets and scenarios in an effort to mitigate overall cost increases.

Contractual Obligations and Interlocals: These are estimated to increase by \$850,000 - \$1.0 million. Increases include: interlocal agreements with the City for the animal shelter and parks and recreation (\$150,000 - \$200,000), increases in the Frenchtown and Downtown CRA payments (\$350,000 - \$400,000) and vendor contract payments associated with software licensing, right-of-way and park maintenance (\$350,000 - \$400,000).

General Revenue Support for Probation & DSEM: Increases in the range of \$550,000 - \$650,000 include general revenue support for Probation/Pretrial Release Program and DSEM. For the County's Probation and Pre-trial programs, dedicated program revenues continue to decline, which requires more general revenue to support these programs. Based on the final revenue forecasts, as part of the June workshop, staff may recommend fee increases and/or service level reductions in order to balance the Probation Fund.

While development permitting levels have increased, the demand for services has required additional staff support. Based upon more development activity taking advantage of new and improved expedited permitting processes with lower permitting review costs; an increase in general revenue is contemplated to support the development process. The increased transfer would allow the DSEM fund balance to remain within policy limits. Pending final fee projects, as part of the June workshop, staff will provide a final recommendation on the level of general revenue support. This transfer is also intended to maintain the historic balance of an approximately 50/50 split between fees and general revenue support as recommended by the 2007 consultant fee study. As part of last year's budget process, a portion of DSEM fund balance was utilized to help offset the general revenue transfer.

General Revenue Transfer to Capital: Building on last year's budget, staff recommends incrementally increasing the recurring transfer to the County's capital program (\$0.50 - \$1.60 million for next fiscal year). 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. Based on current projections, ideally at least \$5.0 to \$7.0 million in recurring

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funds should be transferred annually in support of the capital improvement program (CIP). The FY 2017 budget included a \$3.0 million transfer.

800 MHz Radio Communications: The increase of \$200,000 - \$350,000 in Radio Communications is for a microwave replacement and repair parts for 800 MHz radios. This amount represents the County's portion of the total costs, as this is a jointly funded program with the City of Tallahassee.

Fuel Costs: Fuel costs and increases are projection to increase in the range of \$180,000 to \$280,000.

Property Tax Collection Commissions: Based on the projected increase in property values, \$140,000 to \$180,000 is included for the County's statutorily required payment to the Tax Collector for property tax collections. A portion of this increase supports the County's statutory responsibility to pay the Tax Collector for property tax collections on behalf of the School Board.

Debt Service: The County bonds that were refinanced in FY 2015 were paid off in FY 2017. This provides \$450,000 in savings in FY 2018. As discussed later in the item, staff is recommending transferring these savings to assist funding the capital program.

In support of several adopted Strategic Initiatives, separate discussion items have been prepared for Board consideration:

- \$155,000 to implement a living wage for Leon County employees
- \$75,000 for canopy road tree planting
- \$35,000 for a signature landscape feature at a County Park
- \$13,250 for a pilot Mobile Hot Spot Lending Program at the libraries

#### *Cost Avoidance and Savings*

Coming out of the recession, the County has been deliberate in continuing to evaluate all expenditures with the same approach as when revenues were declining. Prior to developing the preliminary budget, County staff continually looks at efficiencies and cost avoidance throughout the year to avoid unnecessary increases in the budget and correspondingly award and recognize employee innovation. Through the County's Employee Awards program - I<sup>2</sup> (squared), to date the program has saved the County \$1,191,310 in recurring costs and \$74,801 in one-time costs. Examples of some savings include:

- **Solid Waste Facility Water Savings:** The Solid Waste Management Division determined that the leachate processing and treatment at the Solid Waste Facility was not being measured properly. The number of gallons being billed versus the gallons being pumped from the facility raised concerns. By installing a new meter it was determined that the County was being overcharged for actual gallons being disposed. This resulted in annual savings of \$216,000 that is being credited back by the City of Tallahassee Utility Department.
- **Leon Trees Website (Citizen Engagement):** This project resulted from the Leon County Citizen Engagement Series with the Village Square. The project aim was to bring light to the importance of trees and their impact on the quality of life in our

community by creating The Leon Trees website. Using in-house GIS staff to create the website, the County was able to save \$23,000 by not contracting with an outside vendor.

- **Water Consumption Analysis:** This project identified the cause of excessive water consumption at the B. L. Perry Branch Library. Staff analysis determined a billing error by the City of Tallahassee Utilities. The facility was being billed for two meters when only one was being used. Addressing the matter, resulted in a one-time cost recovery of \$21,528 and an annual cost savings of \$3,060.

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

Outside of the County employee incentive program (I<sup>2</sup>), other cost savings have been realized:

- **Property/Liability Insurance Savings:** Due to the County's low risk exposure, and with minimal claim filings, the County saw premium reductions during the insurance renewal period. These savings totaled \$54,253.
- **EMS Billing Services:** The County uses a third party vendor to bill for services provided by EMS. When the contract was rebid, the incumbent vendor was the only vendor to be deemed responsive to the bid. Their bid provided lower collection costs than their previous contract, and this will provide estimated annual savings of \$100,000.
- **Landscape Mulching:** As part of the County yard waste program, mulch is produced and is available for Leon County citizens for free. This mulch is now being used at all County facilities. Previously, the County paid the landscape vendor to supply mulch, providing an estimated \$6,600 in annual savings.
- **Using the Florida Public Service Commission (PSC) to regulate private water utilities:** Recently a private water utility provider has requested a rate increase for the six water systems they operate in the County. Based on this request the Board would need to establish a process that meets the requirement of Florida Statutes to review the proposed rate increase. The County does not have staff that can perform this detailed analysis and would have to contract with a consultant for the rate review. Inquiries with other jurisdictions indicate that these rate reviews cost approximately \$100,000 per request. By assigning jurisdiction to the PSC who has the dedicated staff to review rate changes, the County will avoid \$100,000 in consulting costs. A separate budget discussion has been prepared for the Board to consider this recommendation.
- **Orchard Pond Parkway Multi-Use Trail:** By working in a Public Private Partnership with the Orchard Pond LLC, for the construction of the Orchard Pond Greenway, the County acquired 123 acres of the old Orchard Pond dirt road for a multi-use trail at no cost. Using a cost of \$5,000 per acre, the County saved \$615,000 in land acquisition costs for the trail.

#### Preliminary Staffing Discussion

Although the national, state and local economies continue to improve, Leon 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 preliminary FY 2018 Budget, staff continues to build upon this effort by reviewing positions to ensure the organization is optimizing the use of all resources.

During FY 2017 several events transpired affecting County funded positions. These changes are detailed below.

In the Department of Development and Environmental Management three positions and one reclassification have been added to support the permitting process.

- Chief Development Resource Officer: The Chief Development Resources Officer proactively engages the development community and trade groups on behalf of the County and serves as the point person on intergovernmental coordination and improvements related to development services.
- Customer Experience Liaison: This position is designed to successfully assist a novice seeking their first permit or an experienced developer with detailed site plans. The Customer Experience Liaison is well versed in the County's development processes and demonstrates the County's core values relating to customer service.
- Principle Planner: The Principal Planner position serves as a project manager in the Development Services Division allowing the Department to expand its implementation of pre-submittal meetings for proposed site plans and subdivisions, and to expedite the review and approval of new development projects.
- Senior Compliance Specialist: This position consolidated all inspection and compliance activity associated with building code violations into the Permit and Code Services Division. The reallocation of resources is anticipated to result in a reduction in the overall review and approval time frames associated with building permits.
- In addition to the above, staff is recommending the addition of an Administrative Assistant position this fiscal year. With the ending of the recession, development permitting, especially building permitting is returning to post recession levels. With this additional activity there is a need for administrative support is adequately provided to permitting staff. To alleviate administrative workload issues, staff is recommending that an Administrative Assistant added to the Development Support and Environmental Services Department during the current fiscal year. This position will be funded by Building Inspection Permitting Revenue. The necessary Resolution and Budget Amendment are reflected in Attachment #2

As recommended in the Hurricane Hermine After-Action Report, and as approved by the Board, the Emergency Management function was transferred from the Sheriff's Office to County Government. Seven positions were transferred in support of Emergency Management and 9-1-1 operations.

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 considered in FY2018. These positions are being considered in order to address the needs of opening the new greenways, mosquito responsiveness and solid waste collections.

- **Park Attendant:** The 754 acre St. Marks Headwaters Greenway is anticipated to open in the fall of this year. The fiscal impact of adding this position will be \$36,087. Out-year programming for this position was anticipated in the FY 2017 budget. Bids are currently being solicited for the construction of three mile of trails with a trail head and associated parking. The new park attendant will provide for the upkeep and maintenance of these facilities. Such activities include: trail mowing; weeding fence lines; fence repairs; emptying trash receptacles; maintaining fire break lines; participating in controlled burns; and tree limbing. In addition, two miles of trails will be opened to the public at the Northeast Park. This park attendant will also be used to maintain this location.
- **Solid Waste Collection Contract Compliance Specialist:** Adding this position is fiscally neutral. The position is necessary to ensure that Waste Pro addresses customer complaints in a timely fashion. The position will cost \$64,660, but will be funded from liquidated damages collected from the vendor for not meeting the current contract conditions. This position is discussed in a separate discussion item that provides the Board an update on the current Waste Pro collection contract.
- **Partial EMS Crew (6 positions):** Staff is evaluating whether the EMS budget, with the current use of fund balance, can support adding a one-half a crew to the EMS system to provide an additional 12 hours of ambulance coverage. Staff will provide an update and final recommendation at the June budget workshop.

#### Fund Balance

The FY2018 budgetary options presented in this workshop item continue to consider the use of \$2.5 million in general revenue fund balance. This is the same amount of fund balance used to balance the FY 2017 budget. The County has reduced the budget dependency on fund balance significantly since FY 2015 when \$5.0 million was used to balance the budget. Since FY 2015, the use of fund balance has been reduced by 50 percent.

Depending on final revenue and expenditure estimates, the amount of recommended fund balance could be reduced further or increased to balance the budget. Fund balance is typically accumulated to support cash flow, emergency needs, unforeseen revenue downturns and one-time capital projects.

The County's general revenue fund 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

Increasing the use of the general fund balance annually is an unsustainable practice. If the use of fund balance grew by only \$2 million a year (i.e. \$4.5 million FY2018, \$6.5 million FY2019, etc.), it would only take 4 or 5 years to deplete the entire fund balance. This occurs because the use rate would be much higher than the replenishment rate. This practice would further diminish the County's ability to provide fund balances for future capital projects.

#### Long-Term Fiscal Planning (Debt Service, EMS and Capital Project Funding)

During the post-recession period, Leon County took advantage of the low interest rate environment and refinanced outstanding bond issues. These refinancings will provide the County \$4.8 million in savings over the life of the loans.

As specified in the FY 2017- 2021 Strategic Plan, annual debt service payments will be reduced by 61% from the current \$8.6 million per year to \$3.3 million by FY 2021. This reduction, in conjunction with moderately increasing property tax revenues, and the continued constraining of expenditures, will place the County in an even stronger financial position in the future. Table #3 shows the County's debt service payments beginning in FY2017.

**Table #3**

<b>Leon County Long-Term Debt Service Savings</b>		
<b>Debt Service Year</b>	<b>Payment</b>	<b>Savings</b>
FY 2017	\$8,566,346	N/A
FY 2018	\$8,117,944	\$448,402
FY 2019	\$7,636,824	\$481,120
FY 2020	\$7,635,195	\$1,629
<b>FY 2021</b>	<b>\$3,333,556</b>	<b>\$4,301,639</b>

In FY2021, debt service payments will be reduced permanently by \$4.3 million. Though smaller, for FY 2018 and FY 2019, staff is recommending that the almost \$500,000 in debt service savings each year be transferred to the capital program; a final recommendation for FY2018 will be included at the June workshop. Also forecasted for FY 2021:

- 1) The EMS fund balance will be near or below policy minimums, and
- 2) The recurring funding for the County's capital program may require increased funding.

Since FY2015, the County has been deliberately using EMS fund balance to support the on-going operations of EMS. This approach was implemented to defer as long as possible any potential need to reduce service levels or consider an increase to the EMS millage rate. Projections show that the use of fund balance can continue for several more budget cycles while continuing to stay within policy limits.

The reduction in debt service payments provides the County considerable flexibility in addressing both EMS and capital project funding. In preparing future budgets, staff will provide the Board options which may include allocating a portion of the debt service savings to EMS, and/or funding the on-going capital improvement program. At that time, the Board may wish to increase the EMS millage rate, while correspondingly reducing the countywide millage rate thereby maintaining a constant total millage rate. Alternatively, depending upon property tax

reform and other unforeseen financial impacts, the Board may wish to allocate the reduced debt service payments to support other necessary expenditures without the need to raise taxes or fees.

During the recession the County relied on the use of reserves to fund the capital program during the recession. This allowed the Board to take advantage of lower construction costs during the economic decline, and provided a local economic stimulus through job creation by continuing to pave roads, build and expand libraries, and to construct the Public Safety Complex. Most recently during FY 2016, the Board approved a \$14.8 million fund sweep to assist funding the five year capital program.

With continued growth in property values, other sales tax collection, and significant debt service savings in FY 2021, the County may be a position in FY 2021 to maintain the capital transfer at \$5.0 to \$7.0 million or begin setting aside funds for unforeseen future capital projects.

#### Other Budget Considerations

##### *FY 2018 Capital Funding*

The FY 2018 capital program is currently being reviewed, and final recommendation will be brought for Board consideration at the June 20, 2017 budget workshop.

##### *Fire Services*

The County and City jointly fund the Tallahassee Fire Department through fire rescue charges. At the May 26, 2015 Commission meeting, based on a third party rate study and as agreed to by interlocal agreement with the City of Tallahassee, the Board approved new fire rescue charges.

In recognition of the Board's long history of taxpayer sensitivity, balanced with the County's acknowledged need to maintain long term fiscal responsibility, for FY2016 and FY2017 \$1.2 million in designated fund balances were used to reduce the new fees by 15%. This action allowed the single family residential fees to remain unchanged for eight years.

As previously approved, the five year plan to fund fire services showed the full fire rescue charge being levied starting in FY2018. The single family residential monthly increases for Zone #1 are \$2.51 and for Zone #2 are \$2.31. Attachment #3 includes the previous budget workshop item containing the complete analysis and the entire fee schedule including all property categories affected.

As a reminder, fire service fees in the unincorporated area of the County are collected in three manners: the City utility bill; quarterly billing by the City of Tallahassee for properties not on City utilities; and the property tax bill. The new rate schedule was adopted at a publicly noticed meeting.

In addition, property owners who pay their fire service fees via their tax bills received a first class letter that included the new fee schedule. Property owners who pay by the other methods did not previously receive individual notices. In order to remind them of the adopted increase, staff will work with the City to ensure these individuals are issued information of the rate schedule that was adopted in FY 2016. This reminder will include details regarding the discount they have received over the past two years, and the new rate effective October 1, 2017. Staff will provide Commissioner's Offices with update FAQs in anticipation of any questions that

might arise. The FY 2018 rate will be the same rate that City residents have been paying since the rate study was adopted by the City in accordance with the Fire Services Interlocal Agreement.

#### *Yard Waste Disposal Services*

At the March 7, 2017 meeting, the Board approved an agreement with North Florida Wood, which increased the cost to manage the mulching of yard waste delivered to the Solid Waste Management Facility. With this approval staff indicated that an adjustment to the yard waste disposal fee would be considered for next fiscal year, and that this could be addressed during the FY 2018 budget process.

Staff analysis indicates that to support the increased contract and maintain the enterprise nature of Solid Waste operations, the yard waste tipping fee for both bagged and clean yard debris should be increased by \$4.00 per ton. If approved, the updated tipping fee for bagged yard debris would be \$43.00/ton and clean yard debris would be \$31.00/ton. The majority of this increase will be paid by the City as they are the largest users of the yard debris management system. Establishing the new rate early in the budget process will allow the City to consider this adjustment in their budget process. To mitigate their costs, the City can independently evaluate options to reduce the amount of bagged yard debris. The County's current contract with Waste Pro requires Waste Pro to "debag" yard debris at the curb. Staff recommends the Board adopt the new Solid Waste Fee Resolution, which does not impact individual citizens, effective October 1, 2017 (Attachment #3).

#### *Airbnb*

Through the use of Airbnb, in 2016, approximately 300 Leon County hosts earned \$933,000 from 8,000 guests (parties) in the County with an average "room rate" of \$116.63. If a tourist tax were remitted to Leon County on these sales \$46,650 would have been collected. However, there is no agreement between Leon County and Airbnb to collect the tourism tax. In 2016, Airbnb reported that Florida received more than \$20 million in bed tax money and state revenue in 2016, and that the collection of sales tax in Leon County began in December 2015.

In addition to continued growth in Tourist Development Tax (TDT) collections, there have been ongoing discussions with representatives of Airbnb to explore terms and conditions for a 'Voluntary Collection Agreement' that would result in Airbnb collecting and remitting TDT to Leon County. In working with the County Administration, Tourism Development, and the Tax Collector, the County Attorney's Office anticipates presenting a draft Agreement next month for the Board's consideration that would align with nearly 40 other Florida counties already receiving TDT revenue through Airbnb. Should the Board approve the Voluntary Collection Agreement, staff projects an additional \$50,000 in TDT revenue for FY 2018 with consistent growth in subsequent years as this technology platform for booking overnight stays becomes more commonplace. If approved, the additional TDT revenue will be contemplated as part of the June 2018 preliminary budget workshop.

#### **Conclusion**

Although the national, state and local economies continue to improve, Leon County Government continues to approach its annual budget process by identifying opportunities to constrain budgetary growth, while ensuring the County's limited resources continue to be aligned with the highest priorities of the Board. In addition to the implementation of new efficiencies and

maintaining nationally recognized low cost and high quality services, the preliminary budget continues to increase our investment in capital projects and positions the County to be a fiscally long term viable organization through a consistent use of fund balance. However, the preliminary budget is also poised to address long standing policy issues like the establishment of the County morgue and also addresses support of the strategic plan's five year target to plant 1,000 trees on our canopy roads.

Over the past several budget cycles, previous financial leadership has positioned the County for long term fiscal stability. During hard economic times, the County maintained fees and passed on significant property tax savings. Coming out of the recession, the significant long term fiscal issues were addressed. It bears repeating that these actions have provided the necessary resources to continue maintaining the County as a financially viable organization, which has been documented by rating agencies such as Fitch.

With the continued leadership of the Board, the dedication of our talented employees and the active engagement of citizens and partners, Leon County government is as well positioned to continue as a financially viable organization.

In this context, policy guidance is sought during this workshop. The County is in the very early stages of the budget development process. The Constitutional Officers have not formally submitted their budgets, preliminary property values will not be provided by the Property Appraiser until June 1, and the state legislature is still in session. In addition, budget staff is still reviewing the Departmental operating and capital budget submissions.

To prepare the FY 2018 Preliminary Budget to be presented at June 20, 2017 budget workshop, a series of policy discussion item have been prepared for Board consideration today. These include:

- Leon County Medical Examiner Facility and Operating Contract
- Policy No. 98-25, "Disposition of Unclaimed and Indigent Bodies"
- Proposed Tourism Emerging Signature Event Grants
- Consideration of Establishing a Living Wage
- Staff Report on the Healthcare Competitive Provider Reimbursement Pool
- Annual Review of Outside Agency Contracts for Services
- Status Update Regarding Curbside Collection Service Provided by Waste Pro, Inc. and Creation of Contract Compliance Specialist
- Authorization for the Florida Public Service Commission to Regulate Private Water and Wastewater Utilities
- Consideration of Funding to Support the County's Five-Year Target to Plant 1,000 Trees in Canopy Roads.
- Signature Landscaping Feature for County Parks
- Pilot Mobile Hot Spot Lending Program

The remainder of this workshop presents the discussion items. In addition to consideration of these items, staff is seeking any other policy guidance from the Board in preparation of the June budget workshop.

**Options:**

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

**Recommendation:**

Option # 1.

**Attachments**

1. I<sup>2</sup> Summary
2. Resolution and Budget Amendment
3. April 28, 2015, FY 2016 Fire Services Fee Workshop Item and Adopted Fee Schedule
4. Solid Waste Tipping Fee Resolution

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

Fiscal Year	Project Title	Annual Cost Savings*	One Time Cost Savings
FY17	Citizen Rescue at Miles Johnson Road	\$ -	\$ -
FY17	Clerk Phone System Upgrade	\$ -	\$ -
FY17	Library Telescope Lending Program	\$ -	\$ -
FY16	Wakulla Bus Crash	\$ -	\$ -
FY16	Orchard Pond Parkway	\$ -	\$ -
FY16	Natural Bridge Replacement	\$ -	\$ -
FY16	Library Tree	\$ -	\$ -
FY16	Intervention and Detention Alternatives Point of Sale Solution	\$ -	\$ -
FY16	Intersection Safety Improvement	\$ -	\$ -
FY16	Leachate Treatment and Disposal Overbilling Correction	\$ 432,000.00	\$ -
FY16	Hazardous Waste Program		\$ -
FY16	Leon Trees Cost Avoidance	\$ 46,000.00	\$ -
FY16	Green Infrastructure	\$ -	\$ -
FY16	Animal Control Schedule Modifications Cost Savings	\$ 108,706.00	\$ -
FY16	Water Consumption Analysis - Overbilling Correction	\$ 6,120.48	\$ 21,528.17
FY16	Operation Save - Overbilling Correction	\$ -	\$ 6,700.00
FY16	Special Event Grant Online Application Staff Time Savings	\$ 11,000.00	
FY16	Kinhega Roundabout - Signal Maintenance Cost Avoidance	\$ 6,000.00	
FY16	9/11 Day of Remembrance	\$ -	\$ -
FY15	Bucket List Book Club	\$ -	\$ -
FY15	Library Public PC Refresh Project Cost Avoidance	\$ 277,605.00	
FY15	Printer Consolidation and Copier Management	\$ 195,879.00	
FY15	Waste Stream Tire Elimination	\$ 108,000.00	
FY15	DV,SV,Stalking Workplace Training	\$ -	\$ -
FY15	Chaires Park Drainage Project - Schedule Cost Savings		\$ 36,573.29
FY15	William Campground Renovations	\$ -	\$ -
FY15		\$ -	\$ -
FY15	Killearn Lakes-Pitter Partnership Mobilization Cost Avoidance		\$ 10,000.00
Subtotal		\$ 1,191,310.48	\$ 74,801.46
Total Cost Savings		\$ 1,266,111.94	

\*Note: Annual Cost savings is adjusted to reflect total annual cost savings since the date it was awarded.



RESOLUTION NO.

WHEREAS, the Board of County Commissioners of Leon County, Florida, approved a budget for fiscal year 2016/2017; 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 25th day of April, 2017.

LEON COUNTY, FLORIDA

BY: \_\_\_\_\_  
John E. Dailey, Chairman  
Board of County Commissioners

ATTEST:  
Gwen Marshall, Clerk of the Court and Comptroller  
Leon County, Florida

BY: \_\_\_\_\_  
Gwen Marshall, Clerk

Approved as to Form:  
Leon County Attorney's Office

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

## FISCAL YEAR 2016/2017 BUDGET AMENDMENT REQUEST

No: BAB17016  
Date: 4/12/2017

Agenda Item No: \_\_\_\_\_  
Agenda Item Date: 4/25/2017

County Administrator

Deputy County Administrator

\_\_\_\_\_  
Vincent S. Long

\_\_\_\_\_  
Alan Rosenzweig

### Request Detail:

#### Revenues

Account Information					Current Budget	Change	Adjusted Budget
Fund	Org	Acct	Prog	Title			
120	000	322000	000	Building Permits	1,921,502	22,334	1,943,836.00

Subtotal: 22,334

#### Expenditures

Account Information					Current Budget	Change	Adjusted Budget
Fund	Org	Acct	Prog	Title			
120	220	51200	524	Regular Salaries	1,126,353	16,188	1,142,541
120	220	52100	524	FICA Taxes	86,828	708	87,536
120	220	52200	524	Retirement Contribution	98,369	903	99,272
120	220	52300	524	Life and Health	231,447	4,445	235,892
120	220	52400	524	Worker's Compensation	11,048	90	11,138

Subtotal: 22,334

### Purpose of Request:

This budget amendment allocates \$22,334 in funding for a new Administrative Associate position in Development Services and Environmental Management (DSEM). This position will alleviate the workload issues associated with increased development permitting, especially building permitting that is returning to post recession levels. This position will be funded by Building Inspection Permitting Revenue.

Group/Program Director

\_\_\_\_\_  
Senior Analyst

\_\_\_\_\_  
Scott Ross, Director, Office of Financial Stewardship


Approved By: Resolution ☒ Motion ☐ Administrator ☐

# Leon County Board of County Commissioners

## Budget Workshop Item #5

April 28, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: Analysis of Fire Rescue Services Rate Study and Alternative Funding Option

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

### **Fiscal Impact:**

This item has a fiscal impact. Currently, Leon County pays the City of Tallahassee \$6,723,586 annually for fire rescue services in the unincorporated area. This payment is derived from the current fire rescue service charge that have been in effect for the past six years. Using the rate structure in the new fire rescue services rate study, this annual payment would increase to \$7,948,045 for each of the next five years for an annual increase of \$1,224,495.

### **Staff Recommendation:**

Board Direction

## **Report and Discussion**

### **Background:**

In July 2014, the Board approved the County and City engaging Government Services Group (GSG) to conduct an update to the existing fire rescue services rate study. At the March 10, 2015 meeting, staff presented the preliminary rates with a broad discussion on a possible alternative funding source. The Board approved this budget discussion item be prepared to further discuss the Emergency Fire Rescue Services and Facilities One-Cent Surtax and the consideration of the completed fire rescue services rate study (Attachment #1). The rates contained in the attached study are the same as the preliminary rates provided to the Board at the March 10 meeting. The City Commission is scheduled to accept the study and the associated rates at their April 22, 2015 meeting.

By way of background, Leon County has had a long history of contracting with the City of Tallahassee for the provision of fire rescue services to serve the unincorporated area of the County. A contract for these services was originally entered into in March 1988. That Agreement was amended a number of times through 2005.

In April 2009, a new Interlocal Agreement for five years was executed. The Interlocal Agreement provided that a jointly funded rate study would be developed to determine the necessary funding to support the services being provided by the City of Tallahassee's Fire Department. The approved rate study established an initial fire rescue charge for a period of five years (FY2009 through FY2013).

In addition to fire rescue services, the Interlocal Agreement between the County and the City provides that the City shall provide certain Advanced Life Support (ALS) services and the County shall provide overall medical direction. The Interlocal Agreement provides for a payment from the County to the City for these services.

In July 2013, the County and City negotiated a comprehensive amendment to the Interlocal Agreement which addressed a number of significant outstanding policy issues. The amendment extends the agreement for an additional 11 years. In addition to the fire rescue charge, the agreement brought to closure a number of these issues, including:

- Approval of the distribution of the new 5 cent gas tax between the County and the City using a 50/50 allocation;
- Authorized the extension of the existing 6 cent gas tax, with an allocation of 50/50 between the County and the City (this was previously 46% County and 54% City);
- Required the City to concur to an increase of up to a quarter of a mil in the EMS MSTU at a point in the future, if the County determines it is necessary. (Florida Law requires cities to approve of Countywide MSTU's to be levied within the City limits); and
- The County will provide \$150,000 in funding for Palmer Monroe for three fiscal years.

With regard to the fire rescue charge, throughout the negotiations and as memorialized in the agreement, the County focused on providing future rate certainty and a level of fiscal constraint on the possible growth in the fire rescue charge. To accomplish this, the agreement provides, in pertinent part:

- For the current fiscal year (Oct. 1, 2014 through Sept. 30, 2015) the existing rate remained unchanged; this had the effect of having a constant rate for a total of six years;
- Beginning Oct. 1, 2015 (next fiscal year), a new rate study needs to be adopted for five years; the single family dwelling unit fire rescue charge rate cannot increase more than 15% in total over the five years; and,
- Beginning Oct. 1, 2019 and continuing for five years, the fire rescue charge rate structure would be developed utilizing an inflationary index.

The Board approved the terms of the Second Amendment to the Interlocal Agreement Regarding the Provision of Fire and Emergency Medical Services with its second term, to be effective from October 1, 2015 and continue for a period of ten years (Attachment #X).

Consistent with the terms of the Second Amendment, in July 2014, the Board approved the County and City engaging Government Services Group to conduct an update to the fire rescue services rate study which is included as Attachment #1.

**Analysis:**

Over the last several months the GSG consultant team, with cooperation from the City of Tallahassee (Fire Department, Management and Administrative Services, Utility Services) and Leon County staff, has developed the attached rate study to support the projected Tallahassee Fire Department budget for the period FY2016 through FY2020. The study provides a projected rate increase for years FY2021 through FY2025 of between 4% and 5% per year.

This projected five year budget includes the following:

- An accounting of all other sources of Fire Department revenue such as fire inspection fees to ensure that the assessment recovers fire protection only.
- All associated operating, personnel, equipment and maintenance costs for Station #16 at Weems Road.
- Additional set of bunker gear for all firefighting personnel as well as extrication equipment.
- The addition of a Fire Education Officer and 5 Inspectors to the Fire Prevention Division during the five year budget planning period to increase the Department's proactive educational, inspection, arson investigation and fire safety training efforts.
- Construction upgrade costs to increase the size of the garage bays at multiple stations so that they can house trucks and apparatus of varying sizes to allow for enhanced equipment staging and housing at all fire stations.

- The personnel costs associated with the Collective Bargaining Agreement that will impact the Fire Department budget in Years FY16 through FY18.

To calculate the rates, the consultant first determines that portion of the City Fire Department budget that is “assessable.” The assessable budget excludes costs that are offset by other revenues including the City’s cost of providing Advanced Life Support (ALS), costs to support the fire protection of the airport and contemplates other revenues collected in support of the Fire Department (i.e. inspection fees). For ALS, the County pays the City approximately \$3.1 annually. The total projected FY15-16 Fire Department budget is \$44.4 million; the assessable portion of the budget is \$35.5 million. The average assessable budget projected over five years is \$38.9 million. The rate study contemplates establishing level rates for five years based on the average assessable budget of \$38.9 million.

The proposed rates were developed using the same methodology as approved in the previous study:

Service zones were created under the previous fire assessment study in Fiscal Year 2009-10 to reflect the level of service differentiation of a property located in a higher density area that receives fire protection coverage from multiple stations compared to a property located in an area generally described as rural and typically serviced by a single fire station.

Additionally, core stations are defined as stations that are within 5 road miles of two other stations. Given this definition of “core station”, the rate methodology is predicated on two zones, each with distinct rates:

- Zone 1: Properties located within five road miles of two core stations
- Zone 2: Properties located outside of five road miles of two core stations

To ensure fiscal constraint, included in the Second Amendment to the Interlocal Agreement is a provision that the **single family residential rate** (for both zones) cannot increase more than 15% in total over five years. The attached rate study provided by the consultant reflects the following:

- Single family residential rates for Zone 1 are recommended to increase by 12% and zone 2 by 15%;
- Based on call volume analysis, non-residential rates are recommended to increase 3% to 54% depending upon property use category and zone;
- Once increased, the rates for all property use categories will remain flat for five fiscal years;
- This approach is consistent with the previous rate study, and 2014 update, which established a base rate, and maintained the rate constant for six fiscal years; and
- For planning purposes, the consultant has indicated that for years 6 through 10, an increase of 4% to 5% should be anticipated based on historic budget trends.

The rate study is developed to provide for a constant rate over the entire five year period; the rates are developed based on zones and do not take into consideration political jurisdictions. The previous rate study utilized a five year average assessable budget of \$29,058,003 to fund fire rescue services countywide; per the interlocal agreement, the rates extended for an additional sixth year. The new rate study concludes that the five year average for assessable costs to fund the fire rescue services countywide is \$38,893,934. Table 1, shows the amount and percentage of funding the County paid for fire services under the previous rate study, compared to the amount that would be paid utilizing the new rate study.

**Table 1: Comparison of Fire Service Assessable Expenditures and the County's Share**

Cost	Five Year Average FY10 – FY14	Five Year Average FY16 – FY20	\$ Increase	% Increase
Total Assessed	\$29,058,003	\$38,893,934	\$9,835,931	33.90%
County Assessed	\$6,723,586	\$7,948,045	\$1,224,459	18.21%
% County Share	23.14%	20.44%	12.45%	

As reflected in the table, while the County's cost for fire rescue services increases by \$1,224,459, the proportionate share the County provides in funding for the entire fire rescue services system drops by approximately 3.0% (from 23.14% to 20.44%). The total increase in unincorporated area funding is \$1.224 million or 18.2%; under the rate study this increase remains constant (except for growth in actual residential or commercial properties paying) for five years. In addition, of the overall \$9.8 million in total expenditure increases, the County's share of the increase is 12.45%

**Impact to Residential Property**

In reviewing the property use categories from the first rate study, there were two residential categories: single family residential and multi-family residential. In its new analysis of the two residential property use categories, the consultant has determined that the distinction between the cost of service to either single family or multi-family is not significant. Therefore, the new rate study recommends collapsing the two categories into one residential use property category. Tables #2 provide a comparison of the number of units and the associated rates for each zone.

**Table #2: Residential Rate Comparison**

Category	Zone #1				Zone #2			
	Units		Current Rate	Proposed Rate	Units		Current Rate	Proposed Rate
	City	Unincorp			City	Unincorp.		
<b>Single Family</b>	30,472	5,618	\$179	\$201	9,889	28,795	\$161	\$185
<b>Multi Family*</b>	38,786	1,045	\$125	\$201*	3,908	786	\$43	\$185*

*\*These rates and number of units are shown for comparison purposes only. As part of the actual rate study there is only one single family residential category. Unit numbers are preliminary.*

Under the new rate study, the single family residential rate will be \$201 for Zone #1 and \$185 for Zone #2; there will not be a distinction between single family dwelling and multi-family dwelling units. As reflected in Table #1, the previous rate for Zone #2 multi-family was \$43 per unit; under the new rate study the rate will be \$185. For Zone #1, the multi-family rate was \$125 and the new rate will be \$201. However, for the majority of the residential units the change for Zone #1 will be from \$179 to \$201 and for Zone #2 from \$161 to \$185. Through the new rate study, all residential units will be charged the same fire rescue charge rate depending upon the zone in which the property is located regardless of whether the property is located in the City or the unincorporated area.

Alternatively, the residential rate comparison can be calculated on a monthly basis. This is a comparison for individuals paying via the City utility bill:

- Single-family – Zone 1 would increase from \$14.92/month to \$16.75/month
- Single-family – Zone 2 would increase from \$13.42/month to \$15.42/month
- Multi-Family – Zone 1 would increase from \$10.42/month to \$16.75/month
- Multi-Family – Zone 2 would increase from \$3.58/month to \$15.42/month

One of the on-going complexities with the fire rescue charge is the method in which the funds are collected. For both the County and the City, the proposed rate schedule is uniform. However, the City of Tallahassee will collect all of their assessment and fees on their utility bill. For the unincorporated area residents the fire rescue charge is collected in one of three methods:

- 1) on the City utility bill, if they are a customer;
- 2) a direct bill quarterly; or
- 3) on the tax bill, if they have not paid the direct bill, or they choose to have it placed on their tax bill.

To eliminate the use of the tax bill and the quarterly billing, the County has previously requested Talquin Electric to collect the fire rescue charge on behalf of the County. The County has offered to pay Talquin Electric for this service; however, Talquin has repeatedly declined.

#### Impact to Non-Residential Property

For non-residential property use categories, the study establishes rates based on call volume distribution. As part of this approach, the consultant is recommending a consolidation of the commercial and institutional property use categories into one commercial category. Attachment #X includes the proposed rate schedule. Table #3 provides a summary of the % changes across all combined square footage tiers within each category.

**Table #3: Summary of Preliminary Non-Residential Rate Changes**

Category	Zone 1	Zone 2
Commercial*	26.6%	9.0%
Non-Gov. Institutional*	(22%)	37.6%
Industrial Warehouse	3.2%	55.1%

*\*In the study, these two categories have been collapsed into one commercial category.*



As reflected in Table #3, the changes for the non-residential categories vary greatly by zone and category.

### Governmental Charges

Consistent with the previous studies, the consultant continues to recommend levying a fire rescue fee on governmental property. The distinction is that for the residential and commercial properties a non-ad valorem assessment is being imposed, which is not required to be paid by governmental properties. The proposed fire rescue fee is to be levied at \$0.211 per square foot. All governmental property, including the state, the universities, etc. will generate approximately \$5.4 million for the unincorporated area, this amount is estimated at \$233,900.

### Options for Board Consideration

The funding of public safety in a fiscally responsible manner is one of the paramount purposes of County government. The County's adopted strategic priorities states in part:

- Provide essential public safety infrastructure and services which ensure the safety of the entire community. (Q2)
- Exercise responsible stewardship of County resources, sound financial management, and ensure that the provision of services and community enhancements are done in a fair and equitable manner. (G5)

During the great recession, the County was able to maintain and continue to provide essential quality services in a fiscally responsible manner, including the on-going necessary support for fire protection in the unincorporated area. As the County has experienced the slow economic recovery, the County has continued to demonstrate fiscal constraint to ensure the long term economic viability of the County. This budget year, staff is preparing a preliminary budget for the Board to consider at the June workshops that again focuses on aligning the limited resources of the County with the highest priorities of the Board. In considering options for the funding of the critical public safety function of fire protection, the County should continue the practice of contemplating future budgetary impacts based on current year budget decisions.

In evaluating the options available for the County related to the new fire rescue services rate study, staff worked closely with the County Attorney's Office in determining the County's obligations under the existing interlocal agreement with the City. As previously noted, the interlocal agreement governing the County's support of the City Fire Department also contains a number of provisions related to the allocation of gas tax revenues which have all been duly adopted and implemented. The agreement also requires that when requested by the County, the City's required to support for an increase in the EMS MSTU. Under state law, the City has to concur for the levying of an MSTU within the city limits.

Consistent with the Interlocal Agreement approved in 2009, the level of fire rescue services, including funding of and payment for such services, shall be determined in accord with the new fire services rate study. The new rate study is also to be utilized to determine the amount of the assessment and fee (fire rescue charge) to be imposed by the parties during the period of the second term. That study is to be developed utilizing an initial flat five (5) year fire rescue charge rate structure, based upon an assessment methodology utilizing 100% funding of total assessable costs included in the five (5) year budget for fire rescue services, with a cap of 15% for single family dwelling units; followed by variable second five (5) year fire rescue charge rate structure utilizing an annual inflationary or appropriate alternative index adjustment; or utilizing a variable ten (10) year fire rescue charge rate structure based upon an assessment methodology utilizing 100% funding of the total assessable costs and incorporating annual inflationary or appropriate alternative index adjustment. The City and County are required to impose the fire rescue charge on each parcel or subdivided lot within the jurisdictional boundaries of the respective party for the provision of fire rescue services consistent with the second term rate study. The new study, thereby supplants the initial rate study, effective October 1, 2015. However, there is no requirement that the fire rescue charge be equal to that set forth in the new rate study, provided that any reduction of the fire rescue charge be made pro rata across all categories of property, such that the assessment meets the requirements of Florida law, that an assessment be equitably apportioned among properties based upon the benefits received by those properties.

Under any of the alternatives in which the County continues to utilize the fire rescue charge, the non-ad valorem assessment collection method will be required. In order to levy the new fire rescue charges, for those customers that pay the fire rescue charge through the tax bill, the County is required to follow the provisions of section 197.3632, Florida Statutes, to notify the residents of the proposed rate increase. This process includes first class letters being sent and conducting a public hearing to approve the new fire rescue charge. Currently, there are 9,907 properties that pay their fire rescue charge through the tax bill. The public hearing is recommended to be conducted on June 23, 2015.

*Option #1: Impose the New Fire Rescue Charge Effective October 1, 2015*

The Board could proceed with implementing the new fire rescue services rate study as presented effective October 1, 2015. Through this approach, the necessary funding to support the City's fire department budget would be available for the next five fiscal years.

As noted previously in this item, the impact to residential, non-residential and governmental properties varies by property type and zone. For the majority of residential units, the Zone 1 fee would increase from \$179 to \$201 annually and for Zone 2 from \$161 to \$185 annually. However, with the consolidation of multi-family and single family into one residential use category, some residential units will experience a significant increase. As the rates are set based on zones, the City of Tallahassee actually has a larger number of multi-family units (3,908) in zone 2 than the unincorporated area (786) which will experience the most significant increase (from \$43 to \$185). For the City, all of these units will be paid through the monthly utility bill, while for the unincorporated area, the charges will be collected either through the utility bill, a quarterly bill or the annual tax bill.

To proceed with implementing the fire rescue charge effective October 1, 2015, the Board would need to adopt the new rate study and proceed with the requirements to collect the fee on the tax bill. Staff recommends the new rate study be adopted at the Board's May 26, 2015 meeting (this is not a public hearing) and proceed with the fire rescue charge first class letters and public hearing for June 23, 2015 at 6:00 p.m. For purposes of collection, the non-ad valorem assessment roll needs to be certified to the Tax Collector no later than September 15, 2015. There is one meeting scheduled in July; by conducting the hearing at the June 23 meeting this allows for the ability to continue the hearing if there is some unforeseen need. The next available meeting would be September 15, 2015 which is the actual day the transmittal is required.

If the Board wishes to consider the utilization of the sales tax as a long term funding source (discussed in detail later in this item), Option 1 allows the County to provide funding certainty if the ballot initiative did not pass. The sales tax referendum would need to be conducted either in March 2016 or November 2016. If the initiative was placed on the November 2016 ballot and passed, the County would eliminate all of the fire assessments for Fiscal Year 2018. If the ballot initiative did not pass, the charge would already be in place for FY2018 through FY2020.

At the conclusion of the five year period, the utilization of fire rescue charge would have been in effect for eleven years. As reflected in the interlocal agreement, the following five year charge (FY2021 thru FY2025) would be based on an inflationary or appropriate alternative index. The consultant's report indicates that based on current budget projections, this rate would need to increase between 4% and 5% per year. The County would again need to consider the necessary rate increases to the fire rescue charge and proceed with the actions necessary to implement.

*Option 2: For FY2016 and FY2017 Implement the Proposed Fire Rescue Charges at a 15% Reduction Utilizing Existing Fund Balances to Offset the Reduced Rates and Approve Implementing the Proposed Fire Rescue Charges at the Full Rates Beginning in FY2018*

For fiscal years 2016 and 2017, all rates on the adopted fee schedule would uniformly be set at a rate 15% less than the consultant's report. For FY2018 through FY2020, the rates would be set per the consultant's recommendations. The County Attorney's Office concurs that this approach is legally acceptable.

Staff is providing Option 2 in recognition of the Board's long history of taxpayer sensitivity balanced with the County's recognized need to maintain long term fiscal responsibility. By contracting with the City for fire rescue services, the County does not have budgetary authority of the Fire Department. However, the County does have the option of reducing the fiscal impact to individual property owners over the next two fiscal years, while exploring less onerous funding options (such as the sales tax.)

For the next two fiscal years, the residential rate for Zone 1 would decrease from the current rate of \$179 to \$175. For Zone 2, the rate would remain unchanged at \$161. However, this does not significantly affect the increase in multi-family Zone 2. The collapsing of the multi-family and single family is contemplated in the new rate study and is therefore required to remain as one category. The impacts to non-residential vary by category and type.

If the Board wishes to consider the utilization of the sales tax as a long term funding source (discussed in detail later in this item), Option 2 allows the County to provide funding certainty if the ballot initiative did not pass. The sales tax referendum would need to be conducted either in March 2016 or November 2016. If the initiative was placed on the November 2016 ballot and passed, the County would eliminate all of the fire rescue charge for Fiscal Year 2018. If the ballot initiative did not pass, the charge would already be in place for FY2018 through FY2020.

Though the option of imposing the fire rescue charge at a lower rate is a legally acceptable alternative, there are significant financial impacts in utilizing this approach. The estimated annual additional revenue needed to offset the lower rate is \$1.22 million. There are legal and financial constraints that govern what revenue sources can be utilized to fund unincorporated only services. The County cannot utilize Countywide property taxes to support an unincorporated only function; doing so constitutes a dual taxation issue for residents that reside within the city limits. The dual tax issue arises from the fact the City residents would have already paid for the provision of fire rescue services through the charge collected on their utility bill. Additionally, the County cannot utilize any dedicated revenues for fire protection, such as tourist development taxes, gas taxes, stormwater fees, solid waste fees or the infrastructure sales surtax.

The County could use existing fund balances from non-county wide general revenue sources to support the \$1.22 million in the short term. This would include drawing fund balances from state shared revenues, the communication services tax (CST), the ½ cent sales tax, and the public services tax. Currently, state shared revenues and the CST are used to fund a large portion of the County's debt service, the annual budget shortfalls in the transportation program, stormwater, solid waste, and development/environmental services funds. The Public Service Taxes fund the County's non-countywide municipal services (animal control and parks and recreation).

Current year end estimated fund balances for non-county wide general revenue are estimated to be approximately \$5.8 million and are reflected in Table 4 below; of which \$1.850 million is in excess of adopted policy minimums.

**Table 4: Non Countywide General Revenue Fund Balances <sup>(1)</sup>**

Fund	Estimated Year End Fund Balance	Policy Minimum for Cash Flow	Estimated Available
Non County Wide General Revenue	\$3,300,000	3,000,000	\$300,000
Municipal Services	\$2,500,000	950,000	\$1,550,000
	\$5,800,000	\$3,950,000	\$1,850,000

(1) Year End Fund Balances and Policy Minimums are estimated and may change during the development of the FY 2016 budget. New policy minimums are based on FY 2015 budgeted expenditures and will be updated when the FY 2016 tentative budget is prepared.

Historically, the Board has used fund balances in excess of policy minimums to fund capital projects. Last year, staff recommended a fund balance sweep to support the capital program for several years; this approach has allowed for the County to support a minimal maintenance level of effort capital improvement program. By using these available fund balances to pay for a portion of the required fire rescue services payment to the City, it would make them unavailable for future capital projects. Based on current projections, there is approximately \$1.850 million in excess of policy minimums. Staff will update the analysis as part of the June budget workshops. If the Board were to use fund balances which allowed the levels to fall below the minimum required by policy, funding could be used to support fire rescue services for at least two years.

If after utilizing available fund balances (or as an alternative), the Board still did not wish to fund the additional \$1.2 million needed for fire rescue services from the rates contained in the new study, the Board may wish to use recurring non-county wide general revenue to fund fire rescue services. In evaluating possible reductions, the County would need to consider the significant staffing reductions already made during the recession and the on-going need to maintain citizen expectation related to service delivery. To support the \$1.2 million shortfall, budget reductions in a like amount from non-county wide expenditures such as parks and recreation and animal control, would need to occur. Other program areas that could be considered for reductions include transportation and solid waste, as these areas are currently not self-supporting and receive general revenue support. Reductions could not be made to countywide services, such as libraries or constitutional officer funding, to fund the additional required expense for fire service.

If the Board chooses staff could prepare a list of possible budget reductions from the program areas that receive general revenue support for consideration at the June 2015 FY2016 Budget Workshop. Programmatic reductions may include impacts to the rural waste collection centers, transportation maintenance, Animal Control and/or the County's Parks and Recreation offerings.

*Option 3: Alternative Funding Source for Fire Services through a Local Option Sales Tax*

For the past six years, fire rescue services have been funded through the fire rescue charges. However, there are a number of factors that influence why the Board may wish to consider an alternative funding source:

- Properly funding the Fire Department budget will continue to necessitate raising the existing fire rescue charge and to implement future studies. As discussed in detail, the preliminary analysis provided by the consultant indicates fire rescue charge rate increases are needed to support the fire department's budget.
- To collect the funds, the County must continue to bill individual property owners and tenants through a variety of mechanisms: property tax bill, direct quarterly bill or monthly utility bill.
- The alternative funding source was not an option when the original interlocal agreement was executed. The local option sales tax was approved by the legislature in 2009.

The Board may wish to place a referendum on either the March or November 2016 ballots for the consideration to fund fire rescue services through the imposition of the Emergency Fire Rescue Services and Facilities Surtax local option sales tax. Given the timing of the ballot, the County is still obligated to provide increased funding to the City effective October 1, 2015. If the Board wishes to consider the utilization of the sales surtax as a long term funding source (discussed in detail later in this item), the implementation of either options 1 or 2 prior to the referendum occurring allows the County to provide funding certainty if the ballot initiative did not pass. If the initiative was placed on the November 2016 ballot and passed, the County would eliminate all of the fire rescue charges for Fiscal Year 2018. If the ballot initiative did not pass, the approved increased charge would already be in place for FY2018 through FY2020.

As an alternative to the fire rescue charge, Florida law was amended in 2009 to authorize an Emergency Fire Rescue Services and Facilities Surtax. This funding option was not available when the previous rate study was developed and implemented. A surtax of up to 1 percent is intended to constitute an alternative funding source to non-ad valorem assessments and/or ad valorem taxes. As reported to the Board in the weekly Capital Update, there currently is an amendment being considered by the legislature to amend the existing sales tax law. Staff and the County's lobbyist are tracking the amendment closely.

Under the current law, to levy the tax, the County and City must enter into an interlocal agreement. Voters would then have to approve by referendum the imposition of the sales surtax at a regularly scheduled election. The next regularly scheduled election cycles are the Presidential Primary (March 2016) or the Presidential Election (November 2016).

Upon approval, the existing fire rescue charge would need to be reduced and/or eliminated based on the projected revenue that the sales surtax would generate. A 1 percent sales surtax is projected to generate \$37.5 million annually, which is sufficient to replace the revenue.

At a countywide level, the elimination of the fire rescue charge being replaced with the sales surtax is basically a revenue neutral position. However, given that a portion of the sales surtax is paid by non-County residents (i.e. tourists, out of county workers buying local goods) the overall tax burden for Leon County residents would be reduced. A review of the most current available data indicates this amount is at least 25% (\$9.4 million) of total local sales tax collections.

Based on the current state law, preliminary analysis also indicates there would be sufficient sales tax revenue to possibly mitigate future increases in the EMS MSTU. However, the current amendment, which is still being finalized, is not clear on how the new language may or may not impact the EMS MSTU and the corresponding allocation of the sales tax. Staff will continue to monitor the legislation, and provide the Board updates through the Capital Update and session ending report.

### *Sales Tax Impact to Property Owners*

The community currently pays for fire rescue services through the fire rescue charge which is allocated to individual properties. Through a sales tax, the consumer pays for the service based on taxable transactions. As sales taxes in Florida are tax deductible, the IRS sales tax calculator for Leon County shows that the average household in Leon County is eligible for a \$116 standard deduction for sales tax, which is considerably less than the either \$186 or \$201 that the residential rate could be set at. This sales tax amount does not include sales tax from durable and large purchase goods. The IRS concludes that sales taxes associated with durable or large purchase goods are infrequent and would be considered a double count in ordinary sales tax estimates. For tax purposes, individuals would save actual receipts and deduct these totals on the tax form and not use the IRS calculator estimates.

An alternative approach in determining the house hold impact of a sales tax was calculated by reviewing total actual collections to the total number of households. An analysis of actual taxable sales in Leon County after the removal of large durable items indicated that average Leon County family pays approximately \$130 in sales tax annually. This amount is \$70 less than the proposed Zone 1 fire rescue charge and \$54 less than the proposed Zone 2 fire rescue charge. The \$130 amount is consistent with the \$116 amount estimated utilizing the IRS calculation.

Similarly, owners of commercial and industrial properties will benefit. Property owners will no longer pay a fire rescue charge. These owners would pay additional sales tax on items purchased to run their business, but not on items purchased for resale. Business that lease property would pay sales tax on the commercial lease, but in most cases would pay less per square foot in sales tax for fire rescue services than the proposed fire rescue charge.

### *Impact to Shopping Patterns and Sales Tax Collections*

A literature review of research regarding the impact of local sales tax levies on shopping patterns of citizens for taxable goods was also performed. The literature indicates that consumers are likely to shop in their own area the further they have to travel to another market (Cornia, Grimshaw, Nelson and Waters, 2010). This corresponds with the general geographical principle of proximity to center. The closer to the center of economic commerce the more likely an individual is to shop in that center. Conversely, the further away from an economic center, the less likely an individual will travel to shop. Leon County and Tallahassee would easily be considered the center of economic commerce for the region.

In addition, the State of Florida exempts the purchase of many commodities, such as food, and medicine, making it unlikely that a resident would travel to another jurisdiction to purchase the same exempt good. Regarding the purchase of motor vehicles in Florida, regardless of where the purchase is made, the local sales tax is paid where the car is to be registered. This applies even if the vehicle is purchased out of state and ultimately registered in Florida.

The following provides a brief summary of some of the advantages and disadvantages associated with implementing a sales surtax versus the current fire rescue charge approach:

**Advantages:**

- Conversion from fire rescue charge to sales surtax is revenue neutral; however, the overall tax burden for the community is reduced given that at least 25% of sales tax collections comes from non-residents;
- Provides for future revenue and budget stability;
- Eliminates the need for rate studies to be prepared to justify fire rescue charge increases;
- The development of rate studies provides unique challenges in trying to equitably attribute the cost of the services to specific property uses; the use of sales surtax as the funding mechanism acknowledges the service provides a countywide community benefit;
- The current methods of collection for the fire rescue charge are challenging and reflect an inconsistent approach in who actually receives the bill (owners vs. tenants);
- Eliminating the fire rescue charge will immediately provide either a reduced utility bill or property tax bill or the elimination of the quarterly bill;
- Eliminates the possibility of future law suits related to the fire rescue charge and/or the billing methodology for collection;
- Eliminating the fire rescue charge provides relief to commercial and institutional establishments;
- For individuals, fire rescue charges are not tax deductible expenses; however, sales taxes are currently deductible.
- Possibly mitigate the need to increase the EMS MSTU in the future

**Disadvantages:**

- The perception of high taxes in Leon County if it is the only county in the state that levies an 8.5% sales tax rate.

A this point in the legislative session, it is unclear what the final amendment of the sales tax law may be. If the Board wishes to continue to evaluate the sales tax as a funding alternative, staff will provide an updated analysis on the utilization of the sales tax at the end of session.

**Conclusion**

The provision of public safety is a paramount purpose of county government. The County has previously determined that fire rescue services for the unincorporated area shall be provided by the City of Tallahassee Fire Department. Pursuant to the County's existing Interlocal Agreement with the City of Tallahassee, the County is obligated to pay for its share of the City of Tallahassee's Fire Department's budget for the provision of fire rescue services in the unincorporated area. The Interlocal Agreement provided for the resolution of a number significant policy issues including the allocation of gas tax revenues and the ability to properly fund EMS into the future through the EMS MSTU. The Interlocal Agreement also provides that the City and County will jointly develop a new rate study.

With the new rate study completed, the previous rate study and associated charges are no longer eligible to be legally imposed. The County and the City both need to adopt the new rate study if the new fire rescue charges are going to be utilized to support the funding of fire rescue services. However, the new rates can be levied at a lower rate, provided the reduction in the rate is proportionately uniform across all categories of property and zones.



Based on the new rate study, effective October 1, 2015 the increased cost for fire rescue services is \$1.22 million annually. The Board may wish to proceed with imposing the new rate study effective October 1, 2015. Alternatively, the Board may wish to utilize existing unincorporated area fund balances to impose a 15% lower rate effective October 1, 2015; imposing the full rate effective October 1, 2017. If the Board decides to further explore the imposition of the sales tax to support fire rescue services, the sales tax could not be collected until January 1, 2017.

**Options:**

In establishing the fire rescue charge, the Board may wish to consider the following, or any other direction:

1. Approve proceeding with implementing the fire rescue charge as established in the new rate study.

OR

2. Approve for FY2016 and FY2017 implementing the proposed fire rescue charges at a 15% reduction utilizing existing fund balances to support the required payment to the City and approve implementing the proposed fire rescue charges at the full rates for FY 2018.

OR

3. Approve with implementing the rates at a 15% reduced level for the next two fiscal years, establishing the full rate effective October 1, 2017 and authorize staff to prepare non-countywide general revenue expenditure reduction options for the Board to consider at the June 23, 2015, FY 2016 Budget Workshop to fund the additional estimated \$1.2 million in required payment to the City of Tallahassee for fire rescue services.

The following two options would utilize the rates established based on the direction received by the Board at the workshop:

4. Direct staff to prepare for the adoption of the Fire Rescue Services Rates at the May 26, 2015 meeting.
5. Authorize staff to send first class notices to property owners who have the assessment on their tax bill notifying them of the maximum rate increase and authorize staff to schedule a Public Hearing on June 23, 2015, to impose the new rates, and authorize the assessment to be placed on the tax bill if applicable.

If the Board wishes to further explore the sales tax option, staff recommends waiting until the current legislative session is finished and approve the following option:

6. Instruct staff to bring back additional information regarding the possibility of funding fire services through a 1 cent surtax at the June 23, 2015 Budget Workshop.
7. Board direction.

**Recommendation:**

Board direction.

Attachments:

1. Second Amendment to Interlocal Agreement Regarding the Provision of Fire and Emergency Medical Services
2. GSG Fire Rescue Charge Study
3. Non Residential Property Fire Service Charge Increases

**SECOND AMENDMENT TO INTERLOCAL AGREEMENT  
REGARDING THE PROVISION OF FIRE AND  
EMERGENCY MEDICAL SERVICES**

This Second Amendment to the Interlocal Agreement Regarding the Provision of Fire and Emergency Medical Services is made and entered into as of this 5th day of September, 2013, by and between Leon County, Florida, a charter county and political subdivision of the State of Florida (the "County"), and the City of Tallahassee, Florida, a Florida municipal corporation (the "City"), collectively the Parties.

**RECITALS**

**WHEREAS**, the Parties entered into an Interlocal Agreement Regarding the Provision of Fire and Emergency Medical Services, dated April 16, 2009, and a First Amendment to Interlocal Agreement, dated June 9, 2009 (collectively, the "Agreement"); and

**WHEREAS**, Section 4 of the Agreement provides that Exhibits A, B, C, D, and E are incorporated therein; and

**WHEREAS**, Exhibit E, Paragraph 6.A, to the Agreement provides that modifications to the Interlocal Agreement may be effectuated upon agreement of the Parties; and

**WHEREAS**, the Parties wish to further amend the Agreement to provide for a Second Term and to address certain long term financial and public safety related issues of both the County and the City; and

**WHEREAS**, the intent of the Parties is to ensure that appropriate levels of service for Fire and Emergency Medical Services are being provided to the citizens of Leon County and the City of Tallahassee at the most reasonable costs available; and

**WHEREAS**, to further ensure that all reasonable cost containment measures have been taken, the Parties intend that the new Fire Station 16, which is being designed and will be

constructed on Weems Road, will be staffed, during the remainder of the Initial Term, utilizing existing human resources, and that construction of two (2) other preliminarily planned fire stations will be deferred until further action of the Parties.

**NOW, THEREFORE,** in consideration of the mutual covenants and promises hereinafter set forth, the Parties do hereby agree as follows:

**A.** That the Recitals set forth above are incorporated herein and by reference made a part hereof.

**B.** Exhibit E, Paragraph 1.A, to the Agreement is hereby amended in its entirety to read as follows:

This Agreement shall be effective on the Effective Date. The Initial Term shall commence on October 1, 2009 ("Commencement Date") and continue for a term of six (6) years or until terminated in accordance with this Exhibit. The Second Term shall commence on October 1, 2015 and continue for a term of ten (10) years or until terminated in accordance with this Exhibit.

**C.** Exhibit E, Paragraph 1.B, to the Agreement is hereby amended in its entirety to read as follows:

Should both Parties desire to terminate this Agreement before expiration of the Second Term, the Agreement shall be deemed terminated upon the effective date of such termination. Such termination and effective date shall be set forth in writing and signed by both Parties.

**D.** Section 2 of the Agreement is hereby amended in its entirety to read as follows:

Section 2. Provision of Services.

A. Emergency Medical Services. The City shall provide Advanced Life Support (ALS) services continuously within the Primary Response Area (PRA) of those fire stations as designated in Exhibit A. The County shall provide a Medical Director for ALS and Basic Life Support (BLS) services provided by the City to the County, who shall meet all requirements of, and perform the duties and obligations required of, a medical director under Chapter 401, Florida Statutes.

B. Fire Services. During the Initial Term, the City shall provide Fire Services continuously within the respective PRAs of all fifteen (15) fire stations, as identified in Exhibit B, and shall provide a level of services, and shall maintain both minimum staffing and apparatus, in accordance with a fire services five-year rate study (Rate Study), which upon adoption by the Parties will be made a part of this Agreement as Exhibit C. During the Second Term, the City shall provide Fire Services continuously within the respective PRAs of all sixteen (16) fire stations as designated in Exhibit G, and shall provide a level of services, and shall maintain both minimum staffing and apparatus, in accordance with a fire services rate study (Second Term Rate Study), to be performed in accordance with Section 3.A of this Agreement and which upon adoption by the Parties will be made a part of this Agreement as Exhibit F. Fire stations may change from time to time to meet changing needs, but in no event shall the location change nor the number of fire stations decrease without the prior approval of the County.

E. Section 3 of the Agreement is hereby amended in its entirety to read as follows:

Section 3. Funding of and Payment for Services.

A. The Rate Study, Exhibit C, shall be utilized to determine the amount of a special assessment and fire services fee to be imposed by the Parties during the period of the



Initial Term. Not later than January 1, 2015, the Parties shall authorize development of a Second Term Rate Study, subject to the provisions of Section 4. The Second Term Rate Study, the cost of which shall be paid from Fire Services funds, shall be made a part of this Agreement upon adoption by the Parties.

B. The Second Term Rate Study, Exhibit F, shall be utilized to determine the amount of a special assessment and fire services fee to be imposed by the Parties during the period of the Second Term. The Second Term Rate Study, Exhibit F, shall be developed utilizing one of the following structures, as mutually agreed by the Parties:

1. A flat initial five-year assessment/fee rate structure, based upon an assessment methodology utilizing 100% funding of the total assessable costs included in the five-year budget for Fire Services (Fiscal Years 2015 through 2019), but in no event shall any increase in the single family dwelling unit rate exceed 15% of the rate for same, as set forth in Table 16 of Exhibit C; followed by a variable second five-year assessment/fee rate structure utilizing an annual inflationary or appropriate alternative index adjustment; or
2. A variable ten-year assessment/fee rate structure, based upon an assessment methodology utilizing 100% funding of the total assessable costs for the fiscal year 2015 budget for Fire Services and incorporating an annual inflationary or appropriate alternative index adjustment; or
3. A combination of the foregoing structures or an alternate structure, as mutually agreed by the Parties.

C. The Parties may levy an annual fire services special assessment on each parcel or subdivided lot within the jurisdictional boundaries of the Parties for the provision of Fire

Services consistent with the Rate Study, Exhibit C, during the Initial Term and consistent with the Second Term Rate Study, Exhibit F, during the Second Term, and the City shall collect the same, including in the unincorporated area unless otherwise collected utilizing the provisions of §197.3632, Florida Statutes. The Parties shall levy and the City shall collect an annual fire services fee on each parcel or subdivided lot within the jurisdictional boundaries of the Parties for the provision of Fire Services consistent with the Rate Study, Exhibit C, during the Initial Term and consistent with the Second Term Rate Study, Exhibit F, during the Second Term, which are not otherwise assessed.

D. At the end of the first five-year period of the Second Term, either Party may, based upon extraordinary circumstances that may have occurred that have effected the financial conditions utilized in developing the annual fire services special assessment and fee (i.e. inflation rate and/or fuel prices have increased extraordinarily, etc.), request a new rate study be developed by the Parties; however, no new rate study shall be developed without mutual written agreement of the Parties.

E. The EMS MSTU Ordinance shall be revised or amended by the City so that the subject ordinance, which consents to the inclusion of the territorial boundaries of the City of Tallahassee into boundaries of the EMS MSTU, shall expire not earlier than the last day of the Second Term of this Agreement and so that the millage limitation shall be changed to  $\frac{3}{4}$  mills upon all real and personal property within the EMS MSTU.

F. Payment for services shall be made as provided in Exhibit D.

F. Section 4 of the Agreement is hereby amended in its entirety to read as follows:

Section 4. Exhibits and Supplemental Provisions.

Exhibits A through E, inclusive, which are attached hereto, and Exhibits F and G, when prepared and attached hereto, shall be deemed incorporated herein as if fully set forth below. The Parties shall comply with the provisions set forth in Exhibits D and E.

**G.** Exhibit D to the Agreement is hereby amended in its entirety to read as follows:

## **EXHIBIT D**

### **Payment of Service**

1. The City shall collect all fire services fees and assessments imposed by the Parties, in both the incorporated and unincorporated areas of Leon County, unless otherwise collected utilizing the provisions of section 197.3632, Florida Statutes. The City hereby acknowledges that its collection of any fire services fees and assessments imposed by the County shall constitute full payment by the County to the City for all Fire Services provided under the Agreement, subject to the provisions of paragraph 7. Revenues from the unincorporated area will be accounted for in a separate revenue line within the Fire Services Fund.

2. On a quarterly basis and at the end of each fiscal year, the City will provide the County reports identifying total fire services fee revenue collections in the unincorporated area.

3. On or before the 10th day of October of each fiscal year, the City will remit to the County the amount included in the Rate Study or Second Term Rate Study, as applicable, for that fiscal year for the support of Volunteer Fire Departments.

4. The County agrees to pay the City the following amounts for all ALS services, as follows:

On or before the 10<sup>th</sup> day of each quarter (October, January, April and July), the County shall pay the City the amount of \$675,503 for FY2010, \$690,364 for FY2011, \$705,552 for FY2012, \$721,074 for FY2013, \$736,938 for FY2014, and \$753,151 for FY2015. For the



Second Term, the ALS payment from the County to the City will be annually adjusted to reflect the lesser of (i) the increase in the Consumer Price Index for All Urban Consumers (CPI-U): U.S. City Average, All items (unadjusted) during the most recent twelve-month period for which such index is available at the time the adjustment is calculated, or (ii) the rate of property value growth in Leon County, as determined and reported by the Leon County Property Appraiser, but in no event shall the ALS payment increase by more than 5% annually.

5. Both the City and County recognize that fire services fee rates are based on average assessable costs as reflected in fiscal year(s) budgets. Possible surplus revenues collected in the early years are intended to offset probable increased costs in the latter years identified in the Rate Study and Second Term Rate Study. Any excess funds at the end of each fiscal year will be transferred into a Fire Services Reserve fund for future appropriation.

6. Increases in annual appropriations to the Fire Services Fund shall be restricted to the growth rates in expenditures as identified in the Rate Study or Second Term Rate Study, as applicable. Deviation from these growth rates will need to be approved by the AMC and ratified by the City Commission.

7. The County shall remit to the City all fire services assessment funds received by the County, less the costs of collections, if any, and not previously remitted to the City, at such time as may be agreed upon by the Parties. Within twelve months of the end of each fiscal year, both Parties shall make a financial determination as to the percentage of fire services fees and assessments collected in proportion to the amounts billed for Fire Services for that fiscal year. In the event the amount collected is less than 95% of the amount billed by or on behalf of that Party for such fiscal year, that Party shall be responsible for remitting, to the Fire Services Fund, funds necessary to equal 95% of the amount billed. If an annual shortfall occurs in the Fire Services

Fund the AMC shall determine whether Fire Services Reserve funds should be released to address the deficiency. If Fire Services Reserve funds are not adequate, the AMC may make a recommendation on how to address the shortfall to the Parties and may authorize a new rate study be undertaken.

H. Exhibit E, Paragraph 5, to the Agreement is hereby amended in its entirety to read as follows:

5. Conditions Precedent.

A. The following are conditions precedent to the effectiveness of this Second Amendment to the Agreement and to the obligations of the Parties to comply with the terms and conditions of this Second Amendment to the Agreement:

1. The Parties enter into an Interlocal Agreement providing for the distribution and use of the proceeds of the 5<sup>th</sup>-Cent Local Option Fuel Tax, not later than September 6, 2013;
2. The Parties enter into a Second Addendum to Agreement for Expenditure of Local Option Gas Tax Proceeds, related to the 6<sup>th</sup>-Cent Local Option Fuel Tax, not later than September 6, 2013;
3. The County adopts an Ordinance amending Chapter 11, Article XXII of The Code of Laws of Leon County, Florida, regarding the EMS MSTU, so that the millage limitation shall be changed to 0.75 mills upon all real and personal property within the boundaries of the EMS MSTU, not later than October 31, 2013;
4. The City adopts an Ordinance amending the EMS MSTU Ordinance consenting to the continued inclusion of the territorial boundaries of the City of Tallahassee into boundaries of the EMS MSTU, which shall expire not earlier than the last

day of the Second Term of this Agreement, and consenting to a change in the millage limitation to 0.75 mills upon all real and personal property within the EMS MSTU, not later than October 31, 2013;

5. The County adopts an Ordinance levying the 5<sup>th</sup>-Cent Local Option Fuel Tax in Leon County not later than September 30, 2013;
  6. The County adopts an Ordinance re-levying the 6<sup>th</sup>-Cent Local Option Fuel Tax in Leon County, not later than December 31, 2013;
  7. The County commits to providing on-going funding support for the Palmer Monroe Teen Center in the amount of \$150,000 for FY 2014-2016, inclusive; and
  8. The Parties approve the Second Term Rate Study, and by addendum incorporate same into this Agreement as Exhibit F, not later than March 1, 2015.
- B. The Parties shall use reasonable efforts to satisfy the conditions precedent that are their respective responsibility, to coordinate exchanges of information and documents relating thereto through their respective representatives, and to promptly notify the other Party upon satisfaction of each condition precedent.
- C. If any of the conditions precedent set forth in this Section 5 are not satisfied by the Party responsible therefor on or before the date specified for completion of such condition precedent, then either Party shall have the right to terminate this Second Amendment to the Agreement by notice to the other Party within thirty (30) days after the applicable deadline. Termination in accordance with this Section 8.C. shall not be an event of default under this Agreement, and the Parties shall have no further liability hereunder with respect to this Second Amendment to the Agreement.

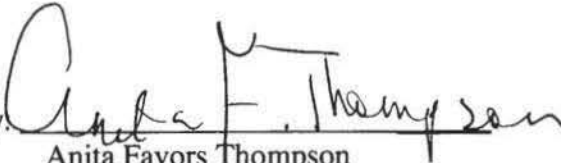


I. All other provisions, sections, and requirements in the Agreement not otherwise in conflict with the provisions herein shall remain in full force and effect.

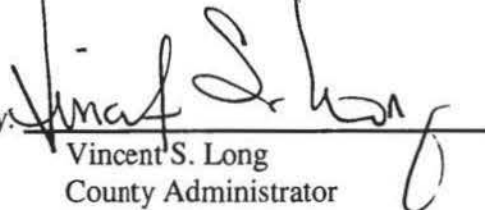
J. That this Second Amendment to the Agreement shall become effective upon full compliance with each condition precedent set forth in Section 8.A.1-8 herein above and full execution by the Parties.

IN WITNESS WHEREOF, the Parties have caused this Second Amendment to the Agreement to be executed by their duly authorized representatives this 5th day of September, 2013.

**CITY OF TALLAHASSEE**

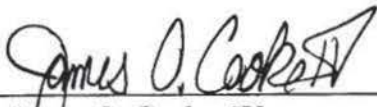
By:   
Anita Favors Thompson  
City Manager

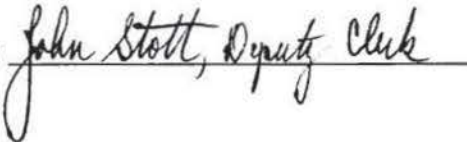
**LEON COUNTY, FLORIDA**

By:   
Vincent S. Long  
County Administrator


Attested by:

Bob Inzer, Clerk of the Court  
Leon County, Florida

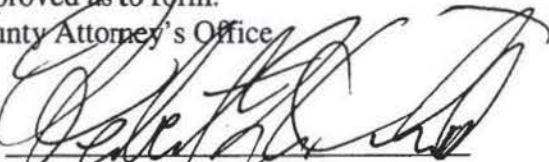
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# City of Tallahassee and Leon County, Florida

## Fire Assessment Memorandum

APRIL 14, 2015

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# Introduction

The City of Tallahassee (City) and Leon County (County) entered into a professional services agreement with GSG to provide specialized services in the development and implementation of a non-ad valorem assessment program to fund fire services within the incorporated and unincorporated areas of the County (Fire Assessment Project).

The objective of this Fire Assessment Project is to develop and implement an update to the City's current revenue program capable of efficiently and effectively collecting all assessable and billable costs associated with providing fire services on an annual basis throughout the entire County for Fiscal Year 2015-16 and future fiscal years. The mechanism for collecting the fire fee from governmental properties will remain in effect, however both the City and County will utilize the City's utility bill as the collection method for all non-governmental properties where possible and the City will assist the County in the collection of the fire assessment utilizing the utility bill, separate bills and tax bill. This document is the Fire Assessment Memorandum (Assessment Memorandum), which is one of the project deliverables specified in the scope of services.

The work effort, documented by this Assessment Memorandum, focused on the calculation of assessment rates and classifications required to fully fund the identified assessable costs to provide countywide fire services for Fiscal Year 2015-16 and future fiscal years. However, the City and County have the choice of funding all or only a portion of the assessable costs based on policy direction. In addition, the work effort recorded in this Assessment Memorandum required the identification of the full costs of assessable fire services (net of all fire related revenues) and the allocation of those costs to properties that specially benefit from the provision of such fire services.

## BACKGROUND

In 1999, the City adopted a fire services funding program consisting of two components: a Fire Fee and a Fire Assessment. The goal of the Fire Services Funding Project in 1999 was to design an alternative revenue program capable of efficiently and effectively collecting all assessable and billable costs associated with providing fire services on an annual basis. The Fire Fee is the funding mechanism that secures recovery of the cost for providing fire services to governmental property. The Fire Assessment is the funding mechanism for non-government property that could be collected on the City's utility bill. The program was updated to account for changes in call data, property data and service delivery in Fiscal Year 2004-05 and once again in Fiscal Year 2009-10.

## OBJECTIVES

The City retained GSG to develop an annual recurring special assessment program that is capable of funding all of the assessable costs associated with providing countywide fire services. The City will utilize the utility bill for collection of the fire assessment and will assist the County in the collection of the fire assessment utilizing the utility bill, separate bills and the tax bill. Data available on the ad valorem tax roll was used to develop the Fiscal Year 2015-16 assessment program. GSG has been

charged to fully cost the services to be provided by the City, develop a fair and reasonable apportionment methodology for such assessable costs and determine assessment rates and parcel classifications that are accurate, fair and reasonable.

The fire non-ad valorem assessments must meet the Florida case law requirements for a valid special assessment. These requirements include the following:

1. The service provided must confer a special benefit to the property being assessed; and
2. The costs assessed must be fairly and reasonably apportioned among the properties that receive the special benefit.

The work effort of this project required the evaluation of data obtained from the City to develop a fire assessment program that focuses upon the projected Fiscal Year 2015-16 assessable cost calculations. The objectives of this initial effort were to:

- Determine the full costs of providing fire services within the County.
- Review such final cost determination with the City to determine which elements provide the requisite special benefit to the assessed properties.
- Determine the relative benefit anticipated to be derived by categories of property use within the County from the delivery of fire services.
- Recommend the fair and reasonable apportionment of assessable costs among benefited parcels within each category of property use.
- Calculate assessment rates and parcel classifications for Fiscal Year 2015-16 and future years based on the projected Fiscal Year 2015-16 budget adjusted for year over year increases.

# Service Description and Assessable Cost Calculations

The fire services apportionment methodology allocates assessable costs on the basis of the anticipated demand for fire services by categories of private, real property use as identified on the real property assessment roll prepared for the levy of ad valorem taxes. The assessable fire costs are allocated among private, real property use categories based upon the historical demand for these services. This demand is identified by examining the fire incident data as reported by the City to the State Fire Marshal's office.

The fire services apportionment methodology for government property allocates billable costs to provide fire services based upon the historical demand for these services for all government owned property (i.e. City, County, State, Federal, etc.), as reflected by the incident data reported by the City.

## SERVICE DELIVERY DESCRIPTION

Fire Rescue services are provided throughout the County from 16 paid fire rescue stations and 5 volunteer fire rescue stations. One of the volunteer stations is co-located at Station 15. Table 1 identifies fire rescue buildings/facilities inventory, as well as the corresponding physical location address for the facility.

**Table 1**  
**Fire Rescue Department Buildings/Facility Inventory**

Station	Address
Station #1	327 North Adams Street Tallahassee, FL 32301
Station #2	2805 Sharer Road Tallahassee, FL 32302
Station #3	3005 South Monroe Street Tallahassee, FL 32301
Station #4	2899 West Pensacola Street Tallahassee, FL 32304
Station #5	3238 Capital Circle Southwest Tallahassee, FL 32304
Station #6	2901 Apalachee Parkway Tallahassee, FL 32311
Station #7	2805 Shamrock South Tallahassee, FL 32308
Station #8	2423 Hartsfield Road Tallahassee, FL 32304
Station #9	3205 Thomasville Road Tallahassee, FL 32312

Station	Address
Station #10	5323 Tower Road Tallahassee, FL 32303
Station #11	8752 Centerville Road Tallahassee, FL 32308
Station #12	4701 Chaires Cross Road Tallahassee, FL 32311
Station #13	1555 Oak Ridge Road Tallahassee, FL 32311
Station #14	16614 Blountstown Highway Tallahassee, FL 32310
Station #15	1445 Bannerman Road Tallahassee, FL 32312
Station #16	911 Easterwood Drive Tallahassee, FL 32311
Micosukee (County-Volunteer)	15210 Mahan Drive Tallahassee, FL 32308
Bradfordville (County-Volunteer) (Co-located at Station #15)	1445 Bannerman Road Tallahassee, FL 32312
Chaires-Capitola (County-Volunteer)	10541 Valentine Road South Tallahassee, FL 32317
Woodville (County-Volunteer)	155 East Oakridge Tallahassee, FL 32305
Lake Talquin (County-Volunteer)	16614 Blountstown Highway Tallahassee, FL 32312

Source: City of Tallahassee

The City of Tallahassee Fire Rescue Department provides standard fire suppression, medical services, hazmat response, technical rescue, airport capabilities, state disaster response, emergency response and disaster preparedness, fire prevention and safety education. Five of the sixteen City stations provide Advanced Life Support (ALS) services in coordination with Leon County EMS.

Dispatch services for fire and EMS services are provided through a joint dispatch operation between the City and the County.

Tables 2 through 5 outline the Fire Rescue Department's current service operations and service components. Table 2 outlines the Fire Rescue Department's organizational structure.

**Table 2**  
**City of Tallahassee Fire Rescue Department Organizational Chart**

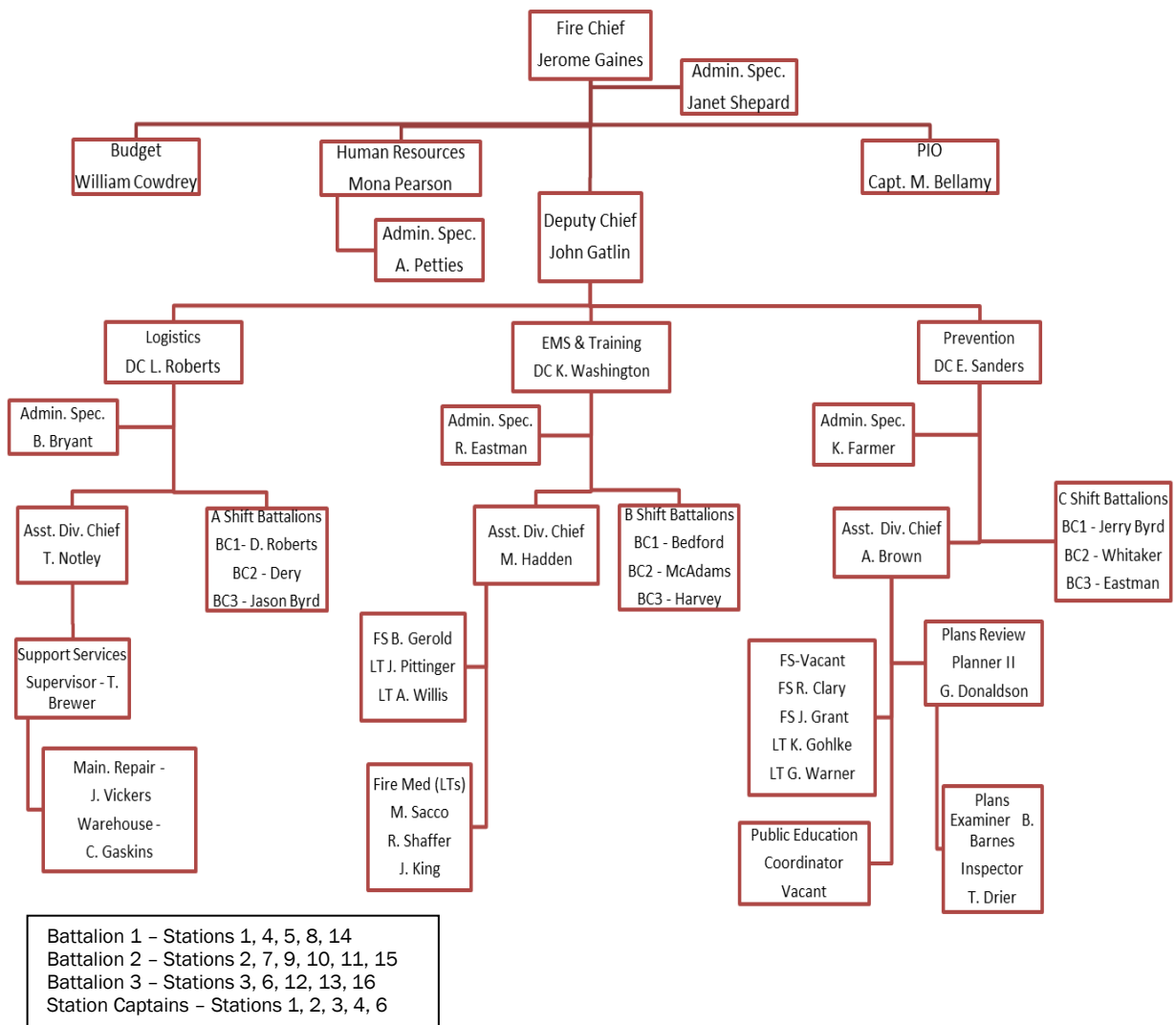


Table 3 describes the normal staffing for each apparatus. This information is used in the development of the Administrative Factor, as further discussed in the “Development of Factors” section of this Assessment Memorandum.

**Table 3**  
**Fire Rescue Department Apparatus Normal Staffing Requirements**

Apparatus	Typical Staffing
Aerial	3-4 personnel
Pumper	3-4 personnel
Ford Expedition/Battalion Chief	1 personnel
Rescue	2 Personnel
Air Truck	1 Personnel
Brush Truck	1 Personnel
Rescue Boat	2 Personnel
Tanker	1 Personnel
Chevy Suburban/FireMed1	1 Personnel
HazMat Apparatus	3-4 personnel
Squad or Mass Care	3-4 personnel
USAR Apparatus	3-4 personnel

Source: City of Tallahassee

Table 4 lists the location and the fire flow/pumping capacity of the Fire Rescue Department’s apparatus. This information is used to determine the square footage cap for non-residential properties.

**Table 4**  
**Fire Rescue Department Apparatus Fire Flow**

Location	Apparatus	Fire Flow (GPM)
Station 1	1994 E-One Tanker	1,500
	1996 E-One International Air and Light	N/A
	2014 Pierce Impel Pumper	1,500
	2007 E-One 95’ Platform	1,500
	2008 Ford Expedition	N/A
	2003 E-One Typhoon Rescue Pumper	1,500
Station 2	1996 E-One Haz-Mat	N/A
	1998 Pace 16ft. Trailer	N/A
	2008 Ford Expedition	N/A
	2001 E-One Platform	1,500
	2002 Ford F-550 Brush Truck	350
	2005 E-One Typhoon Rearmount Pumper	1,500
Station 3	1994 Rescue-1 Boat	N/A
	2005 Ford-550 HazMat Tow Vehicle	N/A
	1997 E-One Medium Rescue	N/A
	2014 Pierce Impel 75 ft. Aerial	1,500
	2008 Ford Expedition	N/A
	2005 E-One Typhoon Rescue Pumper	1,500

Location	Apparatus	Fire Flow (GPM)
Station 4	2010 Rescue -1 Boat	N/A
	2002 E-One Bronto Aerial Platform	1,500
	1996 E-One International Rescue Squad	500
	1998 16ft. Trailer	N/A
	2002 Ford F-550 Brush Truck	350
	2014 Pierce Impel Pumper	1,500
	2005 International 4X4 Tractor	N/A
	2005 Hackney Trailer	N/A
	2005 E-One International Air Light Truck	N/A
Station 5*	1994 International ARFF	500
	2010 E-One Titan Force ARFF	3,300
	2014 Oshkosh Striker 3000	3,300
Station 6	1994 Rescue-1 Boat	N/A
	1997 95 Ft. E-One Tower	1,500
	2002 Ford F-550 Brush Truck	350
	2005 E-One Typhoon Rearmount Pumper	1,500
Station 7	2005 E-One Typhoon Rearmount Pumper	1,500
Station 8	2005 E-One Typhoon Rearmount Pumper	1,500
Station 9	2005 E-One Typhoon Rescue Pumper	1,500
Station 10	1998 E-One International Tanker/Pumper	2,500
	2000 E-One International Rescue	650
Station 11	1998 E-One International Tanker/Pumper	2,500
	1996 E-One International Rescue	650
Station 12	1998 E-One International Tanker/Pumper	2,500
	2000 E-One International Rescue	650
Station 13	1998 E-One International Tanker/Pumper	2,500
	2000 E-One International Rescue	650
Station 14	1994 Rescue-1 Boat	N/A
	2000 E-One International Rescue	650
	2006 E-One International Tanker/Pumper 7600	2,500
Station 15	1994 Rescue-1 Boat	N/A
	2000 Ford F-450 Brush Truck	350
	2003 E-One Typhoon Rearmount Pumper	1,500
Station 16	Tanker/Pumper	2,500
	Rescue	650
<b>Total GPM</b>		<b>44,800</b>

Source: City of Tallahassee

\* Pumping capacity for Station 5 is not included in total because those apparatus are dedicated to the airport.

The current pumping capacity is defined as the combined amount of water that all apparatus in the Fire Rescue Department can pump to a first alarm non-residential fire. As outlined by Table 4 above, the pumping capacity of the City's Fire Rescue Department is 44,800 gallons per minute. Accordingly, based on National Fire Protection Association firefighting standards for fire flow as provided for in NFPA 1 Fire Code, 2015, Chapter 18 (assuming ordinary construction), the Fire Rescue Department currently has sufficient fire flow capacity to provide service coverage in the event of a structure fire involving unlimited square feet.

**Table 5**  
**Minimum Response Protocol**

Call Type	Typical City Response
Medical	Engine (1)
Vehicle Accident	Engine (1)
Vehicle Accident with Extraction	Engine (2), Battalion Chief (1)
Residential Fire	Engine (2), Truck(1), Battalion Chief (1), FireMed (1)
Residential/Building Alarm	Engine (1)
Commercial Fire	Engine (3), Truck (1), Battalion Chief (1), FireMed (1)
Hazardous Material	Engine (2), Tanker (1), Truck (1), Haz-Mat (1), Battalion Chief (1), FireMed (1)
Service Calls	Engine (1)

Call Type	Typical County Response
Medical	Rescue (1), Tanker (1)
Vehicle Accident	Rescue (1), Tanker (1)
Vehicle Accident with Extraction	Rescue (1), Tanker (1), Battalion Chief (1), FireMed (1), Engine or Truck (1)
Residential Fire	Rescue (1), Tanker (2), Battalion Chief (1), FireMed (1), Engine or Truck (1)
Residential/Building Alarm	Rescue (1), Tanker (1)
Commercial Fire	Rescue (1), Tanker (1), Battalion Chief (1), FireMed (1), Engine or Truck (3)
Hazardous Material	Rescue (1), Tanker (1), Battalion Chief (1), FireMed (1), Engine or Truck (2), HazMat (1)
Service Calls	Rescue (1), Tanker (1)

Source: City of Tallahassee

## DEVELOPMENT OF FACTORS

### FIRE RESCUE V. EMERGENCY MEDICAL SERVICES

In June 2000, litigation over the City of North Lauderdale fire rescue assessment program resulted in a decision by the Fourth District Court of Appeals in the case of SMM Properties, Inc. v. City of North Lauderdale, (the "North Lauderdale" case). The Fourth District Court of Appeals concluded that Emergency Medical Services (EMS) did not provide a special benefit to property. The Court, however, reaffirmed that fire suppression, fire prevention, fire/building inspections and first response medical services do provide a special benefit to property. In 2002, the Florida Supreme Court upheld the decision of the Fourth District Court of Appeals.

To address these concerns, GSG developed a methodology that removed the costs associated with emergency medical services. This method of splitting the fire and EMS portions of a consolidated public safety department's budget was upheld by the Fourth District Court of Appeals in Desiderio Corporation, et al. vs. The City of Boynton Beach, Florida, et al., 39 So.3d 487 (Fla. 4<sup>th</sup> DCA 2010).

The proposed fire rescue department's line item costs were allocated between fire rescue and emergency medical services as a result of the Florida Supreme Court's opinion in City of North Lauderdale v. SMM Properties that emergency medical services (above the level of first response) do not provide a special benefit to property. Accordingly, the County's fire rescue costs were split from emergency medical service costs based on the following general guidelines.



To the extent that certain line items could be allocated directly to fire, direct allocations were made. For example, all costs associated with “Utility Service Expense,” “Volunteer Fire Department,” and “Contractual Svcs – VFD County” were allocated entirely to fire. All costs directly related to “Medical Services” were directly allocated to EMS.

## ADMINISTRATIVE FACTOR

Certain line items were allocated between fire and EMS based on an Administrative Factor. This Administrative Factor is derived by creating a ratio between non-EMS or fire personnel and total combat personnel per shift. The administrative factor calculations are based on the City’s total Fire Rescue Department combat personnel staffing, including an allocation for volunteers. Under normal staffing, this results in 75 non-EMS personnel and 14 EMS personnel for a total of 89 combat personnel. This normal staffing yields an 84.27 % percent non-EMS Administrative Factor.

This percentage was applied to all applicable line items to allocate the costs that could not be directly allocated as fire costs or EMS costs, and that could not be operationally allocated (see below). For example, the Administrative Factor was applied to the line item expenditures for “Food,” “Human Resource Expense” and “Utilities - Electric” to determine the fire service costs of these line items.

## OPERATIONAL FACTOR

Other line items were allocated between fire and EMS based on an Operational Factor. The Operational Factor is derived by creating a ratio between non-EMS (i.e. fire) calls and EMS calls, and this ratio which is based on the City’s Fire Rescue Department’s operations, was then applied to certain budget line items such as “Vehicle Fuel” and “Vehicle Replacement”.

To develop the Operational Factor, GSG obtained fire rescue incident data identifying the number of fire rescue calls made to property categories within the entire County over a three-year period. The City fire rescue incident data was used to determine the demand for fire rescue services. GSG obtained information from the City in an electronic format, identifying the number and type of fire rescue incident responses for calendar years 2011, 2012 and 2013.

The State Fire Marshal’s office uses the Florida Fire Incident Reporting System (FFIRS). This system is a tool for fire rescue departments to report and maintain computerized records of fire rescue incidents and other department activities in a uniform manner. Under this system, a series of basic phrases with code numbers are used to describe fire rescue incidents. Appendix A provides a codes list for the “type of situation found” as recorded on the fire rescue incident reports used to identify EMS and non-EMS calls.

The ratio between non-EMS (i.e. fire) calls and EMS calls is then applied to all applicable line items to allocate the costs that could not be directly allocated as fire costs or EMS costs, and that could not be administratively allocated. For calendar years 2011, 2012 and 2013, the City reported 50,089 total non-government fire rescue incident calls to FFIRS, of which 19,406 were non-EMS (i.e. fire) calls and 30,683 were EMS calls. This information results in a 38.74% non-EMS Operational Factor.

The fire services assessable cost calculations for Fiscal Years 2015-16 through 2019-20 are based on the following assumptions for the purpose of this Fire Assessment Memorandum.

- Actual projected expenditures and revenues were provided by the City for Fiscal Years 2015-16 through 2019-20.
- Revenues are shown as a reduction of the total projected expenditures for each fiscal year, thereby reducing the total assessable costs for that year. Revenues are comprised of revenues directly received from or for the delivery of fire services, such as “Fire Inspection Fees,” “Forfeited Discounts,” “Firefighters Supplemental,” and contract for service revenues that are allocated to the fire budget.
- All costs associated with providing contract services to the Tallahassee Regional Airport were included in the assessable budget with the corresponding contract revenues removed from the assessable budget calculations.
- The line item “Under Collection Rate” under “Additional Costs” reflects a 95% collection rate of the Fire Services Assessment.
- The line item “GSG Study/Annual/Update” under “Operating Expenditures” is the cost associated with the anticipated update of the fire assessment program in Fiscal Year 2019-20. These costs are reimbursable through the assessment program.
- The costs associated with supporting the volunteer fire departments were included as 100% fire costs and are included in the assessable budget.

Table 6 provides a calculation of the assessable costs for Fiscal Year 2015-16 based on an application of the above factors to the Fiscal Year 2015-16 Projected Budget. The calculation yields an assessable cost of \$35,497,107 for Fiscal Year 2015-16.

**Table 6**  
**Fire Services Assessable Cost Calculations (FY 2015-16)**

	FY 15-16 Projected Budget	FY 15-16 Assessable Budget
<b>Personnel Services</b>		
Salaries	\$16,683,075	\$13,919,205
Capitalized Wages	(\$37,935)	(\$31,968)
Salary Enhancements	\$1,138,964	\$950,374
Firefighter Holiday Pay	\$617,613	\$515,380
Overtime	\$861,507	\$734,035
Other Salary Items	\$655,681	\$540,911
Pension-Current	\$4,143,996	\$3,457,681
Pension-MAP	\$55,983	\$46,619
Mandatory Medicare	\$242,113	\$201,821
Health Benefits	\$1,945,308	\$1,612,587
Health Benefits-OPEB	\$200,977	\$169,363
Flex Benefits	\$81,415	\$66,711
<b>Total Personnel Services</b>	<b>\$26,588,697</b>	<b>\$22,182,721</b>
<b>Operating Expenditures</b>		
Advertising	\$6,645	\$5,600
Cleaning & Laundry	\$8,731	\$8,209
Reproduction	\$5,412	\$2,404
Equipment Repairs	\$44,801	\$17,357
Medical Services	\$67,001	\$0
Construction Services	\$10,000	\$8,427

	FY 15-16 Projected Budget	FY 15-16 Assessable Budget
Unclassified Contract Svcs	\$290,916	\$170,389
Computer Software	\$3,150	\$2,654
Telephone	\$22,550	\$17,827
Chem-Med-Lab	\$70,246	\$1,672
Food	\$1,211	\$1,021
Gasoline	\$697	\$270
Office Supplies	\$20,441	\$15,978
Uniforms & Clothing	\$298,761	\$251,082
Unclassified Supplies	\$156,294	\$108,628
Non-Capitalized Furniture	\$5,673	\$5,541
Travel & Training	\$72,359	\$49,453
Journals & Books	\$16,857	\$14,963
Memberships	\$4,008	\$3,098
Certificates & Licenses	\$2,300	\$590
Rent Expense-Machines	\$9,992	\$8,420
Unclassified Charges	\$52,500	\$44,242
Bad Debt Expense	\$161,366	\$135,983
Unclassified Equipment	\$351,619	\$308,733
Human Resource Expense	\$421,915	\$355,546
Accounting Expense	\$87,776	\$73,969
Purchasing Expense	\$42,490	\$35,806
Information Systems Expense	\$1,709,303	\$1,440,424
Risk Management Expense	\$575,434	\$484,916
Radio Communications Expense	\$165,497	\$139,464
Revenue Collection Expense	\$64,707	\$54,528
Utility Service Expense	\$1,269,676	\$1,269,676
Vehicle Garage Expense	\$990,333	\$383,685
Vehicle Fuel	\$338,765	\$131,248
Vehicle Replacement	\$3,172,465	\$1,229,109
Utilities-Sewer	\$30,377	\$25,599
Utilities-Sanitation	\$16,149	\$13,609
Utilities-Stormwater	\$21,749	\$18,328
Utilities-Gas	\$37,495	\$31,597
Utilities-Water	\$25,177	\$21,217
Utilities-Electric	\$187,813	\$158,269
Utilities-Fire Services	\$47,890	\$40,357
Indirect Costs	\$757,947	\$638,719
Debt Service Transfer	\$2,834,850	\$2,388,919
RR&I Transfer	\$1,247,500	\$1,051,264
Inter-Fund Transfer	\$10,990	\$9,261
Contribution to Human Resources	\$45,000	\$37,921
Contribution to Consolidated Dispatch Agency	\$321,978	\$271,330
Contractual Svcs - VFD County	\$482,479	\$482,479
Airport Fire Protection	\$1,234,050	\$1,234,050
GSG Study/Annual/Update	\$0	\$0
<b>Total Operating Expenditures</b>	<b>\$17,823,335</b>	<b>\$13,203,830</b>
<b>Total Expenditures</b>	<b>\$44,412,032</b>	<b>\$35,386,551</b>
<b>Revenues</b>		
City-Fire Inspection Fees	\$294,500	\$294,500
City-Firefighters Supplemental	\$76,450	\$76,450
City-Airport	\$1,234,050	\$1,234,050
City-Forfeited Discounts	\$59,300	\$59,300
<b>Total Revenues</b>	<b>\$1,664,300</b>	<b>\$1,664,300</b>
Total Expenditures	\$44,412,032	\$35,386,551

	<b>FY 15-16 Projected Budget</b>	<b>FY 15-16 Assessable Budget</b>
Less Total Revenues	(\$1,664,300)	(\$1,664,300)
<b>Total Net Expenditures before Additional Costs</b>	<b>\$42,747,732</b>	<b>\$33,722,251</b>
<b>Additional Costs</b>		
Under Collection Rate (5%)		\$1,774,856
<b>Total Additional Costs</b>		<b>\$1,774,856</b>
<b>Total Assessable Costs</b>		<b>\$35,497,107</b>

Table 7 shows the calculation of the full cost of the Fire Services Assessment Program for Fiscal Year 2015-16 through Fiscal Year 2019-20 as well as the five-year average Fire Services Assessment Program cost.

**Table 7**  
**Fire Services Assessable Cost Calculations Proforma Five-Year Average (FY 2015-16 thru FY 2019-20)**

	<b>FY 15-16 Assessable Budget</b>	<b>FY 16-17 Assessable Budget</b>	<b>FY 17-18 Assessable Budget</b>	<b>FY 18-19 Assessable Budget</b>	<b>FY 19-20 Assessable Budget</b>	<b>Five-Year Average Assessable Budget</b>
Total Personnel Services	\$22,182,721	\$23,552,663	\$24,866,486	\$27,625,129	\$28,829,470	\$25,411,294
Total Operating Expenditures	\$13,203,830	\$13,360,632	\$13,697,672	\$13,209,205	\$13,000,395	\$13,294,347
<b>Total Expenditures</b>	<b>\$35,386,551</b>	<b>\$36,913,295</b>	<b>\$38,564,158</b>	<b>\$40,834,334</b>	<b>\$41,829,865</b>	<b>\$38,705,641</b>
<b>Total Revenues</b>	<b>(\$1,664,600)</b>	<b>(\$1,729,956)</b>	<b>(\$1,766,528)</b>	<b>(\$1,795,675)</b>	<b>(\$1,825,561)</b>	<b>(\$1,756,404)</b>
<b>Total Net Expenditures before Additional Costs</b>	<b>\$33,722,251</b>	<b>\$35,183,339</b>	<b>\$36,797,630</b>	<b>\$39,038,659</b>	<b>\$40,004,304</b>	<b>\$36,949,237</b>
<b>Total Additional Costs</b>	<b>\$1,774,856</b>	<b>\$1,851,755</b>	<b>\$1,936,718</b>	<b>\$2,054,667</b>	<b>\$2,105,490</b>	<b>\$1,944,697</b>
<b>Total Assessable Costs</b>	<b>\$35,497,107</b>	<b>\$37,035,094</b>	<b>\$38,734,348</b>	<b>\$41,093,326</b>	<b>\$42,109,794</b>	<b>\$38,893,934</b>

The average annual increase in the total assessable costs from Fiscal Year 2009-10 (Prior Study) to 2019-20 is estimated to be 4 - 5%. This estimate could be used for budgetary planning purposes relating to the fire assessment moving forward.

## INCIDENT DATA

GSG obtained information from the City in an electronic format, identifying the number and type of fire rescue incident responses for calendar years 2011, 2012 and 2013. The City uses the Florida Fire Incident Reporting System (FFIRS) to record its fire rescue incidents. The FFIRS is a tool for fire rescue departments to report and maintain computerized records of fire rescue incidents and other department activities in a uniform manner.

Under this system, a series of basic phrases with code numbers are used to describe fire rescue incidents. A data field in the FFIRS, “type of situation found,” identifies the incident as an EMS or non-EMS type of call for each incident. Appendix A provides a code list for the “type of situation found” as recorded on the fire rescue incident reports used to identify EMS and non-EMS calls.

Another data field in the FFIRS, “fixed property use,” identifies the type of property that fire rescue departments respond to for each fire rescue incident. The fixed property uses correlate to property uses determined by the Leon County Property Appraiser on the ad valorem tax roll. Appendix B provides a code list for the “fixed property use” as recorded on the fire rescue incident reports.

GSG analyzed the calendar year 2011, 2012 and 2013 fire rescue incident data from the FFIRS files to evaluate trends and determine if aberrations were present. The fire rescue incident data for calendar years 2011, 2012 and 2013 represents 52,103 fire rescue incidents. Of the 52,103 fire rescue incidents, there were 30,683 incidents classified as EMS type incidents based on the type of situation found indicated on the incident report. The 30,683 EMS type incidents were not included in the analysis.

There are certain fire incidents that could not be assigned to a specific property or parcel. These calls represent non-specific type incidents, which are incidents that either could not be correlated to a specific parcel or calls that involved auto accidents and other types of incidents along roads and highways.

Of the 21,420 remaining fire type incidents, 14,638 were calls to specific property uses. The remaining 6,782 incidents were considered non-specific type incidents. Because of the inability to correlate these non-specific type incidents to specific property categories, the call analysis does not include these 6,782 incidents. Additionally, the level of services required to meet anticipated demand for fire services and the corresponding annual fire services budget required to fund fire services provided to non-specific property uses would be required notwithstanding the occurrence of any incidents from such non-specific property uses.

The suppression of fires on vacant land and agricultural property primarily benefits adjacent property by containing the spread of fire rather than preserving the integrity of the vacant parcel. Thus, incidents to vacant and agricultural property were not included in the final analysis of the fire call database. The 116 calls to these two property use categories were removed.

Of the remaining 14,522 fire type incidents, there were 2,014 calls for service to government properties and 12,508 calls to non-Government properties as identified by addresses or fixed property use codes provided in the FFIRS reports. The costs associated with providing service to government properties was segregated and those government properties will fund fire service through a fee that is determined by the historical demand for service as detailed later in this Memorandum.

Table 8 outlines the assignment of fire type incidents based on the analysis conducted by GSG.

**Table 8**  
**Fire Calls by Category (Calendar Years 2011, 2012 and 2013)**

Property Category	Number of Fire Incidents	Percentage of Total Incidents
Non-Government	12,508	86.13%
Government	2,014	13.87%
<b>Total</b>	<b>14,522</b>	<b>100%</b>

Source: City of Tallahassee

## PROPERTY DATA

GSG obtained information from the ad valorem tax roll from the Leon County Property Appraiser's office to develop the assessment roll. Each building within the County on the ad valorem tax roll was assigned to one or more of the property use categories based on their assignment of use by the Leon County Property Appraiser or verification of use obtained through field research. A list of building improvement codes used by the Leon County Property Appraiser and their assignment to a property use category is provided as Appendix C.

The Residential Property Use Category includes such properties as single-family dwelling units, duplexes, mobile homes, triplexes, quadruplexes, apartments, condominiums, townhouses, and cooperatives. In the event the data was indefinite, the DOR codes were used to clarify mobile home categories and help identify condominium and townhouse buildings. For parcels assigned to the Residential Property Use Category, GSG utilized the total number of dwelling units as determined from the building files on the ad valorem tax roll or through the use of field research.

The Non-Residential Property Use Category includes commercial and industrial/warehouse property uses. For parcels within the Non-Residential Property Use Categories (Commercial and Industrial/Warehouse), GSG determined the amount of square footage of the structures using the building files on the ad valorem tax roll or through the use of field research.

For RV parks regulated under Chapter 513, Florida Statutes, in accordance with Sections 166.223 and 125.0168, Florida Statutes, which mandate that cities and counties treat RV parks like commercial property for non-ad valorem assessments levied by the City and County, each RV space within the park was treated as a building of commercial property and assigned the square footage of 191 square feet, the average size of a recreational vehicle, according to the Florida Association of RV Parks and Campgrounds.

# Computation of Fire Services Assessments

This section of the Memorandum includes the assessment rates as calculated within this Assessment Memorandum. The fire rescue assessment cost calculations provided herein are primarily based on information supplied by the City. The assessable cost projections developed by GSG are designed to forecast assessment rates within each property use category for Fiscal Years 2015-16 through 2019-20.

## SERVICE ZONES

Service zones were created under the previous fire assessment study in Fiscal Year 2009-10 to reflect the level of service differentiation of a property located in a higher density area that receives fire protection coverage from multiple stations as compared to a property located in an area generally described as rural and typically serviced by a single fire station. For this purpose, “core stations” were identified and defined as those stations within five road miles of at least two other stations. The creation of a core area was necessary to eliminate the appearance of a higher service level of those properties that may be within five road miles of two stations; however, the location of the property lies between two stations that are nearly ten miles apart. This same approach was used in this study. Any changes in the level of service provided in the two zones will need to be reviewed in subsequent studies to ensure that this approach is still valid.

Those properties included in “Zone 1” were generally located within five road miles of two “core stations.” Properties located outside of five road miles of two “core stations” were included in “Zone 2.” A map of the service zones is provided in Appendix E.

Calls were plotted, or “geocoded,” on a map based upon the address provided in the FFIRS database. Those calls correlated to properties included in “Zone 1,” and those calls correlated to properties included in “Zone 2,” were aggregated and assigned to the respective zone. Table 9 details the assignment of calls to service zones.

**Table 9**  
**Fire Calls to Non-Governmental Properties by Zone (Calendar Years 2011, 2012 and 2013)**

Zone	Number of Calls to Specific Property Uses
Zone 1	9,590
Zone 2	2,918

The calls for service were then weighted based on the average call duration differential between Zone 1 and Zone 2 to account for the difference in resources used on calls between the two zones. On average a call in Zone 2 is 26% longer in duration than a call in Zone 1. Therefore, all calls in Zone 2 were multiplied by a weighting factor of 1.26 to determine the weighted number of calls while all calls in Zone 1 were assigned a weighting factor of 1.00. Table 10 details the weighting of calls by zone

**Table 10**  
**Weighted Fire Calls to Non-Governmental Properties by Zone (Calendar Years 2011, 2012 and 2013)**

Zone	Number of Calls to Specific Property Uses	Weighting Factor	Number of Weighted Calls to Specific Property Uses
Zone 1	9,590	1.00	9,590.00
Zone 2	2,918	1.26	3,676.68



Table 11 outlines the property use category assignment of weighted fire type incidents for non-governmental properties based on the historical demand for service in each zone. Attachment #3  
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**Table 11**  
**Weighted Fire Calls by Category to Non-Governmental Properties (Calendar Years 2011, 2012 and 2013)**

Category	Zone 1		Zone 2	
	Number of Incidents	Percentage of Calls	Number of Incidents	Percentage of Calls
Residential	6,036	62.94%	3,186.54	86.67%
Commercial	3,448	35.95%	444.78	12.10%
Industrial/Warehouse	106	1.11%	45.36	1.23%
<b>Total</b>	<b>9,590</b>	<b>100%</b>	<b>3,676.68</b>	<b>100%</b>

Source: City of Tallahassee

## SPECIAL BENEFIT ASSUMPTIONS

The following assumptions support a finding that the fire services, facilities, and programs provided by the City provide a special benefit to the assessed parcels.

- Fire services, facilities, and programs possess a logical relationship to the use and enjoyment of property by: (i) protecting the value and integrity of improvements and structures through the availability and provision of comprehensive fire services; (ii) protecting the life and safety of intended occupants in the use and enjoyment of property; (iii) lowering the cost of fire insurance by the presence of a professional and comprehensive fire services program; and (iv) containing fire incidents occurring on land with the potential to spread and endanger other property and property features.
- The availability and provision of comprehensive fire services enhances and strengthens the relationship of such services to the use and enjoyment of the parcels of property, the market perception of the area and, ultimately, the property values within the assessable area.

## APPORTIONMENT METHODOLOGY

The following section describes the assessment apportionment methodology for fire services based on: (i) the fire services assessable cost calculations; (ii) the ad valorem tax roll maintained by the property appraiser and the availability of the data residing on the database; and (iii) the fire rescue incident data.

## COST APPORTIONMENT

The assessable costs were first apportioned among government and non-government property based upon the historical demand for service percentages shown in Table 8. The assessable costs attributable to non-government property were then apportioned to Zone 1 and Zone 2 and then further to the individual property use categories in each service zone based upon the weighted historical demand for fire services reflected by the fire incident data experienced in each service zone for Calendar Years 2011, 2012 and 2013. The five-year average cost apportionment is illustrated in Table 12.



**Table 12**  
**Cost Apportionment (Five-Year Average)**

Category	Zone 1 (72.29% of Weighted Fire Calls)			Zone 2 (27.71% of Weighted Fire Calls)		
	Total Calls	Percentage	Assessable Costs	Total Calls	Percentage	Assessable Costs
Residential	6,036	62.94%	\$15,239,222	3,186.54	86.67%	\$8,045,128
Commercial	3,448	35.95%	\$8,705,242	444.78	12.10%	\$1,122,946
Industrial/Warehouse	106	1.11%	\$267,621	45.36	1.23%	\$114,521
<b>Total</b>	<b>9,590</b>	<b>100%</b>	<b>\$24,212,085</b>	<b>3,676.68</b>	<b>100%</b>	<b>\$9,282,595</b>

## PARCEL APPORTIONMENT

The share of the assessable costs apportioned to each property use category was further apportioned among the individual buildings of property within each property use category in the manner described in Table 13.

**Table 13**  
**Parcel Apportionment within Property Use Categories**

Category	Parcel Apportionment
Residential	Dwelling Unit
Non-Residential	Improvement Area Per Building Within Square Footage Ranges
-Commercial	(100,000 Square Foot Cap Per Building)
-Industrial/Warehouse	

Applying the foregoing parcel apportionment methodology, fire assessment rates were computed for each property use category. The specific methodology, underlying special benefit and fair apportionment assumptions are included below and generally described.

## RESIDENTIAL PARCEL APPORTIONMENT ASSUMPTIONS

The following assumptions support findings that the parcel apportionment applied in the Residential Property Use category are fair and reasonable. The Residential Property Use Category includes such properties as single-family dwelling units and multi-family dwelling units.

- The size or the value of the residential parcel does not determine the scope of the required fire services. The potential demand for fire services is driven by the existence of a dwelling unit and the anticipated average occupant population.
- Apportioning the assessable costs for fire services attributable to the residential property use category on a per dwelling unit basis is required to avoid cost inefficiency and unnecessary administration, and is a fair and reasonable method of parcel apportionment based upon historical fire call data.
- The consolidation of single-family and multi-family properties into a single category is fair and reasonable because they are similar property uses and the number of calls per dwelling unit is not significantly different.

## RESIDENTIAL PARCEL APPORTIONMENT CALCULATION

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Based upon the historical demand for fire services, the percentages of assessable costs attributable to residential properties were calculated. The amount of the assessable costs allocable to each residential property was divided by the number of dwelling units in the Residential Property Use Category to compute the fire assessment to be imposed against each dwelling unit. For each residential parcel, the actual number of dwelling units located on the parcel will be multiplied by the residential dwelling unit rate to compute the residential fire assessment amount for the parcel.

Table 14 illustrates the assignment of dwelling units under this apportionment methodology to the Residential Property Use Category for each zone.

**Table 14**  
**Parcel Apportionment (Residential Property Use Category)**

Residential Property Use Category	Number of Dwelling Units-Zone 1	Number of Dwelling Units-Zone 2
Residential Dwelling Units	75,921	43,378

Source: Leon County Property Appraiser Data

## NON-RESIDENTIAL PARCEL APPORTIONMENT ASSUMPTIONS

The Non-Residential Property Use category includes commercial and industrial/warehouse property uses. The capacity to handle fires and other emergencies in Non-Residential Property Use category is governed by the following:

- The current pumping capacity is defined as the combined amount of water that all apparatus in the Fire Department can pump to a non-residential fire. As outlined by Table 4 above, the pumping capacity of the Fire Department is 44,800 gallons per minute. Accordingly, based on National Fire Protection Association firefighting standards for fire flow as provided for in NFPA 1 Fire Code, 2015, Chapter 18 (assuming ordinary construction), the Fire Rescue Department currently has sufficient fire flow capacity to provide service coverage in the event of a structure fire involving unlimited square feet. To avoid inefficiency and unnecessary administration, the City has made a policy decision to set the maximum classification of any building at 100,000 square feet.

The following assumption supports findings that the parcel apportionment applied in the Non-Residential Property Use category is fair and reasonable.

- The risk of loss and demand for fire services availability is substantially the same for structures below a certain minimum size. Because the value and anticipated occupancy of structures below a certain minimum size is less, it is fair, reasonable, and equitable to provide a lesser assessment burden on such structures by the creation of a specific property parcel classification for those parcels.
- The separation of non-residential buildings into square footage classifications is fair and reasonable for the purposes of parcel apportionment because: (i) the absence of a need for precise square footage data within the ad valorem tax records maintained by the property appraiser undermines the use of actual square footage of structures and improvements within each improved building as a basis for parcel apportionment; (ii) the administrative expense and complexity created by an on-site inspection to determine the actual square footage of structures and improvements within each improved parcel assessed is impractical; and (iii) the demand for fire services availability is not precisely determined or measured by the actual square footage of structures and improvements within benefited parcels; and (iv) the classification of buildings within square footage ranges is a fair and reasonable method to classify benefited parcels and to apportion costs among benefited buildings that create similar demand for the availability of fire services.
- The consolidation of commercial and institutional properties into a single category is fair and reasonable because the non-government institutional type properties are similar in use to the commercial type properties.

The parcel apportionment for each Non-Residential Property Use Classification shall include both minimum building classifications and an additional classification of all other buildings based upon the assumed square footage of structures and improvements within the improved parcel. The Non-Residential Property Use Classifications include Commercial and Industrial/Warehouse. The following describes the Non-Residential Property parcel apportionment calculation and classification for the Commercial and Industrial/Warehouse categories.

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## NON-RESIDENTIAL PARCEL APPORTIONMENT CALCULATION

Based upon the historical demand for fire services, property in the Non-Residential Property Use categories will be responsible for funding a percentage of assessable costs. The amount of the assessable costs allocable to buildings within each of the Non-Residential Property Use Classifications was calculated based upon the following building classifications.

- Non-residential buildings with square footage of non-residential improvements less than 1,999 square feet were assigned an improvement area of 1,000 square feet per building. Buildings with square footage of non-residential improvements between 2,000 square feet and 3,499 square feet were assigned an improvement area of 2,000 square feet per building. Buildings with non-residential improvements between 3,500 square feet and 4,999 square feet were assigned an improvement area of 3,500 square feet per building. Buildings with non-residential improvement areas between 5,000 square feet and 9,999 square feet were assigned an improvement area of 5,000 square feet per building. For buildings containing non-residential improvements between 10,000 square feet and 99,999 square feet, assignments of improvement area were made in 10,000 square foot increments.
- For buildings, containing non-residential improvements over 99,999 square feet, an assignment of improvement area of 100,000 was made.

Sections 125.0168 and 166.223, Florida Statutes, relating to special assessments levied on recreational vehicle parks regulated under Chapter 513, Florida Statutes are based on the following:

- When a city or county levy a non-ad valorem special assessment on a recreational vehicle park regulated under Chapter 513, the non-ad valorem special assessment shall not be based on the assertion that the recreational vehicle park is comprised of residential units. Instead, recreational vehicle parks regulated under Chapter 513 shall be assessed as a commercial entity in the same manner as a hotel, motel, or other similar facility.

Table 15 illustrates the assignment of improvement area under this apportionment methodology for the Commercial and Industrial/Warehouse categories.

**Table 15**  
**Parcel Apportionment (Non-Residential Property Use Category)**

Square Foot Tiers	Number of Commercial Buildings		Number of Industrial/Warehouse Buildings	
	Zone 1	Zone 2	Zone 1	Zone 2
≤ 1,999	1,444	238	86	45
2,000 - 3,499	961	173	147	54
3,500 - 4,999	536	88	122	51
5,000 - 9,999	809	111	274	79
10,000 - 19,999	407	73	196	27
20,000 - 29,999	141	19	60	5
30,000 - 39,999	81	4	28	2
40,000 - 49,999	48	7	13	0
50,000 - 59,999	34	3	9	0
60,000 - 69,999	18	4	5	0
70,000 - 79,999	13	2	3	4
80,000 - 89,999	11	2	5	1
90,000 - 99,999	9	3	3	0
≥ 100,000	39	3	13	0

Source: Leon County Property Appraiser Data

Because the suppression of fires on vacant land and agricultural property primarily benefits adjacent property by containing the spread of fire rather than preserving the integrity of the vacant parcel, incidents to vacant and agricultural property were not included in the final analysis of the fire call database. Therefore, only the primary structures on vacant and agricultural parcels will be charged.

## FIRE ASSESSMENT RATES

Applying the parcel apportionment methodology, fire services assessment rates were computed for each specified property use category. Based on the assessable costs of providing fire services, the number of fire calls apportioned to specific property categories and the number of billing units within the specified property categories.

Table 16 illustrates the assessment rates after application of the assessment methodology based on 100 percent funding of the five-year average total assessable costs.

**Table 16**  
**Fire Services Assessment Rates (Five Year Average)**

Residential Property Use Categories		Zone 1 - Rate Per Dwelling Unit	Zone 2 - Rate Per Dwelling Unit
Residential Dwelling Unit		\$201	\$185
Commercial Property Use Category	Building Classification (in square foot ranges)	Zone 1 - Rate Per Building	Zone 2 - Rate Per Building
	≤ 1,999	\$293	\$267
	2,000 - 3,499	\$585	\$533
	3,500 - 4,999	\$1,023	\$933
	5,000 - 9,999	\$1,461	\$1,332
	10,000 - 19,999	\$2,921	\$2,663
	20,000 - 29,999	\$5,842	\$5,326
	30,000 - 39,999	\$8,762	\$7,989
	40,000 - 49,999	\$11,683	\$10,652
	50,000 - 59,999	\$14,603	\$13,315
	60,000 - 69,999	\$17,524	\$15,978
	70,000 - 79,999	\$20,444	\$18,641
	80,000 - 89,999	\$23,365	\$21,304
	90,000 - 99,999	\$26,285	\$23,967
	≥ 100,000	\$29,206	\$26,630
Industrial/Warehouse Property Use Category	Building Classification (in square foot ranges)	Zone 1 - Rate Per Building	Zone 2 - Rate Per Building
	≤ 1,999	\$28	\$76
	2,000 - 3,499	\$56	\$152
	3,500 - 4,999	\$98	\$265
	5,000 - 9,999	\$139	\$378
	10,000 - 19,999	\$278	\$756
	20,000 - 29,999	\$556	\$1,511
	30,000 - 39,999	\$834	\$2,266
	40,000 - 49,999	\$1,112	\$3,021
	50,000 - 59,999	\$1,390	\$3,776
	60,000 - 69,999	\$1,668	\$4,532
	70,000 - 79,999	\$1,946	\$5,287
	80,000 - 89,999	\$2,224	\$6,042
	90,000 - 99,999	\$2,502	\$6,797
	≥ 100,000	\$2,780	\$7,552

\*Estimated Gross Revenue: \$33,494,680; Estimated Institutional Tax Exempt Buy-down: \$1,052,276; Estimated Net Revenue: \$32,442,404.

## EXEMPTIONS AND IMPACT OF EXEMPTIONS

Because the fire services assessment is being developed to meet the case law standards for a valid special assessment, any proposed exemptions require special scrutiny. The crafting of an exemption must be founded upon a legitimate public purpose, and not tramp on state or federal constitutional concepts of equal protection and constitutional prohibitions against establishment of religion or the use of the public treasury directly or indirectly to aid religious institutions. Furthermore, to ensure public acceptance, any exemption must make common sense and be fundamentally fair. Finally, the impact of any proposed exemption should be evaluated in terms of its magnitude and fiscal consequences on the City and County's general funds respectively.

Whenever crafting an exemption, it is important to understand that the fair apportionment element required by Florida case law prohibits the shifting of the fiscal costs of any special assessment from exempt landowners to other non-exempt landowners. In other words, the funding for an exemption from a special assessment must come from a legally available external revenue source, such as the City and

County's general funds. Funding for fire assessment exemptions cannot come from the proceeds derived directly from the imposition of special assessments for fire services and facilities. Because any exemption must be funded by an external funding source, the grant of any exemption will not have any impact upon the fire assessment to be imposed upon any other non-exempt parcels.

The decision to fund exemptions for fire services assessments on property owned by non-governmental entities is based upon the determination that such exemptions constituted a valid public purpose.

Table 17 summarizes the estimated impact of exempting institutional, wholly tax-exempt property based on the five-year average assessable budget.

**Table 17**  
**Estimated Impact of Exemptions (Five-Year Average)**

<b>Financial Classification</b>	<b>Zone 1</b>	<b>Zone 2</b>	<b>Total</b>
Estimated Assessable Costs	\$24,212,085	\$9,282,595	\$33,494,680
Estimated Buy-down for Institutional Tax-Exempt Building Uses	\$791,202	\$261,074	\$1,052,276
<b>Estimated Revenue Generated</b>	<b>\$23,420,883</b>	<b>\$9,021,521</b>	<b>\$32,442,404</b>

# Fire Services Fees Imposed on Governmental Property

The special benefit and fair and reasonable apportionment requirements for a valid special assessment do not rigidly apply to charges against government property. Florida case law has stated that user fees are paid by choice and are charged in exchange for a particular governmental service, which benefits the property paying the fee in a manner not shared by other members of the public. In the user fee context, choice means that the property paying the fee has the option of not using the governmental service and thereby avoiding the charge. Under such tests and definition of choice, the validity of both impact fees and stormwater fees have been upheld.

Impact fees are imposed to place the economic burden of infrastructure required by growth on new development. Stormwater fees are imposed to control and treat the stormwater burden generated by the use and enjoyment of developed property. Likewise, fire services provided by the City and County are intended to meet the historical demand for fire services from developed property and such fee benefits the owner or user of developed property in a manner not shared by other members of society (e.g., the owner of undeveloped property).

The Florida Attorney General has recognized that state-owned property is not required to pay a special assessment without legislative authorization but that such authorization is not needed for user fees or service charges. Additionally, a valid charge cannot be enforced by a lien against public property absent elector approval. Rather, the enforcement remedy is a mandamus action to compel payment. In addition, certain general laws preempt the home rule power of local governments to impose special assessments on educational institutions.

As discussed previously and documented in the “Incident Data” section of this document, the fire services incidents were analyzed to determine the fire services demand for all governmental property. It was determined that approximately 13.87% of the total fire calls were attributable to governmental property. Therefore, approximately 13.87% of the total assessable budget was allocated to governmental property as shown in Table 18 below.

**Table 18**  
**Government Cost Allocation**

Total Assessable Costs	Percentage of Governmental Calls	Governmental Cost Allocation
\$38,893,934	13.87%	\$5,399,254

The costs attributable to each governmental entity will be allocated based on each entities percentage of the total governmental square footage as determined by the City. GSG calculated a rate per square foot for governmental property based on the governmental cost allocation in Table 18 and the total governmental square footage as provided by the City. This calculation is shown in Table 19 below.

**Table 19**  
**Government Rate Calculation**

Governmental Cost Allocation	Total Government Square Feet	Government Rate Per Square Foot
\$5,399,254	25,608,345	\$0.211

# Additional Information

## EXEMPTION CALCULATIONS

GSG utilized the most current data to identify institutional, tax-exempt parcels within the County in order to calculate the aggregate cost ('buy down') of these parcels. In addition, best efforts were made by GSG to reconcile any differences necessary to calculate the estimated buy down for this exemption category. Missing or incorrect property data could affect the estimated aggregate costs.

## NON-SPECIFIC CALLS

In the fire call analysis, certain fire related calls were classified as non-property specific, because of the location of occurrence in the incident report. These calls represent non-specific incidents that either could not be correlated to a specific parcel or involved auto accidents or other types of incidents along roads and highways. These calls are excluded from the analysis that determines the percentage of calls for service to respective property types and therefore, are not considered in the determination of the extent of budget required to fund the department. Because the budget is established based on the ability of the department to adequately protect structures, no adjustment has been made to the budget due to non-property specific calls.

## MOBILE HOME AND RECREATIONAL VEHICLE PARK VACANCY CREDIT

As a consequence of the transient use and potential extraordinary vacancies within mobile home and recreational vehicle (RV) parks as compared to other residential property and the lack of demand for fire services for unoccupied spaces, it is fair and reasonable to provide for an extraordinary vacancy adjustment procedure for mobile home and RV park properties. Vacant mobile home and RV spaces within a mobile home or RV park will be charged; however, these properties will be eligible for an extraordinary vacancy adjustment for vacant mobile home or RV spaces.

## VERIFICATION OF SQUARE FOOTAGE OF STRUCTURES ON TAX-EXEMPT PARCELS

The ad valorem tax roll provides the data required to determine value. So long as properties remain in the name of owners exempt from ad valorem taxation, the property appraiser may not consistently maintain data related to building improvements on such parcels. As a consequence of such data imperfections, the square footage on some of the parcels, particularly for institutional private sector classifications, may not be complete. The City of Tallahassee Fire Department staff has assisted GSG in verifying square footage information for certain parcels of property within the County.

## BILLING PROPERTIES WITH MULTIPLE UTILITY ACCOUNTS

The proposed methodology can determine the assessment rate per building on a tax parcel. However, for some non-residential properties there may be many utility accounts assigned to a building. When utilizing the utility bill to collect the Fire Services Assessment, a considerable amount of data collection will be necessary to assess each utility account assigned to the building.



## SITUATION FOUND CODES AND DESCRIPTIONS

Code	Description	Type
100	Fire, Other	Non-EMS
111	Building Fire	Non-EMS
112	Fires in structures other than in a building	Non-EMS
113	Cooking fire, confined to a container	Non-EMS
114	Chimney or flue fire, confined to chimney or flue	Non-EMS
115	Incinerator overload or malfunction, fire confined	Non-EMS
116	Fuel burner/boiler malfunction, fire confined	Non-EMS
117	Commercial compactor fire, confined to rubbish	Non-EMS
118	Trash or rubbish fire, contained	Non-EMS
118B	Bonfire Contained	Non-EMS
120	Fire in mobile property used as a fixed structure, other	Non-EMS
121	Fire in mobile home used as a fixed residence	Non-EMS
122	Fire in mobile home, camper, recreational vehicle	Non-EMS
123	Fire in portable building, fixed location	Non-EMS
130	Mobile property (vehicle) fire, other	Non-EMS
131	Passenger vehicle fire	Non-EMS
132	Road freight or transport vehicle fire	Non-EMS
134	Water vehicle fire	Non-EMS
137	Camper or RV fire	Non-EMS
138	Off Road vehicle or heavy equipment fire	Non-EMS
140	Natural vegetation fire	Non-EMS
141	Forest, woods or wildland fire	Non-EMS
142	Brush, or brush and grass mixture fire	Non-EMS
143	Grass fire	Non-EMS
150	Outside rubbish fire, other	Non-EMS
151	Outside rubbish, trash or waste fire	Non-EMS
152	Garbage dump or sanitary landfill fire	Non-EMS
153	Construction or demolition landfill fire	Non-EMS
154	Dumpster or other outside trash receptacle fire	Non-EMS
155	Outside stationary compactor/compacted trash fire	Non-EMS
160	Special outside fire, other	Non-EMS
161	Outside storage fire	Non-EMS
162	Outside equipment fire	Non-EMS
170	Cultivated vegetation, crop fire, other	Non-EMS
200	Overpressure rupture, explosion, overheat, other	Non-EMS
210	Overpressure rupture from steam, other	Non-EMS
211	Overpressure rupture of steam pipe or pipeline	Non-EMS
213	Steam rupture of pressure or process vessel	Non-EMS
220	Overpressure rupture from air or gas, other	Non-EMS
221	Overpressure rupture of air or gas pipe/pipeline	Non-EMS
223	Air or gas rupture of pressure or process vessel	Non-EMS
240	Explosion (no fire), other	Non-EMS
243	Fireworks explosion (no fire)	Non-EMS
251	Excessive heat, scorch burns with no ignition	Non-EMS
3	Rescue Call	EMS
300	Rescue, EMS call, other	EMS
311	Medical assist, assist EMS crew	EMS
320	Allergic reaction	EMS

Code	Description	Type
321	EMS call, excluding vehicle accident with injury	EMS
321B	Blood Pressure Check	EMS
322	Vehicle accident with injuries	EMS
323	Motor vehicle/pedestrian accident (MV Ped)	EMS
324	Motor Vehicle Accident, No Injuries	Non-EMS
331	Lock-in (if lock out, use 511)	Non-EMS
341	Search for person on land	Non-EMS
342	Search for person in water	Non-EMS
350	Extrication, rescue, other	Non-EMS
351	Extrication of victim(s) from building/structure	Non-EMS
352	Extrication of victim(s) from vehicle	Non-EMS
353	Removal of victim(s) from stalled elevator	Non-EMS
354	Trench/below grade rescue	Non-EMS
355	Confined space rescue	Non-EMS
356	High angle rescue	Non-EMS
361	Swimming/recreational water areas rescue	Non-EMS
365	Watercraft rescue	Non-EMS
370	Electrical rescue	Non-EMS
371	Electrocution or potential electrocution	Non-EMS
372	Trapped by power lines	Non-EMS
381	Rescue or EMS standby	EMS
400	Hazardous condition, other	Non-EMS
400P	Hazardous Condition Powder	Non-EMS
410	Flammable gas or liquid condition, other	Non-EMS
411	Gasoline or other flammable liquid spill	Non-EMS
412	Gas leak	Non-EMS
413	Oil or other combustible liquid spill	Non-EMS
422	Chemical spill or leak	Non-EMS
423	Refrigeration leak	Non-EMS
424	Carbon monoxide incident	Non-EMS
440	Electrical wiring/equipment problem, other	Non-EMS
441	Heat from short circuit (wiring), defective/worn	Non-EMS
442	Overheated motor	Non-EMS
443	Light ballast breakdown	Non-EMS
444	Power line down	Non-EMS
445	Arcing, shorted electrical equipment	Non-EMS
451	Police Assist	Non-EMS
460	Accident, potential accident, other	Non-EMS
461	Building or structure weakened or collapsed	Non-EMS
462	Aircraft standby	Non-EMS
462A	Aircraft Standby, Electrical Indicators	Non-EMS
462E	Aircraft Standby, Engine Failure	Non-EMS
462O	Aircraft Standby, Other	Non-EMS
463	Vehicle accident, general cleanup	Non-EMS
471	Explosive, bomb removal (for bomb scare, use 721)	Non-EMS
480	Attempted burning, illegal action, other	Non-EMS
481	Attempt to burn	Non-EMS
482	Threat to burn	Non-EMS

Code	Description	Type
500	Service call, other	Non-EMS
500C	Service Call Other - Check	Non-EMS
510	Person in distress, other	Non-EMS
511	Lock-out	Non-EMS
512	Ring or jewelry removal	Non-EMS
520	Water problem, other	Non-EMS
521	Water evacuation	Non-EMS
522	Water or steam leak	Non-EMS
531	Smoke or odor removal	Non-EMS
540	Animal problem, other	Non-EMS
541	Animal problem	Non-EMS
542	Animal rescue	Non-EMS
550	Public service assistance, other	Non-EMS
551	Assist police or other governmental agency	Non-EMS
551E	Assist EMS	EMS
551R	Airport Runway Check	Exclude
552	Police matter	Non-EMS
553	Public service	Non-EMS
553D	Public Service Smoke Detector	Non-EMS
554	Assist invalid	EMS
555	Defective elevator	Non-EMS
561	Unauthorized burning	Non-EMS
571	Cover assignment, standby, moveup	Non-EMS
600	Good intent call, other	Non-EMS
611	Dispatched & canceled en route	Non-EMS
621	Wrong location	Non-EMS
621L	Unable to Locate	Non-EMS
622	No incident found upon arrival	Non-EMS
631	Authorized controlled burning	Non-EMS
632	Prescribed fire	Non-EMS
641	Vicinity alarm (incident in other location)	Non-EMS
650	Steam, other gas mistaken for smoke, other	Non-EMS
651	Smoke scare, odor of smoke	Non-EMS
652	Steam, vapor, fog or dust thought to be smoke	Non-EMS
653	Barbecue, tar kettle	Non-EMS
661	EMS call, party transported by non-fire agency	EMS
671	Hazmat release investigation w/no hazmat	Non-EMS
672	Biological hazard investigation, none found	Non-EMS
700	False alarm or false call, other	Non-EMS
710	Malicious, mischievous false call, other	Non-EMS
711	Municipal alarm system, malicious false alarm	Non-EMS
712	Direct tie to FD, malicious/false alarm	Non-EMS
713	Telephone, malicious false alarm	Non-EMS
714	Central station, malicious false alarm	Non-EMS
715	Local alarm system, malicious false alarm	Non-EMS
721	Bomb scare - no bomb	Non-EMS
730	System malfunction	Non-EMS
731	Sprinkler activation due to malfunction	Non-EMS

Code	Description	Type
732	Extinguishing system activation due to malfunction	Non-EMS
733	Smoke detector activation due to malfunction	Non-EMS
734	Heat detector activation due to malfunction	Non-EMS
735	Alarm system sounded due to malfunction	Non-EMS
736	CO detector activation due to malfunction	Non-EMS
740	Unintentional transmission of alarm, other	Non-EMS
740R	Alarm Reset	Non-EMS
741	Sprinkler activation, no fire - unintentional	Non-EMS
742	Extinguishing system activation	Non-EMS
743	Smoke detector activation, no fire - unintentional	Non-EMS
744	Detector activation, no fire - unintentional	Non-EMS
745	Alarm system sounded, no fire - unintentional	Non-EMS
745B	Alarm System Activated/Burnt Floor/No Fire	Non-EMS
745T	Alarm System Activated/Testing/Maintenance	Non-EMS
746	Carbon monoxide detector activation, no CO	Non-EMS
800	Severe weather or natural disaster, other	Non-EMS
813	Wind storm, tornado/hurricane assessment	Non-EMS
814	Lightning strike (no fire)	Non-EMS
900	Special type of incident, other, Dumpster fire	Non-EMS
900A	Training/Academy	Exclude
900B	Training/Territory	Exclude
900E	Inspection	Exclude
900G	Drug Test	Exclude
900H	Hose Testing	Exclude
900I	Hydrant Inspection	Exclude
900P	Prefire Planning	Exclude
900R	Fire/Re-Check	Non-EMS
900T	Test Incident/CAD/PMDC	Exclude
911	Citizen complaint	Non-EMS

## FIXED PROPERTY USE CODES AND DESCRIPTIONS

Code	Description	Category
000	FIXED PROP USE UNDETERMINED	NON-SPECIFIC
100	UNKNOWN OTHER	NON-SPECIFIC
110	FIXED USE RECREATION, OTHER	COMMERCIAL
111	BOWLING ESTABLISHMENT	COMMERCIAL
112	BILLIARD CENTER	COMMERCIAL
113	AMUSEMENT CENTER	COMMERCIAL
115	ROLLER RINK	COMMERCIAL
116	SWIMMING FACILITY	COMMERCIAL
120	VARIABLE USE AMUSEMENT/RECREATION	COMMERCIAL
121	BALLROOM, GYMNASIUM	COMMERCIAL
122	EXHIBITION HALL	COMMERCIAL
123	ARENA/STADIUM	COMMERCIAL
124	PLAYGROUND	COMMERCIAL
129	AMUSEMENT CENTER INDOOR/OUTDOOR	COMMERCIAL
130	PLACES OF WORSHIP, CHURCH, FUNERAL PARLOR	COMMERCIAL
131	CHURCH/CHAPEL	COMMERCIAL
134	FUNERAL PARLOR/CHAPEL	COMMERCIAL
140	CLUBS, OTHER	COMMERCIAL
141	ATHLETIC CLUB/YMCA	COMMERCIAL
142	CLUB HOUSE	COMMERCIAL
143	YACHT CLUB	COMMERCIAL
144	CASINO, GAMBLING CLUBS	COMMERCIAL
150	PUBLIC, GOVT, OTHER	COMMERCIAL
151	LIBRARY	COMMERCIAL
152	MUSEUM, ART GALLERY	COMMERCIAL
154	MEMORIAL STRUCTURE, MONUMENT	COMMERCIAL
155	COURT ROOM	COMMERCIAL
160	EATING/DRINKING PLACES	COMMERCIAL
161	RESTAURANT	COMMERCIAL
162	NIGHTCLUB	COMMERCIAL
170	TERMINALS OTHER	COMMERCIAL
173	BUS TERMINAL	COMMERCIAL
180	THEATER, STUDIO OTHER	COMMERCIAL
181	PERFORMANCE THEATER	COMMERCIAL
182	AUDITORIUM, CONCERT HALL	COMMERCIAL
183	MOVIE THEATER	COMMERCIAL
185	RADIO, TV STUDIO	COMMERCIAL
200	EDUCATIONAL PROPERTY OTHER	COMMERCIAL
210	SCHOOLS NON-ADULT OTHER	COMMERCIAL
211	PRE-SCHOOL	COMMERCIAL
213	ELEMENTARY SCHOOL	COMMERCIAL
215	HIGH SCHOOL/JR HIGH/MIDDLE SCHOOL	COMMERCIAL
241	COLLEGE/UNIVERSITY	COMMERCIAL
254	DAY CARE-IN COMMERCIAL PROPERTY	COMMERCIAL
255	DAY CARE-IN RESIDENCE-LICENSED	COMMERCIAL
300	HEALTHCARE/DETENTION OTHER	COMMERCIAL
311	CARE OF THE AGED/NURSING STAFF	COMMERCIAL
321	MENTAL RETARDATION/DEVELOPMENT DISABILITY FACILITY	COMMERCIAL

Code	Description	Category
322	ALCOHOL/SUBSTANCE ABUSE RECOVERY CENTER	COMMERCIAL
323	ASYLUM/MENTAL INSTITUTION	COMMERCIAL
331	HOSPITAL-MEDICAL/PSYCHIATRIC	COMMERCIAL
332	HOSPICES	COMMERCIAL
340	CLINICS, OTHER	COMMERCIAL
341	CLINIC, CLINIC-TYPE INFIRMARY	COMMERCIAL
342	DOCTOR/DENTIST/SURGEONS OFFICE	COMMERCIAL
343	HEMODIALYSIS UNIT	COMMERCIAL
361	JAIL/PRISON - NOT JUVENILE	COMMERCIAL
363	REFORMATORY, JUVENILE DETENTION CENTER	COMMERCIAL
365	POLICE STATION	COMMERCIAL
365A	POLICE TRAINING CENTER	COMMERCIAL
400	RESIDENTIAL OTHER	RESIDENTIAL
419	ONE- AND TWO-FAMILY DWELLING	RESIDENTIAL
429	MULTI-FAMILY DWELLINGS	RESIDENTIAL
439	ROOMING, BOARDING, RESIDENTIAL HOTELS	COMMERCIAL
449	HOTELS, MOTELS, INNS, LODGES	COMMERCIAL
459	RESIDENTIAL BOARD AND CARE	COMMERCIAL
460	DORMITORIES OTHER	COMMERCIAL
462	FRATERNITY, SORORITY HOUSE	COMMERCIAL
464	MILITARY BARRACKS/DORMITORY	RESIDENTIAL
500	MERCANTILE PROPERTIES OTHER	COMMERCIAL
511	CONVENIENCE STORE	COMMERCIAL
519	FOOD, BEVERAGE SALES, GROCERY STORE	COMMERCIAL
529	TEXTILE, WEARING APPAREL SALES	COMMERCIAL
539	HOUSEHOLD GOODS SALES, REPAIRS	COMMERCIAL
549	SPECIALTY SHOPS	COMMERCIAL
557	BARBER, BEAUTY SHOP, PERSONAL SERVICES	COMMERCIAL
559	RECREATIONAL, HOBBY, HOME SALES, PET STORE	COMMERCIAL
564	SELF-SERVICE LAUNDRY/DRY CLEANING	COMMERCIAL
569	PROFESSIONAL SUPPLIES	COMMERCIAL
571	SERVICE STATION	COMMERCIAL
579	MOTOR VEHICLE, BOAT SALES/SERVICE/REPAIRS	COMMERCIAL
580	GENERAL ITEM STORES, OTHER	COMMERCIAL
581	DEPARTMENT STORE	COMMERCIAL
592	BANK W/FIRST STORY BANKING FACILITY	COMMERCIAL
593	MEDICAL, RESEARCH, SCIENTIFIC OFFICE	COMMERCIAL
596	POST OFFICE OR MAILING FORMS	COMMERCIAL
599	BUSINESS OFFICES	COMMERCIAL
600	BASIC INDUSTRY, UTILITY, DEFENSE OTHER	INDUSTRIAL/WAREHOUSE
610	ENERGY PRODUCTION, OTHER	INDUSTRIAL/WAREHOUSE
614	STEAM, HEAT ENERGY PLANT	INDUSTRIAL/WAREHOUSE
615	ELECTRIC GENERATING PLANT	INDUSTRIAL/WAREHOUSE
629	LABORATORIES	INDUSTRIAL/WAREHOUSE
631	NATIONAL DEFENSE SITE/MILITARY SITE	COMMERCIAL
635	COMPUTER, DATA PROCESSING CNTR	INDUSTRIAL/WAREHOUSE
639	COMMUNICATIONS CENTER	INDUSTRIAL/WAREHOUSE
640	UTILITY, ENERGY DISTRIBUTION CNTR OTHER	INDUSTRIAL/WAREHOUSE



Code	Description	Category
642	ELECTRIC TRANSMISSION DISTIB. SYSTEM	INDUSTRIAL/WAREHOUSE
644	GAS DISTRIBUTION SYSTEM, PIPELINE	INDUSTRIAL/WAREHOUSE
647	WATER UTILITY	INDUSTRIAL/WAREHOUSE
648	SANITARY SERVICE	INDUSTRIAL/WAREHOUSE
655	CROPS, ORCHARDS	LAND
669	FOREST, TIMBERLAND	LAND
700	MANUFACTURING PROPERTY, PROCESSING	INDUSTRIAL/WAREHOUSE
800	STORAGE PROPERTY OTHER	INDUSTRIAL/WAREHOUSE
807	OUTSIDE MATERIAL STORAGE AREA	NON-SPECIFIC
808	SHED	NON-SPECIFIC
819	LIVESTOCK, POULTRY STORAGE	LAND
839	REFRIGERATED STORAGE	INDUSTRIAL/WAREHOUSE
880	VEHICLE STORAGE; OTHER	INDUSTRIAL/WAREHOUSE
882	GENERAL VEHICLE PARKING GARAGE	INDUSTRIAL/WAREHOUSE
888	FIRE STATIONS	COMMERCIAL
888T	FIRE TRAINING CENTER/ACADEMY	COMMERCIAL
891	GENERAL WAREHOUSE	INDUSTRIAL/WAREHOUSE
898	WHARF, PIER	INDUSTRIAL/WAREHOUSE
899	RESIDENTIAL OR SELF STORAGE UNITS	INDUSTRIAL/WAREHOUSE
900	OUTSIDE, SPECIAL PROPERTIES; OTHER	NON-SPECIFIC
919	DUMP SANITARY LANDFILL	NON-SPECIFIC
921	BRIDGE, TRESTLE	NON-SPECIFIC
926	OUTBUILDING, EXCLUDING GARAGE	NON-SPECIFIC
931	OPEN LAND, FIELD	LAND
935	CAMPSITE WITH UTILITIES	COMMERCIAL
936	VACANT LOT	LAND
938	GRADED AND CARED FOR PLOTS OF LAND	LAND
940	WATER AREAS, OTHER	NON-SPECIFIC
946	LAKE/RIVER/STREAM	NON-SPECIFIC
951	RAILROAD RIGHT OF WAY	NON-SPECIFIC
952	SWITCH YARD, MARSHALLING YARD	NON-SPECIFIC
960	STREET, OTHER	NON-SPECIFIC
961	DIVIDED HIGHWAY, HIGHWAY	NON-SPECIFIC
962	PAVED PUBLIC STREET, RESIDENTIAL	NON-SPECIFIC
963	PAVED PRIVATE STREET, COMMERCIAL	NON-SPECIFIC
965	UNCOVERED PARKING AREA	NON-SPECIFIC
972	AIRCRAFT RUNWAY	COMMERCIAL
972H	AIRCRAFT HANGER/STORAGE	COMMERCIAL
972T	AIRPORT CONTROL TOWER	COMMERCIAL
974	AIRCRAFT LOADING AREA	COMMERCIAL
981	CONSTRUCTION SITE	NON-SPECIFIC
983	PIPELINE, POWER LINE RIGHT OF WAY	NON-SPECIFIC
984	INDUSTRIAL PLANT YARD	INDUSTRIAL/WAREHOUSE
NNN	NONE	NON-SPECIFIC
UUU	UNDETERMINED	NON-SPECIFIC

LEON COUNTY PROPERTY APPRAISER  
BUILDING IMPROVEMENT CODES AND USE DESCRIPTIONS  
WITH ASSIGNMENT OF PROPERTY USE CATEGORY

Code	Description	Category
0100	SINGLE FAMILY RESIDENTIAL	Residential
0300	DUPLEX	Residential
0400	CONDOMINIUM	Residential
0500	STUDENT APARTMENTS	Residential
0501	FRAT/SORORITY	Commercial
0510	STUDENT MULTI LEASE	Residential
0600	STANDARD APARTMENTS	Residential
0601	APT/ LESS THAN 10 UNITS	Residential
0602	DORMITORY	Residential
0650	LIHTC	Residential
0700	TOWNHOUSE	Residential
0800	MOBILE HOME	Residential
1000	GARDEN APARTMENT	Residential
1100	HIGH RISE	Residential
1200	EXEMPT MULTI FAMILY	Residential
1400	MOTELS	Commercial
1500	EXTENDED STAY HOMES	Commercial
1600	HOTELS	Commercial
1700	HOSP/NURS HOME	Residential
1710	NURSING HOME	Residential
1720	CLINIC	Commercial
1730	VET CLINIC	Commercial
1740	REGIONAL MEDICAL CENTER	Commercial
1750	ASSISTED LIVING FACILITY	Residential
1800	CO-OP	Residential
2000	STORE	Commercial
2010	CONDO-STORE	Commercial
2011	SALON/BARBER SHOP	Commercial
2012	LAUNDROMAT	Commercial
2013	CARWASH	Commercial
2014	PHYS FITNESS CENTER	Commercial
2015	STORE SFR CONV	Commercial
2016	IND/RETAIL/STORE	Commercial
2018	DRY CLEANERS	Commercial
2020	CONVENIENCE STORE	Commercial
2030	CONV-STORE/GAS	Commercial
2040	SUPERMARKET	Commercial
2050	PHARMACY	Commercial
2060	JR DISCOUNT	Commercial
2070	SUPER DISCOUNT	Commercial
2080	AUTO PARTS	Commercial
2090	AUTO SERVICE	Commercial
2100	DEPARTMENT STORE	Commercial
2110	JR DEPARTMENT STORE	Commercial
2200	SHOP CENTER	Commercial
2210	NBHD SHOP CENTER	Commercial
2220	COMM SHOP CENTER	Commercial
2300	SERVICE STATION	Commercial

Code	Description	Category
2400	REC/BOWL ALLEY	Commercial
2410	CLUBHOUSE/REC	Commercial
2500	REST/LOUNGE	Commercial
2510	FAMILY RESTAURANT	Commercial
2520	TAKE-OUT RESTAURANT	Commercial
2600	FAST FOOD DRIVE IN	Commercial
2610	FAST FOOD NO SEAT	Commercial
2620	NITE CLUB	Commercial
2700	AUDIT/THEATER	Commercial
2800	MALL	Commercial
2810	SUPER REG MALL	Commercial
3000	OFFICE	Commercial
3010	OFFICE CONDO	Commercial
3015	OFFICE CONDO HIGH RISE	Commercial
3020	OFFICE STRIP CENTER	Commercial
3030	OFFICE LOW RISE	Commercial
3040	OFFICE MID RISE	Commercial
3045	OFFICE PARK	Commercial
3050	OFFICE HIGH RISE	Commercial
3060	OFFICE INDUSTRIAL	Commercial
3070	OFFICE/SFR CONVERSION	Commercial
3080	CONDO MEDICAL OFFICE	Commercial
3100	ED/RELIGIOUS	Commercial
3110	CHILD CARE	Commercial
3200	PUBLIC PARKING	Industrial/Warehouse
3300	BANKS	Commercial
3400	BANKS-BRANCH	Commercial
3410	BANKS-DRV THRU	Commercial
3500	FUNERAL HOME	Commercial
3600	TRAINING CENTER	Commercial
3700	MEDICAL OFFICE	Commercial
3901	BROADCAST CENTER	Commercial
3902	WCTV 2	Commercial
3930	CLASSROOM/TRAINING	Commercial
3940	LIBRARY/MULTI-MEDIA	Commercial
3950	OFFICES	Commercial
3960	DORMITORY/HOUSING	Commercial
3970	MEDICAL FACILITIES	Commercial
3980	COURTHOUSE	Commercial
4000	WAREHOUSE	Industrial/Warehouse
4010	CONDO WAREHOUSE	Industrial/Warehouse
4020	DISTRIBUTION WAREHOUSE	Industrial/Warehouse
4030	TECH MANUFACTURING	Industrial/Warehouse
4031	INDUSTRIAL OFFICE	Industrial/Warehouse
4040	WAREHOUSE/MULTI-BAY	Industrial/Warehouse
4100	SERVICE/PARKING GARAGE	Industrial/Warehouse
4110	INDEPENDENT AUTO CENTER	Commercial
4200	MINI WAREHOUSE	Industrial/Warehouse

Code	Description	Category
4300	COLD STORAGE	Industrial/Warehouse
4400	LIGHT MANUFACTURING	Industrial/Warehouse
4500	HEAVY MANUFACTURING	Industrial/Warehouse
4600	AUTO SHOW/GARAGE	Industrial/Warehouse
4610	CAR/TRUCK RENTAL	Commercial
4620	BOAT S/E DEALER	Commercial
4700	PREFAB METAL BUILDING	Not Used
4800	BARN SHED	Not Used
4810	AIRPORT TERMINAL	Commercial
4900	MAINT/MECH/WAREHOUSING	Industrial/Warehouse
4910	RESEARCH/DEVELOP LABS	Industrial/Warehouse
4920	STADIUMS/ARENAS	Commercial
4930	PARKING GARAGES	Industrial/Warehouse
4940	PRISONS/JAILS	Commercial
4950	MILITARY FACILITIES	Commercial
4960	FIRE STATION	Commercial
MHPK	MOBILE HOME PARK	Residential
MUSE	MUSEUM/CULTURAL	Commercial
RVPK	RV PARK	Commercial

## DEPARTMENT OF REVENUE (DOR) CODES

<b>CODE</b>	<b>DESCRIPTION</b>
0	VACANT RESIDENTIAL
100	SINGLE FAMILY IMPROVED
200	MOBILE HOME
300	MULTI FAMILY +10 UNITS
400	CONDOMINIUM
500	CO-OPS
600	RETIREMENT HOMES/NONEXPT
700	MISC RESIDENTIAL
800	MULTI FAMILY 2-9 UNITS
1000	VACANT COMMERCIAL
1100	STORES 1 STORY
1200	MIXED USE STORE/OFFICE
1300	DEPARTMENT STORES
1400	SUPERMARKETS
1500	REGIONAL SHOPPING CTRS
1600	COMMUNITY SHOPPING CTR
1700	OFFICE NON-PROF 1 STORY
1800	OFFICE NON-PROF 2+ STORY
1900	PROFFESIONAL SERVICES
2000	AIR/MARINE/BUS TERMINALS
2100	RESTAURANTS/CAFETERIAS
2200	DRIVE-IN RESTAURANT
2300	BANK/S & L/MORTGAGE/CREDIT
2400	INSURANCE COMPANY OFFICE
2500	REPAIRS SVC TV/LAUNDRIES
2600	SERVICE STATIONS
2700	AUTO SALES/SERVICE/RENTAL
2800	MOBILE HOME PARKS/PK LOTS
2900	WHOLESALE/PRODUCE OUTLETS
3000	FLORIST/GREENHOUSE
3100	OPEN STADIUMS
3200	THEATER/AUDITORIUM (ENCL)
3300	NIGHTCLUB/BAR/LOUNGE
3400	BOWLING/SKATING/POOL HALL
3500	TOURIST ATTRACTION
3600	CAMPS
3700	RACE TRACK; HORSE/DOG/AUTO
3800	GOLF COURSE/DRIVING RANGE
3900	HOTELS/MOTELS
4000	VACANT INDUSTRIAL
4100	LT MFG/SM MACH SHOP/PRINT
4200	HEAVY IND/EQUIP MFG/MACH
4300	LUMBER YARD/SAWMILL
4400	PACK PLANT (FRUIT/MEAT)
4500	CANNERIES/DISTILLERIES

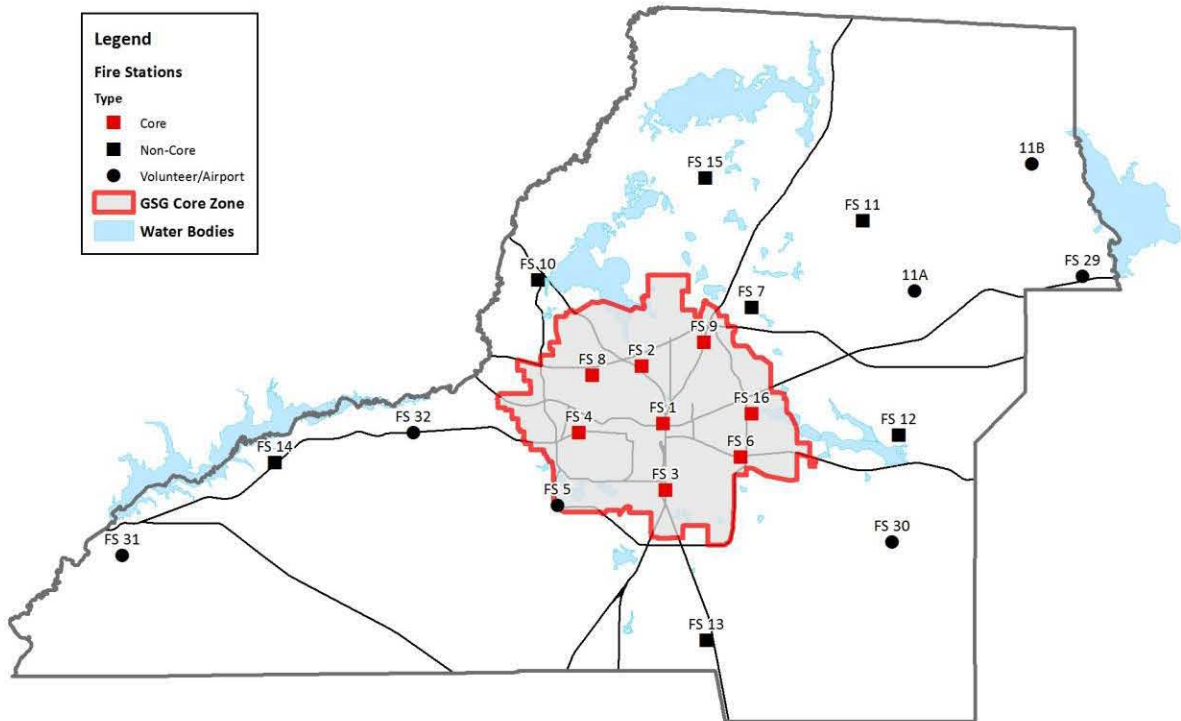
<b>CODE</b>	<b>DESCRIPTION</b>
4600	FOOD PROCESSING/BAKERIES
4700	CEMENT PLANTS
4800	WAREHOUSING
4900	OPEN STORAGE
5000	IMPROVED AGRICULTURAL
5100	VEGETABLE CROPS
5200	BI-ANNUAL ROW CROPS
5300	ROW CROPS
5400	TIMBERLAND SITE 90+
5500	TIMBERLAND SITE 80-89
5600	TIMBERLAND SITE 70-79
5700	TIMBERLAND SITE 60-69
5800	TIMBERLAND SITE 50-59
5900	TIMBERLAND NOT CLASSIFIED
6000	IMPROVED PASTURE LAND
6100	SEMI-IMPROVED LAND
6200	NATIVE LAND
6300	WASTE LAND
6400	GRAZING LAND CLASS V
6500	GRAZING LAND CLASS VI
6600	CITRUS
6700	POULTRY/BEEES/FISH/RABBIT
6800	DAIRY, HOG & CATTLE FEED
6900	ORNAMENTALS, MISC AG
7000	VACANT INSTITUTIONAL
7100	CHURCHES
7200	PRIVATE SCHOOLS & COLLEGE
7300	PRIVATE OWNED HOSPITALS
7400	HOMES FOR THE AGED
7500	ORPHANAGES
7600	MORTUARIES/CEMETERIES
7700	CLUBS, LODGES, UNION HALLS
7800	SANITARIUMS, CONVALES, REST
7900	CULTURAL ORG, FACIILITIES
8000	UNDEFINED
8100	MILITARY
8200	GOVT FOREST/PARKS/RECREATIONAL
8300	PUBLIC COUNTY SCHOOLS
8400	COLLEGES
8500	HOSPITALS
8600	COUNTY
8700	STATE
8800	FEDERAL
8900	MUNICIPAL NOT PARKS
9000	LEASEHOLD GOVT OWNED



CODE	DESCRIPTION
9100	UTILITIES, GAS/ELEC/TELEP
9200	MINING, PETROLEUM, GAS
9300	SUBSURFACE RIGHTS
9400	RIGHT-OF-WAY
9500	RIVERS & LAKES, SUBMERGED
9600	SEWAGE DISP, BORROW PITS
9700	OUTDOOR REC OR PARK
9800	CENTRALLY ASSESSED
9900	ACREAGE NON AGRICULTURAL

# Appendix E

## MAP OF SERVICE ZONES



**Preliminary Non-Residential Property Use Category Fire Rescue Charge Comparison**

<b>Property Use Category</b>	<b>Square Feet Calculation</b>	<b>Zone 1 Current</b>	<b>Zone 1 Proposed</b>	<b>Zone 2 Current</b>	<b>Zone 2 Proposed</b>
<b>Commercial</b>	≤ 1,999	\$231	\$293	\$245	\$267
	2,000 – 3,499	\$462	\$585	\$489	\$533
	3,500 – 4,999	\$809	\$1,023	\$856	\$933
	5,000 – 9,999	\$1,155	\$1,461	\$1,222	\$1,332
	10,000 – 19,999	\$2,309	\$2,921	\$2,444	\$2,663
	20,000 – 29,999	\$4,618	\$5,842	\$4,887	\$5,326
	30,000 – 39,999	\$6,926	\$8,762	\$7,330	\$7,989
	40,000 – 49,999	\$9,235	\$11,683	\$9,774	\$10,652
	50,000 – 59,000	\$11,544	\$14,603	\$12,217	\$13,315
	60,000 – 69,000	\$13,852	\$17,524	\$14,660	\$15,978
	70,000 – 79,000	\$16,161	\$20,444	\$17,104	\$18,641
	80,000 – 89,000	\$18,469	\$23,365	\$19,547	\$21,304
	90,000 – 99,999	\$20,778	\$26,285	\$21,990	\$23,967
	≥ 100,000	\$23,087	\$29,206	\$24,434	\$26,630
<b>Non-Government Institutional</b>	≤ 1,999	\$380	\$293	\$194	\$267
	2,000 – 3,499	\$759	\$585	\$388	\$533
	3,500 – 4,999	\$1,327	\$1,023	\$679	\$933
	5,000 – 9,999	\$1,896	\$1,461	\$970	\$1,332
	10,000 – 19,999	\$3,792	\$2,921	\$1,939	\$2,663
	20,000 – 29,999	\$7,583	\$5,842	\$3,878	\$5,326
	30,000 – 39,999	\$11,374	\$8,762	\$5,817	\$7,989
	40,000 – 49,999	\$15,165	\$11,683	\$7,755	\$10,652
	50,000 – 59,000	\$18,956	\$14,603	\$9,694	\$13,315
	60,000 – 69,000	\$22,747	\$17,524	\$11,633	\$15,978
	70,000 – 79,000	\$26,538	\$20,444	\$13,572	\$18,641
	80,000 – 89,000	\$30,330	\$23,365	\$15,510	\$21,304
	90,000 – 99,999	\$34,121	\$26,285	\$17,449	\$23,967
	≥ 100,000	\$37,912	\$29,206	\$19,388	\$26,630
<b>Industrial Warehouse</b>	≤ 1,999	\$27	\$28	\$49	\$76
	2,000 – 3,499	\$54	\$56	\$98	\$152
	3,500 – 4,999	\$95	\$98	\$172	\$265
	5,000 – 9,999	\$135	\$139	\$245	\$378
	10,000 – 19,999	\$270	\$278	\$490	\$756
	20,000 – 29,999	\$539	\$556	\$979	\$1,511
	30,000 – 39,999	\$808	\$834	\$1,468	\$2,266
	40,000 – 49,999	\$1,077	\$1,112	\$1,957	\$3,021
	50,000 – 59,000	\$1,346	\$1,390	\$2,447	\$3,776
	60,000 – 69,000	\$1,616	\$1,668	\$2,936	\$4,532
	70,000 – 79,000	\$1,885	\$1,946	\$3,425	\$5,287
	80,000 – 89,000	\$2,154	\$2,224	\$3,914	\$6,042
	90,000 – 99,999	\$2,423	\$2,502	\$4,404	\$6,797
	≥ 100,000	\$2,692	\$2,780	\$4,893	\$7,552

### Rate Schedule

		Per Annum For FY 2016 and FY 2017		Per Annum for FY 2018 and each Fiscal Year Thereafter	
		Zone 1	Zone 2	Zone 1	Zone 2
<u>Residential</u>	<u>Per Residential Dwelling Unit</u>	\$170.85	\$157.25	\$201.00	\$185.00
<u>Commercial/Institutional</u>	<u>Square Feet Classification</u>				
	< 1,999	\$249.05	\$226.95	\$293.00	\$267.00
	2,000 - 3,499	\$497.25	\$453.05	\$585.00	\$533.00
	3,500 - 4,999	\$869.55	\$793.05	\$1,023.00	\$933.00
	5,000 - 9,999	\$1,241.85	\$1,132.20	\$1,461.00	\$1,332.00
	10,000 - 19,999	\$2,482.85	\$2,263.55	\$2,921.00	\$2,663.00
	20,000 - 29,999	\$4,965.70	\$4,527.10	\$5,842.00	\$5,326.00
	30,000 - 39,999	\$7,447.70	\$6,790.65	\$8,762.00	\$7,989.00
	40,000 - 49,999	\$9,930.55	\$9,054.20	\$11,683.00	\$10,652.00
	50,000 - 59,999	\$12,412.55	\$11,317.75	\$14,603.00	\$13,315.00
	60,000 - 69,999	\$14,895.40	\$13,581.30	\$17,524.00	\$15,978.00
	70,000 - 79,999	\$17,377.40	\$15,844.85	\$20,444.00	\$18,641.00
	80,000 - 89,999	\$19,860.25	\$18,108.40	\$23,365.00	\$21,304.00
	90,999 - 99,999	\$22,342.25	\$20,371.95	\$26,285.00	\$23,967.00
	≥ 100,000	\$24,825.10	\$22,635.50	\$29,206.00	\$26,630.00
<u>Industrial/Warehouse</u>	< 1,999	\$23.80	\$64.60	\$28.00	\$76.00
	2,000 - 3,499	\$47.60	\$129.20	\$56.00	\$152.00
	3,500 - 4,999	\$83.30	\$225.25	\$98.00	\$265.00
	5,000 - 9,999	\$118.15	\$321.30	\$139.00	\$378.00
	10,000 - 19,999	\$236.30	\$642.60	\$278.00	\$756.00
	20,000 - 29,999	\$472.60	\$1,284.35	\$556.00	\$1,511.00
	30,000 - 39,999	\$708.90	\$1,926.10	\$834.00	\$2,266.00
	40,000 - 49,999	\$945.20	\$2,567.85	\$1,112.00	\$3,021.00
	50,000 - 59,999	\$1,181.50	\$3,209.60	\$1,390.00	\$3,776.00
	60,000 - 69,999	\$1,417.80	\$3,852.20	\$1,668.00	\$4,532.00
	70,000 - 79,999	\$1,654.10	\$4,493.95	\$1,946.00	\$5,287.00
	80,000 - 89,999	\$1,890.40	\$5,135.70	\$2,224.00	\$6,042.00
	90,999 - 99,999	\$2,126.70	\$5,777.45	\$2,502.00	\$6,797.00
	≥ 100,000	\$2,363.00	\$6,419.20	\$2,780.00	\$7,552.00
<u>Governmental</u>	per square foot	\$0.18	\$0.18	\$0.21	\$0.21

**RESOLUTION: 2017 - \_\_\_\_\_**

**A RESOLUTION CONFIRMING AND READOPTING SOLID WASTE TIPPING FEE RATES  
AT LEON COUNTY SOLID WASTE MANAGEMENT FACILITIES**

WHEREAS, The Leon County Board of County Commissioners adopted a rate resolution for Fiscal Year 1995-1996 at a duly advertised public hearing on August 19, 1995; and

WHEREAS, Section 18-141, Article IV, “Solid Waste” of Chapter 18, “Utilities”, of the Code of Laws of Leon County, was amended November 8, 2005, to establish solid waste tipping fees in accordance with law set by resolution of the Board of County Commissioners; and

WHEREAS, the interlocal agreement with the City of Tallahassee regarding waste disposal expired on May 1, 2012;

WHEREAS, any future rates established in an interlocal agreement with the City of Tallahassee will supersede the rates in this resolution;

WHEREAS, the Board of County Commissioners adopted a solid waste rate assessment study on April 23, 2013;

WHEREAS, the rate study established the tipping fee that included the costs of hauling and disposal, fuel surcharge, hazardous waste and inflationary increases; and

WHEREAS, on March 7, 2017, the Board of County Commissioners approved a contract for yard waste disposal services, and authorized adjusting the fee to cover the increased cost of the service;

NOW, THEREFORE BE IT RESOLVED by the Board of County Commissioners of Leon County, Florida, that:

1. Effective on October 1 of each year beginning in 2017 as hereby designated below the tipping fee disposal rates at the Leon County Transfer Station Facility shall be:

<b>Year</b>	<b>Tipping Fee Per Ton *</b>
October 1, 2013	
Hauling and Disposal <sup>(1)</sup>	\$24.13
Fuel Surcharge <sup>(2)</sup>	\$0.70
Transfer Station Operations <sup>(3)</sup>	\$8.99
Household Hazardous Waste <sup>(3)</sup>	\$3.94
Total Tipping Fee	\$37.75

And adjusted annually according to:

(1) Commencing October 1, 2017; Annually 75% of Consumer Price Index

(2) Annual fuel adjustments are calculated per the Waste Management Inc. Agreement and are based upon the change in Consumer Price Index and the Oil Price Information System report for Ultra Low Diesel.

(3) Annual CPI or maximum of 4%

2. Effective October 1, 2017, the following tipping fee rates are hereby confirmed and readopted for the Solid Waste Management Facilities:

Material	Fee Per Ton
<b>Transfer Station</b>	
Special Handling	100.00
Records	100.00
Dead Animals	100.00
<b>Solid Waste Management Facility</b>	
Asbestos	100.00
Electronics*	Available market rate
Tires*	Available market rate
Yard Debris Clean, City of Tallahassee	<del>27.00</del> \$31.00
Yard Debris Bagged, City of Tallahassee	<del>39.00</del> \$43.00
Yard Debris, Other	39.00
Soil Disposal	Negotiable

\*Increase in rate

3. The tipping fee rates shall supersede any other previous Board actions to the extent of any inconsistency herewith.

DONE AND ADOPTED by the Board of County Commissioners of Leon County, Florida this 9<sup>th</sup> day of May, 2017.

LEON COUNTY, FLORIDA

By:

\_\_\_\_\_  
John E. Dailey, Chairman  
Board of County Commissioners

ATTEST:

Gwen Marshall, 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

**Leon County**  
**Board of County Commissioners**  
**Notes for Budget Workshop Item #2**



# Leon County Board of County Commissioners

## Budget Workshop Item #2

April 25, 2017

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

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

**Title:** Leon County Medical Examiner Facility and Operating Contract

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

### **Statement of Issue:**

This budget workshop item recommends establishing a contract between Leon County and the District 2 Medical Examiner for the use of the new Leon County Medical Examiner Facility, which identifies the roles and responsibilities of both parties, including the setting of a fee for non-Leon County autopsies performed at the facility. The new facility is anticipated to be operating by the summer of 2018.

### **Fiscal Impact:**

This item has no fiscal impact. The estimated annual cost of operating and maintaining the new Leon County Medical Examiner Facility is \$236,000. The operating costs will be offset by an estimated \$95,000 - \$100,000 in revenue from fees charged to other Counties for the use of the new facility, and a reduction of \$137,500 in facility fees currently paid by Leon County to the Medical Examiner for the use of Tallahassee Memorial Hospital.

### **Staff Recommendation:**

Option #1: Authorize the County Administrator to execute a contract, in a form approved by the County Attorney, with the District 2 Medical Examiner for the operations and use of the new Medical Examiner Facility.

## **Report and Discussion**

### **Background:**

Pursuant to Florida Statutes, Florida Counties are responsible for the funding of medical examiners (ME). Medical Examiners are an appointed position by the Governor. Leon County currently has a contractual relationship with the District 2 Medical Examiner for the provision of these services (Attachment #1). Since 1977, the District 2 Medical Examiner has used coolers and autopsy facility space provided by Tallahassee Memorial Hospital (TMH); TMH charges a nominal fee for this service.

Early 2013, TMH staff met with County Administration to express a desire to have the morgue and autopsy facility removed from the hospital. TMH staff reiterated that the hospital was not providing a specific deadline, but that they would like to work cooperatively with the County and the ME to move towards a long-term solution that accomplished this goal. In the May 14, 2013 agenda item staff stated that the County was working with the ME in addressing future space needs and a budget discussion item would be brought forward for the Board's consideration.

During the June 23, 2015 Budget Workshop, the Board approved the renovation of the former Mosquito Control/Animal Control building for use as a Medical Examiner facility and authorized the inclusion of the associated phased funding of the project over three fiscal years budgets. To date, the project has a total planned funding allocation of \$2,643,112. The cost of the Medical Examiner facility will be offset with proceeds from the sale of County-owned property at the corner of Miccosukee and North Blair Stone Roads. The Board approved the sale of the land for \$1.42 million in October 2016, and a sales agreement pending a six month due diligence period was executed in January 2017.

The bid for the construction of the ME Facility is anticipated to be brought before the Board for approval during the last meeting in May 2017. Construction is anticipated to begin by the summer of 2017 with the building becoming operational by the summer of 2018.

### **Analysis:**

Pursuant to State law, it is the responsibility of each Florida County to fund their respective District's ME's office. The District II medical examiner's office serves as the regional office for Leon County, Franklin County, Gadsden County, Jefferson County, Liberty County, Taylor County and Wakulla County. Although not designated as District 2, Lafayette County, Suwannee County and Madison County have an ongoing agreement with the District 2 office to serve as their ME. Leon County accounts for an average of 58% of all of the autopsies performed on behalf of the District. A three year average of autopsies performed per county is shown in Attachment #2.

Each year the ME determines and distributes an annual fee schedule to each participating County for the cost of their professional services. Leon County currently budgets \$511,795 annually to fund the professional services provided by the ME. Attachment #3 shows the categories of services provided by the ME and the respective subtotals Leon County paid for each category of service in FY 2015.

In addition to the fees each county pays to the ME for professional services, the ME charges a morgue use fee on behalf of TMH. This fee is intended to cover the costs associated with operating and maintaining the current medical examiner facility within TMH. For FY 2017, TMH charged the District 2 ME a \$341.70 facility use fee for all autopsies performed within the hospital for the counties the ME serves. TMH's current facility is not adequately sized to support the operation of the ME's office, including morgue space. In addition, TMH did not attempt to receive full cost recovery through the facility use fee.

The new facility is estimated to cost \$236,000 annually to operate and maintain. To ensure full cost recovery to Leon County, staff recommends charging the ME a \$550 facility use fee for all non-Leon County autopsies performed at the new facility. This fee will generate approximately \$95,000 - \$100,000 annually. In addition, Leon County currently pays \$137,500 to the ME for the use of TMH's facilities. Since Leon County constructed the facility and will pay the operating costs of the facility, the County will no longer pay a facility use fee to the ME. With the reduction in this cost and the receipt of the facility use fee from the ME for the service provided to other counties the ME serves, the cost of operating the facility will be neutral to Leon County. A detailed operating pro-forma showing this is included as Attachment #4.

Staff recommends Leon County enter into a new agreement with the ME's office to operate and use the Leon County Medical Examiner Facility for the State District 2 counties, and other counties the ME currently serves. Major aspects of this agreement, detailed in Attachment #5, would include:

- Responsibilities of Leon County
- Responsibilities of the District 2 ME
- Authorizing the ME to bill counties, facilities, institution and private individuals the Facility Use Fee on behalf of Leon County

In addition, the ME facility as currently designed to allow the ME to provide additional services such as non-ME related autopsies. The draft agreement will provide the ME to ability to authorize use of this space for additional medical services, and a fee structure to support this additional use. This will allow the County to receive additional revenue to support the long-term maintenance of the facility.

**Options:**

1. Authorize the County Administrator to execute a contract, in a form approved by the County Attorney, with the District 2 Medical Examiner for the operations and use of the new Medical Examiner Facility.
2. Do not authorize the County Administrator to execute a contract, in a form approved by the County Attorney, with the District 2 Medical Examiner for the operations and use of the new Medical Examiner Facility.
3. Board Direction.

**Recommendation:**

Option #1.

**Attachment(s):**

1. Leon County Contract with District 2 Medical Examiner
2. Three Year Average of Autopsies Performed by District 2 Medical Examiner
3. FY 2015 Medical Examiner Services Provided on Behalf of Leon County
4. Medical Examiner Facility Operating Pro-Forma
5. Draft of Services and Obligations for the Contract between the County and Medical Examiner

## AGREEMENT WITH DISTRICT MEDICAL EXAMINER

THIS AGREEMENT dated this 25<sup>th</sup> day of OCT, 2001, by and between LEON COUNTY, a political subdivision of the State of Florida, hereinafter referred to as the "County" and the DISTRICT MEDICAL EXAMINER, hereinafter referred to as the "Contractor."

WHEREAS, pursuant to Chapter 406, Florida Statutes, David Stewart, M.D., has been appointed DISTRICT MEDICAL EXAMINER in and for District 2 of the State of Florida and Leon County is located in Medical Examiner District 2; and

WHEREAS, Section 406.08 Florida Statutes, requires that the fees, salary, expenses, transportation costs and facility of the district medical examiner be paid from the general funds or other funds of the County; and

WHEREAS, Tallahassee Memorial Hospital has morgue facilities and support staff available to assist the medical examiner in performing his duties, and the District Medical Examiner has an agreement with Tallahassee Memorial Hospital to utilize such facilities and support staff;

NOW, THEREFORE, the parties hereto agree as follows:

### 1. SERVICES TO BE PROVIDED

The Contractor hereby agrees to provide the following services to the County:

1. To comply with Title VI and VII, Civil Rights Act of 1964 (42 UCS 2000D), Executive Order No. 11246, entitled "Equal Employment Opportunity," as supplemented in Department of Labor Regulations (41 CFR Part 60), and Federal Regulations concerning nondiscrimination because of mental and physical handicaps.
2. To meet the following standards of accountability:
  1. Use of an accounting system which meets generally accepted accounting principles (GAAP).
  2. The maintenance of such records and accounts as are necessary to properly account for COUNTY funds disbursed pursuant to Section 406.08, Florida Statutes.
  3. The retention of all records relevant to this rule for a period of not less than three years, unless otherwise provided by law.
  4. Records and accounts necessary to justify the use of COUNTY funds for medical examiner services shall be open to inspection of audit purposes to the COUNTY.
  5. Funds received from the COUNTY shall only be used for the provisions of medical examiner services.

The County hereby agrees as follows:

- a. To comply and act in accordance with all provisions of Chapter 406, Florida Statutes, and implementing rules of Medical Examiner Commission, where applicable.
- b. To fund, pursuant to this agreement, the following medical examiner related expenses (see attached Exhibit A for fee schedule).

AGREEMENT BETWEEN LEON COUNTY AND DISTRICT MEDICAL EXAMINER  
PAGE 2

2. SUBJECT TO BUDGET

The performance of Leon County of any of its obligations under this agreement shall be subject to and contingent upon the availability of funds lawfully expendable for the purposes of this agreement for the current and any future periods provided for within the bid specifications.

3. TIME

The contract shall be for a period of one (1) year, commencing on October 1, 2001, and shall continue until September 30, 2002. After the initial one (1) year period, at the discretion of the County, the contract may be extended for additional (1) year periods. Such one (1) year extensions will be automatic unless the County provides written notice of non-renewal to the Contractor no less than thirty (30) days prior to the expiration date of the then-current period.

4. CONTRACT SUM

The Contractor agrees that for the performance of the services as outlined above, it shall be remunerated by the County as follows:

Payment shall be made on a monthly basis upon the receipt of an invoice and other supporting documents submitted by the DISTRICT MEDICAL EXAMINER listing the actual charges incurred for the month. These accounts are: Medical Examiner Professional/Administrative Services; Medical Examiner Transportation, and Tallahassee Memorial Hospital.

5. PAYMENTS

The County will make such payments within thirty (30) days of submission and approval of invoice for services.

6. STATUS

The contractor at all times relevant to this Agreement shall be an independent contractor and in no event shall the Contractor nor any employees or sub-contractors under it be considered to be employees of Leon County. The Contractor shall have complete supervision and control over his own agents, employees, and subcontractors.

AGREEMENT BETWEEN LEON COUNTY AND DISTRICT MEDICAL EXAMINER  
PAGE 3

7. INSURANCE

Pursuant to Florida Statutes, Florida Statute 406.16 the DISTRICT MEDICAL EXAMINER and ASSOCIATE MEDICAL EXAMINERS shall obtain professional liability insurance. The professional liability insurance limits shall be \$100,000 per person and \$200,000 per occurrence for general liabilities under Florida law or statutes and \$1,000,000 per occurrence for general liabilities other than under Florida law. Leon County shall not be liable for any acts of the medical examiners not within the scope of their official duties.

8. LICENSES

The Contractor shall be responsible for obtaining and maintaining his city or county occupational license and any licenses required pursuant to the laws of Leon County, the City of Tallahassee, or the State of Florida. Should the Contractor, by reason of revocation, failure to renew, or any other reason, fail to maintain his license to operate, the contractor shall be in default as of the date such license is lost.

9. ASSIGNMENTS

This Contract shall not be assigned or sublet as a whole or in part without the written consent of the County nor shall the contractor assign any monies due or to become due to him hereunder without the previous written consent of the County.

10. HOLD HARMLESS

The Contractor agrees to indemnify and hold harmless the County from all claims, damages, liabilities, or suits of any nature whatsoever arising out of, because of, or due to the breach of this agreement by the Contractor, its delegates, agents or employees, or due to any act or occurrence of omission or commission of the Contractor, including but not limited to costs and a reasonable attorney's fee. The County may, at its sole option, defend itself or allow the Contractor to provide the defense. The Contractor acknowledges that ten dollars (\$10.00) of the amount paid to the Contractor is sufficient consideration for the Contractor's indemnification of the County.

11. TERMINATION

Either party may terminate this Contract with or without cause by giving the other party hereto thirty (30) days written notice of termination. The County shall not be required to give Contractor such thirty (30) day written notice if, in the opinion of the County, the Contractor is unable to perform its obligations hereunder, or if in the County's opinion, the services being provided are not satisfactory. In such case, the County may immediately terminate the Contract by mailing a notice of termination to the contractor.

12. PUBLIC ENTITY CRIMES STATEMENT

In accordance with Section 287.133, Florida Statutes, Contractor hereby certifies that to the best of his knowledge and belief neither Contractor nor his affiliates has been convicted of a public entity crime. Contractor and his affiliates shall provide the County with a completed public entity crime statement form no later than January 15 of each year this agreement is in effect. Violation of this section by the Contractor shall be grounds for cancellation of this agreement by Leon County.

13. REVISIONS

In any case where, in fulfilling the requirements of this contract or of any guarantee, embraced in or

AGREEMENT BETWEEN LEON COUNTY AND DISTRICT MEDICAL EXAMINER  
PAGE 4

required thereby it is necessary for the Contractor to deviate from the requirements of the contract, Contractor shall obtain the prior written consent of the County. The parties agree to renegotiate this contract if state revision of any applicable laws or regulations make changes in this contract necessary.

14. CONSTRUCTION

The validity, construction, and effect of this Contract shall be governed by the laws of the State of Florida.

WHERETO, the parties have set their hands and seals effective the date whereon the last party executives this Agreement.



AGREEMENT BETWEEN LEON COUNTY AND DISTRICT MEDICAL EXAMINER  
PAGE 5

CONTRACTOR  
DISTRICT MEDICAL EXAMINER

WITNESS: Susan A. Wood Merritt BY: David Stewart MD  
DAVID STEWART, M.D.

WITNESS: Caryn L. Shaw DATE: 10/16/01  
(CORPORATE SEAL)

STATE OF FLORIDA:  
COUNTY OF Leon

The foregoing instrument was acknowledged before me this 16th day of October, 2001,  
by DAVID STEWART, of KWB PATHOLOGY ASSOCIATES  
(Name of officer or agent, title of officer or agent) (Name of corporation acknowledging)  
a FLORIDA corporation, on behalf of the corporation.  
(State or place of incorporation)

He/she is personally known to me or has produced \_\_\_\_\_ as  
(type of identification)

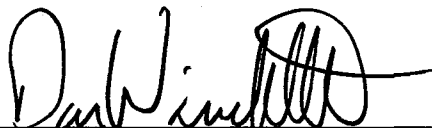
Bonnie C. Bailey  
Signature of Notary



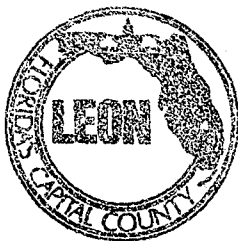
Serial Number, If Any

AGREEMENT BETWEEN LEON COUNTY AND DISTRICT MEDICAL EXAMINER  
PAGE 6

LEON COUNTY, FLORIDA

BY:   
Dan Winchester, Chairman  
Board of County Commissioners

DATE: 10/25/01



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

By: 

APPROVED AS TO FORM:  
LEON COUNTY ATTORNEY'S OFFICE

By: 

Herbert W.A. Thiele, Esq.  
County Attorney

Office of The  
Medical ExaminerFee Schedule  
Increase Effective 10/1/16

## District 2

			<u>2016</u>
	<u>07/01/15</u>	<u>10/1/2016</u>	<u>Increase</u>
<b>Autopsy</b>			
Pathologist Fee	\$1,192.00	\$1,215.80	2%
Morgue Assistant	\$190.00	\$193.80	2%
Use of Morgue Facilities	\$335.00	\$341.70	2%
Processing Fee & Storage, Photo	<u>\$122.00</u>	<u>\$124.40</u>	2%
Total=	\$1,839.00	\$1,875.70	2%
<b>External Examination (No Autopsy)</b>			
Pathologist Fee	\$378.00	\$385.60	2%
Morgue Assistant	<u>\$190.00</u>	<u>\$193.80</u>	2%
Total=	\$568.00	\$579.40	2%
<b>Family Requested (Private Autopsy)</b>			
Pathologist Fee	\$3,299.00	\$3,365.00	2%
Morgue Assistant	\$190.00	\$193.80	2%
Use of Morgue Facilities	\$335.00	\$341.70	2%
Processing Fee, Storage, & Photo	<u>\$190.00</u>	<u>\$193.80</u>	2%
Total=	\$4,014.00	\$4,094.30	2%
<b>Potential Additional Charges:</b>			
Toxicology Services	At Cost	At Cost	No Change
Toxicology Handling Fee - Per Case	\$22.00	\$22.40	2%
Radiology Services	At Cost	At Cost	At Cost
Other TMH Services (Labs, Etc.)	At Cost	At Cost	At Cost
Professional (Photo Duplication, Etc.)	At Cost	At Cost	At Cost
Body Transport Services	At Cost	At Cost	At Cost
<b>Miscellaneous Charges</b>			
Brain Only Removal for University/Mayo	\$312.00	\$318.20	2%
Brain Only (Gross and Microscopic)	\$1,247.00	\$1,271.90	2%
Cremation Approval (Billed to County)	\$34.00	\$34.70	2%
Death Certificate Preparation	\$63.00	\$64.30	2%
Limited Investigation	\$67.00	\$68.30	2%
<b>Testimony/Expert Witness Fee</b>			
Per Hour (Minimum One Hour)	\$190.00	\$193.80	2%
Civil Cases Per Hour (Min One Hour)	\$491.00	\$500.80	2%
<b>Conference with Attorneys, Travel, Etc.</b>			
Per Hour (Minimum One Hour)	\$190.00	\$193.80	2%
Civil Cases Per Hour (Min One Hour)	\$491.00	\$500.80	2%
<b>Copies of Records- Per One-Sided Page</b>	\$0.15	\$0.15	No Change
Per Florida Statute 119.07, an additional charge may be added for extensive labor or technology required to copy a specific record.			

Percentage of Use Per Year & Three Year Average per County				
	2013	2014	2015	3 Year Average
Franklin	5%	4%	3%	4%
Gadsden	12%	7%	8%	9%
Georgia	0%	0%	0%	0%
Jackson	0%	0%	0%	0%
Jefferson	3%	2%	3%	3%
Lafayette	1%	1%	1%	1%
Leon	61%	55%	58%	58%
Liberty	1%	2%	0%	1%
Madison	5%	4%	4%	4%
Other	0%	0%	0%	0%
Suwannee	2%	12%	12%	9%
Taylor	5%	5%	5%	5%
Wakulla	4%	6%	4%	5%

**FY 2015 ME Services Provided to Leon County**

	<b>Subtotals</b>	<b>Percent of Total</b>
<b>Cremation Fee</b>	\$ 34,729.80	7%
<b>ME Autopsy</b>	\$ 266,131.10	54%
<b>Morgue Use</b>	\$ 59,501.70	12%
<b>TMH Services</b>	\$ 28,943.39	6%
<b>Body Removal</b>	\$ 31,433.00	6%
<b>Toxicology Charges</b>	\$ 38,805.59	8%
<b>Toxicology Handling Fee</b>	\$ 3,550.80	1%
<b>Death Certificate</b>	\$ 2,848.80	1%
<b>Limited Examination</b>	\$ 66.00	0%
<b>External Exam</b>	\$ 27,688.00	6%
<b>Total</b>	\$ 493,698.18	

Leon County Medical Examiner Facility Pro-Forma			
Leon County Fees	Year 1	Year 2	Year 3
Non-Leon County Facility Use Fee	96,580	98,512	100,482
Leon County Facility Use Fee Savings*	137,500	140,250	143,055
<b>Subtotal</b>	<b>234,080</b>	<b>238,762</b>	<b>243,537</b>
Operating Expenses	Year 1	Year 2	Year 3
Utilities	59,649	60,842	62,059
Technology	1,380	1,408	1,436
Building Repair & Maintenance	23,634	24,107	24,589
Security	3,720	3,794	3,870
Biomedical Waste	24,090	24,572	25,063
Morgue Supplies	42,570	43,421	44,290
Laundry Services	7,050	7,191	7,334
Grounds	2,780	2,836	2,892
Custodial	20,907	21,325	21,752
Telephone	1,200	1,224	1,248
Networking	4,600	4,692	4,786
Computer Repair / Maintenance	2,000	2,040	2,081
Insurance (Building)	5,500	5,610	5,722
Indirect	30,000	30,600	31,212
Long Term Repair	5,000	5,100	5,202
<b>Subtotal</b>	<b>234,080</b>	<b>238,761</b>	<b>243,536</b>
<b>Net Revenues / Expenditures</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>

**Note:** \*This amount was Leon County's previous payment to Tallahassee Memorial Hospital (TMH) for their respective facility use fee. Leon County will not pay a facility use fee for the new Medical Examiner facility, however the funds previously budgeted for TMH's morgue use fee will be used to offset the operating costs of the new Medical Examiner Facility.

## **Leon County and the District II Medical Examiner Contract Considerations**

Leon County will provide a morgue facility for use by the District II Medical Examiner's Office.

The M.E. will operate the office and use the facility to provide the service to District II and other counties covered by the District. The M.E., at his discretion, may also use the facility to perform autopsies for facilities, institutions and private individuals.

The M.E. will bill counties, facilities, institutions and private individuals as follows:

Facility Use Fee per autopsy performed (determined annually by and reimbursed to Leon County)

Autopsy and other Professional Fees (determined by the M.E. office)

Toxicology, consult, transport and other pass-through charges (At cost)

### **Responsibilities of Leon County**

- Maintenance of building and grounds
- Office furniture
- Property insurance
- Custodial
- Utilities (electric, water, sewer, solid waste)
- Telephone
- Internet
- Biohazard waste removal
- Security
- Linen service
- Morgue supplies
- Capital equipment
- Equipment maintenance and service contracts
- Small, durable equipment (saws, blades, knives, buckets, camera, step stool, blocks)

### **Responsibilities of M.E. Office**

- Salaries, benefits and taxes
- Insurance (Malpractice, Workers Comp, General Liability)
- Answering service,
- Copier
- Postage
- Memberships, dues, licenses
- Continuing education
- Legal, professional, administrative
- Computer hardware, software, maintenance and networking

**Leon County**  
**Board of County Commissioners**  
**Notes for Budget Workshop Item #3**



# Leon County Board of County Commissioners

## Budget Workshop Item #3

April 25, 2017

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

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

**Title:** Policy No. 98-25, "Disposition of Unclaimed and Indigent Bodies"

<b>Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Wanda Hunter, Assistant County Administrator Shington Lamy, Director, Office of Human Services and Community Partnerships Scott Ross, Director, Office of Financial Stewardship
<b>Lead Staff/ Project Team:</b>	Felisa Barnes, Financial Compliance Manager Pamela Tisdale, Human Services Analyst

### **Statement of Issue:**

This agenda item seeks Board adoption of a resolution and corresponding amended Policy No. 98-25, "Disposition of Unclaimed and Indigent Bodies" to provide consistency in the handling of indigent burials and related transportation costs.

### **Fiscal Impact:**

This item has a fiscal impact to the County. To ensure the on-going operation of the County's indigent burial program and to ensure local funeral homes are adequately compensated for their services, the revised policy authorizes revisions to the fee schedule. The County currently budgets \$34,415 annually for indigent burials. In addition to the indigent burial fees, the proposed schedule also includes the costs for the County's statutory responsibility for the transportation of unclaimed and indigent bodies. Contemplating increases to the fee schedule including transportation, staff recommends a budget of \$64,400 for next fiscal year.

### **Staff Recommendation:**

- Option #1: Adopt the proposed policies and procedures as amended in Policy No. 98-25 "Disposition of Unclaimed and Indigent Bodies" (Attachment #1) and the associated Resolution (Attachment #2).
- Option #2: Approve the proposed Fee Schedule Resolution (Attachment #3).

## **Report and Discussion**

### **Background:**

Sections 406.50 and 406.52, Florida Statutes require that the County prescribe policies and procedures for the final disposition of indigent persons and/or unclaimed persons by resolution or ordinance. The Board of County Commissioners or its designated county department, upon coming into possession of the remains of an unclaimed or indigent person that either died in or was found in the County, is responsible for the disposal of such remains. Leon County Policy No. 98-25, "Disposition of Unclaimed and Indigent Bodies," provides for the proper disposition of unclaimed and indigent bodies through the Leon County Indigent Burial Program.

### **Analysis:**

The Indigent Burial Program is administered through the Office of Human Services and Community Partnership (HSCP), in coordination with Public Works and through a contract with local funeral homes. Referrals for disposal of unclaimed and indigent bodies are generally received from local hospitals, nursing homes, medical examiner, hospice care providers and funeral homes. If a deceased person, or the human remains, is eligible for disposal at public expense, HSCP staff is responsible for coordinating such disposal by burial or cremation. The County contracts with funeral homes to perform the interment. The remains are either cremated or buried on the grounds of the County Cemetery located on Crawfordville Highway. The Department of Public Works is responsible for preparing individual gravesites for burial, maintaining the grounds of the Cemetery and burial plot records.

The proposed revisions to the policy (Attachment #4) accomplish the following:

- Align the policy with definitions outlined in statute
- Clarify the County's role in determining veterans' status and place of final disposition
- Remove operational procedures and fee schedule from the policy document

Fees for services were last revised in FY 2012. Recently, local funeral service providers have indicated to staff that the current compensation schedule is not adequate to support their services. Staff reviewed the fee schedules of other counties and met with local funeral home representatives to assess whether the current fees are in line with the costs associated with these services. Table #1 compares Leon County's current and proposed burial fees to those of like-sized counties. A comparative analysis supports an increase in the fees. A revised fee schedule resolution is included as Attachment #3.

In addition, the fee schedule provides a standard rate for transportation services and body storage. Presently, there is variability in the fees that are paid for transporting bodies to the morgue. The Medical Examiner's Office (ME) pays the majority of the transport bills for bodies that are brought to the morgue. These payments are charged "at cost", and are determined by the transport agency that has been requested by law enforcement to pick up the deceased. This cost is ultimately passed on to the County.

In some cases cadavers delivered to the morgue are determined not to be ME cases and the ME will not pay the transportation bill. Over the last year, staff discovered that on-call transporters, which include funeral homes, were not always being compensated for their service if the body is not considered an ME case. This has caused reluctance by transport agencies and funeral homes to respond to requests for calls from law enforcement to retrieve the deceased if there will be no assurance of compensation.

Statutorily, Leon County is responsible for unclaimed and unidentified bodies. To address the variability in transportation charges, and to ensure that transportation providers are being compensated, a base transportation fee of \$350 plus mileage will be paid for unclaimed and unidentified bodies transported to the morgue (regardless of whether it is an ME case or not). This fee is consistent with the average base fee currently being paid by the ME.

<b>Table #1: Indigent Burial Program Fees Comparison – Like-sized Counties</b>								
<b>Service</b>	<b>Leon Current</b>	<b>Leon Proposed</b>	<b>Avg.</b>	<b>Alachua</b>	<b>Lake</b>	<b>St. Lucie</b>	<b>Escambia</b>	<b>Osceola</b>
Adult Burial	\$650	\$1,200	\$1,377	\$950	\$1,458	No Service	\$600	\$2,500
Adult Cremation	\$400	\$800*	\$580	\$550	\$649	\$500	\$500	\$700
Child Burial	\$400	\$500	\$739	No Service	\$1,216	No Service	\$500	\$500
Child Cremation	\$300	\$400	\$550	No Service	\$649	\$500	\$500	No Service

*\*There are only two local providers that offer this service. The rate was established in consultation with the local providers. Actual rates charged to the public for this service range from \$895 to \$2,190.*

The fees proposed for Leon County are reflective of our local market conditions. In establishing these competitive rates, this allows the County to have continuing service contracts with multiple local providers, which in turn offers the County greater capacity and flexibility. Alternatively, the County could solicit for these services through a competitive bid process; however, staff would not expect significantly decreased costs.

Subsequent changes to the fee schedule will be updated periodically by resolution and contemplated as part of the annual budget process.

### **Options:**

1. Adopt the proposed policies and procedures as amended in Policy No. 98-25, "Disposition of Unclaimed and Indigent Bodies" (Attachment #1) and the associated Resolution (Attachment #2).
2. Adopt the proposed Fee Schedule and the associated Resolution (Attachment #3).
3. Direct staff to issue competitive bid solicitations for the provision of indigent burials and for the transportation of unclaimed and unidentified bodies.
4. Do not adopt revised Policy No. 98-25, "Disposition of Unclaimed and Indigent Bodies" and associated Resolution.

5. Do not adopt the proposed Fee Schedule and the associated Resolution.
6. Board direction.

**Recommendations:**

Options #1 & #2.

**Attachments:**

1. Proposed amended Policy No. 98-25, "Disposition of Unclaimed and Indigent Bodies"
2. Proposed Policy Resolution
3. Proposed Resolution and Fee Schedule
4. Proposed amended Policy No. 98-25 with strikethrough

# **Board of County Commissioners**

## **Leon County, Florida**

### **Policy No. 98-25**

Title: Disposition of Unclaimed and Indigent Bodies

Date Adopted: May 9, 2017

Effective Date: May 9, 2017

Reference: Florida Statutes, Ch. 406.49 – 406.53

Policy Superseded: Policy No. 83-3, “Disposition of Unclaimed Bodies,” adopted June 14, 1983; Policy No. 98-25, “Disposition of Unclaimed Bodies,” adopted October 13, 1998; Policy No. 98-25, “Disposition of Unclaimed and Indigent Bodies,” revised February 27, 2007; revised June 28, 2011

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It shall be the policy of the Board of County Commissioners of Leon County, Florida, that Policy No. 98-25, “Disposition of Unclaimed Bodies,” revised June 28, 2011, is hereby amended, and a revised Policy is hereby adopted in its place, to wit:

In accordance with Florida Statutes 406.50 and 406.52, Leon County has the authority to establish policies and procedures for the burial or cremation of indigent persons or unclaimed persons whose deaths occurred, or whose remains were found in the county.

**I. Purpose:**

- A. To provide for a uniform policy and procedure for the decent and dignified disposition of unclaimed or indigent deceased persons or human remains, in accordance with Florida Statutes, Chapter 406, or as may be amended from time to time.
- B. To establish the Leon County Indigent Burial Program for burial and/or cremation of unidentified, unclaimed, and indigent persons who die in Leon County.

**II. Definitions:**

- A. For the purposes of this Policy, all terms herein shall have the same meaning as set forth in Florida Statutes §§ 406.49 – 406.53, or as may be amended from time to time.
- B. The term “Next of Kin” in this policy shall have the same meaning as “Legally authorized person” as defined in Florida Statutes §§ 406.49(6), or as may be amended from time to time.

**Disposition of Unclaimed and Indigent Bodies**  
**Policy No. 98-25**

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**16.01**

**III. Policy:**

- A. As required by Florida Statute, Chapter 406, § 406.50, or as may be amended from time to time, in the event the County finds itself in charge or control of human remains or a dead body, that is unclaimed or requires disposal at public expense, the County shall, make a reasonable effort to:
  - 1. Determine the identity of the deceased person;
  - 2. Contact any relatives of such deceased person; and,
  - 3. Determine whether the deceased person is entitled to burial in a national cemetery as a veteran of the armed services.
- B. In the event the County finds itself in charge or control of human remains or a dead body that is unclaimed or requires disposal at public expense, the County shall immediately notify the anatomical board, except in the instances provided for in Florida Statutes §§ 406.50 and 406.53.
- C. For purposes of this chapter, the term "anatomical board" means the anatomical board of this state located at the University of Florida Health Science Center, and the term "unclaimed" means human remains or a dead body that is not claimed by a legally authorized person, as defined in s. 497.005, for interment at that person's expense.
- D. Except as provided for in Florida Statutes, Chapter 406, the County shall deliver such human remains or dead body, as described in Florida Statute § 406.50, to the anatomical board as soon as possible after death.
- E. Nothing herein shall affect the right of a medical examiner to hold such human remains or dead body for the purpose of investigating the cause of death, nor shall this chapter affect the right of any court of competent jurisdiction to enter an order affecting the disposition of such body or remains.
- F. Prior to the cremation or burial of human remains or a deceased body that is unclaimed or requires disposal at public expense, there shall be reasonable effort to:
  - 1. Determine the identity of the deceased person. Identification of the deceased will generally be established through cooperation with the Medical Examiner's Office, law enforcement, healthcare providers, nursing homes, and/or hospice care providers.
  - 2. Contact the next of kin of such deceased person. Identification of the next of kin will generally be established through cooperation with the Medical Examiner's Office, law enforcement, healthcare providers, nursing homes, and/or hospice care providers.
  - 3. Determine whether the deceased person is eligible under 38 C.F.R.s. 38.620 for burial in a national cemetery as a veteran of the armed services.

**Disposition of Unclaimed and Indigent Bodies**  
**Policy No. 98-25**

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**16.01**

4. Determine eligibility for the Leon County Indigent Burial Program. A deceased person or human remains are deemed eligible for the Leon County Indigent Burial Program when the deceased person died or human remains are located in Leon County; does not have life insurance; and one of the following:
  - a. The deceased person is unidentified; or
  - b. The deceased person does not have the means to pay for final disposition; or
  - c. The deceased person is unclaimed by a next of kin for purposes of final disposition.
- G. If a deceased person is later determined not eligible for the Leon County Indigent Burial Program, the County reserves the right to probate the estate of the deceased person in order to recover all costs associated with disposition expenses.
- H. In the event the deceased person or human remains meets the eligibility determination for the Leon County Indigent Burial Program, the deceased shall be cremated unless the following criteria apply:
  1. If the remains cannot be identified.
  2. If the County receives written notification from the next of kin that the deceased had a preference for burial.
  3. If the County receives written notification from the Medical Examiner's Office that the deceased was involved in a crime.
  4. If the County receives written request from the Medical Examiner's Office or law enforcement that the deceased be must be disposed through burial.
- I. All bodies required for burial, unless eligible under 38 C.F.R.s. 38.620 for burial in a national cemetery as a veteran of the armed services, shall be buried on a County-owned property. All burials shall comply with all rules and regulations set forth in Florida Statutes.
- J. In the event a relative of the deceased is contacted, the County shall make reasonable efforts to accommodate requests for cremation or burial. In the event more than one legally authorized person claims a body for interment, the request shall be prioritized in accordance with Florida Statute §732.103.
- K. Leon County Veteran Services shall determine if a deceased person is eligible under 38 C.F.R.s. 38.620 for interment at a National Cemetery. However, the National Cemetery Administration shall schedule and coordinate the interment of a deceased veteran.

**Disposition of Unclaimed and Indigent Bodies**  
**Policy No. 98-25**

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**16.01**

- L. The County may contract with a funeral establishment or direct disposal establishment as defined Florida Statue 497.005 to perform disposition duties.
  - 1. The funeral establishment or direct disposal establishment shall provide disposition of each body in accordance to all applicable laws and statutes.
  - 2. In the event the County finds itself in charge or control of human remains or a deceased body that is unclaimed, indigent or requires disposal at public expense, the County may reimburse the funeral establishment or direct disposal establishment for expensed incurred for the storage, preparation, and disposal of human remains or deceased body.
- M. The County Administrator shall develop operational procedures for the disposition of unclaimed and indigent bodies and a recommended fee schedule for Board consideration.

*Revised 5/9/2017*



**RESOLUTION 17 - \_\_\_\_\_**

**A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF  
LEON COUNTY, FLORIDA TO AMEND LEON COUNTY POLICY NO.  
98-25 “DISPOSITION OF UNCLAIMED AND INDIGENT BODIES”.**

**WHEREAS**, Florida Statutes 406.50 and 406.52 authorizes Leon County to establish policies and procedures for the burial or cremation of indigent and unclaimed persons whose deaths occurred, or whose remains were found in the County; and

**WHEREAS**, the proper final disposition of deceased bodies and/or human remains is essential to the health, safety, and welfare of the community; and

**WHEREAS**, Leon County is committed to ensuring that the preparation and final disposition of any deceased bodies and/or human remains that come into the possession, charge, or control of the County are carried out in a decent and dignified manner; and

**WHEREAS**, on June 14, 1983, Leon County Board of County Commissioners adopted Policy No. 83-3 “Disposition of Unclaimed Bodies”; and

**WHEREAS**, on October 13, 1998, the Leon County Board of County Commissioner superseded Policy No. 83-3 with the adoption of Policy No. 98-25 “Disposition of Unclaimed and Indigent Bodies; and

**WHEREAS**, the Leon County Board of County Commissioner from time to time has amended Policy No. 98-25; and

**WHEREAS**, Florida Statutes 406.50 and 406.52 requires that the County prescribe policies and procedures for the final disposition of indigent persons or unclaimed persons by resolution or ordinance.

**NOW THEREFORE BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY**, that:

1. The Leon County Board of County Commissioners amends Policy No. 98-25 “Disposition of Unclaimed and Indigent Bodies” to accomplish the following:
  - a. Align the Policy No. 98-25 with definitions outlined in Florida Statutes.
  - b. Clarify the County’s role in determining veterans’ status and place of final disposition.
  - c. Remove operational procedures and fee schedule from the Policy.
2. Any increase in the fees shall be contemplated as part of the County’s annual budget process.
3. This Resolution shall become effective immediately upon its adoption.

DONE, ADOPTED, AND PASSED by the Board of County Commissioners of Leon  
County, Florida, this 9<sup>th</sup> day of May 2017.

LEON COUNTY, FLORIDA

By: \_\_\_\_\_  
John E. Dailey, Chairman  
Board of County Commissioners

ATTESTED BY:  
Gwendolyn Marshall, Clerk of Court  
& Comptroller  
Leon County, Florida

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

APPROVED AS TO FORM:

Leon County Attorney's Office

By: \_\_\_\_\_  
Herbert W. A. Thiele, Esq.  
County Attorney

**RESOLUTION 17 - \_\_\_\_\_**

**A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF  
LEON COUNTY, FLORIDA TO APPROVE THE FEE SCHEDULE FOR  
THE DISPOSAL OF UNCLAIMED AND INDIGENT BODIES IN  
ACCORDANCE WITH THE LEON COUNTY POLICY NO. 98-25  
“DISPOSITION OF UNCLAIMED AND INDIGENT BODIES”.**

**WHEREAS,** Florida Statutes 406.50 and 406.52 authorizes Leon County to establish policies and procedures for the burial or cremation of indigent and unclaimed persons whose deaths occurred, or whose remains were found in the County; and

**WHEREAS,** on April 25, 2017, Leon County Board of County Commissioners adopted amendments to Policy No. 98-25 “Disposition of Unclaimed and Indigent Bodies”; and

**WHEREAS,** the amended Policy No. 98-25 authorizes the County Administrator to develop a recommended fee schedule for services for the disposition of unclaimed and indigent bodies for Board approval; and

**WHEREAS,** Leon County contracts with local funeral homes for the final disposition of indigent and unclaimed bodies; and

**WHEREAS,** the attached, entitled “Indigent Burial Fee Schedule” reflects Leon County’s fee schedule for the final disposition of indigent and unclaimed bodies.

**NOW THEREFORE BE IT RESOLVED BY THE BOARD OF COUNTY  
COMMISSIONERS OF LEON COUNTY, that:**

1. The attached fee schedule entitled, “Indigent Burial Fee Schedule” for the final disposition of indigent and unclaimed bodies is hereby approved by the Board.

2. The attached fee schedule shall be effective immediately upon adoption of this resolution.

DONE, ADOPTED, AND PASSED by the Board of County Commissioners of Leon County, Florida, this 9<sup>th</sup> day of May 2017.

LEON COUNTY, FLORIDA

By: \_\_\_\_\_  
John E. Dailey, Chairman  
Board of County Commissioners

ATTESTED BY:  
Gwendolyn Marshall, Clerk of Court  
& Comptroller  
Leon County, Florida

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

APPROVED AS TO FORM:

Leon County Attorney's Office

By: \_\_\_\_\_  
Herbert W. A. Thiele, Esq.  
County Attorney

## INDIGENT BURIAL FEE SCHEDULE

Adult Burial (12 years and older)	\$1,200
Adult Cremation (12 years and older)*	\$ 800
Child Burial (Birth – 11 years old)	\$ 500
Child Cremation (Birth – 11 years old)*	\$ 400
Transport (Non-Medical Examiner case from scene of death to storage only)**	\$ 350
Mileage – Non-Medical Examiner case from scene of death to storage only (per mile)**	\$ .54
Storage Fee (per day)	\$ 35

\*Includes the cost of shipping cremains to the next of kin

\*\*All other transport is included in the cost of burial or cremation.

Revised 5/9/2017

# Board of County Commissioners

Leon County, Florida

## Policy No. 98-25

Title: Disposition of Unclaimed and Indigent Bodies

Date Adopted: ~~June 28, 2011~~, May 9, 2017

Effective Date: ~~June 28, 2011~~, May 9, 2017

Reference: Florida Statutes, Ch. 406.~~5049~~ – 406.53

Policy Superseded: Policy No. 83-3, “Disposition of Unclaimed Bodies,” adopted June 14, 1983; Policy No. 98-25, “Disposition of Unclaimed Bodies,” adopted October 13, 1998; Policy No. 98-25, “Disposition of Unclaimed and Indigent Bodies,” revised February 27, 2007; ~~revised June 28, 2011~~

It shall be the policy of the Board of County Commissioners of Leon County, Florida, that Policy No. 98-25, “Disposition of Unclaimed Bodies,” revised ~~February 27, 2007~~June 28, 2011, is hereby ~~repealed and superseded~~amended, and a revised Policy is hereby adopted in its place, to wit:

~~Leon County has the responsibility of burying unidentified, unclaimed, and indigent persons who die in Leon County and do not have the financial means to finance disposition; an identified next of kin; and, next of kin able to pay for the disposition of the deceased; and, unidentified or unclaimed bodies.~~

In accordance with Florida Statutes 406.50 and 406.52, Leon County has the authority to establish policies and —procedures for the burial or cremation of indigent persons or unclaimed persons whose ~~deaths~~ occurred, or whose remains were found in the county.

### I. Purpose:

~~To provide for a uniform policy and procedure for the decent and dignified disposition of unclaimed or indigent deceased persons or human remains, in accordance with Florida Statutes, Chapter 406, or as may be amended from time to time.~~

A. To provide for a uniform policy and procedure for the decent and dignified disposition of unclaimed or indigent deceased persons or human remains, in accordance with Florida Statutes, Chapter 406, or as may be amended from time to time.

B. To establish the Leon County Indigent Burial Program for burial and/or cremation of unidentified, unclaimed, and indigent persons who die in Leon County.

### II. Definitions:

**Disposition of Unclaimed and Indigent Bodies**  
**Policy No. 98-25**

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**16.01**

- A. —For the purposes of this Policy, all terms herein shall have the same meaning as set forth —in Florida Statutes §§ 406.~~49~~~~50~~ – 406.53, or as may be amended from time to time.
- B. The term “Next of Kin” in this policy shall have the same meaning as “Legally authorized person” as defined in Florida Statutes §§ 406.49(6), or as may be amended from time to time.



**Disposition of Unclaimed and Indigent Bodies**  
**Policy No. 98-25**

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**16.01**

III. Policy:

- A. As required by Florida Statute, Chapter 406, § 406.50, or as may be amended from time to time, in the event the County finds itself in charge or control of human remains or a dead body, that is unclaimed or requires disposal at public expense, the County shall, ~~with~~ make a reasonable effort to:
  - 1. Determine the identity of the deceased person;
  - 2. Contact any relatives of such deceased person; and,
  - 3. Determine whether the deceased person is entitled to burial in a national cemetery as a veteran of the armed services.
- B. In the event the County finds itself in charge or control of human remains or a dead body that is unclaimed or requires disposal at public expense, the County shall immediately notify the anatomical board, except in the instances provided for in Florida Statutes §§ 406.50 and 406.53.
- C. For purposes of this chapter, the term "anatomical board" means the anatomical board of this state located at the University of Florida Health Science Center, and the term "unclaimed" means human remains or a dead body that is not claimed by a legally authorized person, as defined in s. 497.005, for interment at that person's expense.
- D. Except as provided for in Florida Statutes, Chapter 406, the County shall deliver such human remains or dead body, as described in Florida Statute § 406.50, to the anatomical board as soon as possible after death.
- E. Nothing herein shall affect the right of a medical examiner to hold such human remains or dead body for the purpose of investigating the cause of death, nor shall this chapter affect the right of any court of competent jurisdiction to enter an order affecting the disposition of such body or remains.
- ~~F. When an individual, local hospital, or funeral home initiates a request for disposition services, staff of the Leon County Health and Human Services Department (HHS) interviews the next of kin to determine the eligibility for the Indigent Burial Program.~~
- ~~FG. Prior to the cremation or burial of human remains or a deceased body that is unclaimed or requires disposal at public expense, there shall be reasonable effort to:~~
  - ~~1. Determine the identity of the deceased person. Identification of the deceased will generally be established through cooperation with the Medical Examiner's Office, law enforcement, healthcare providers, nursing homes, and/or hospice care providers.~~
  - ~~2. Contact the next of kin of such deceased person. Identification of the next of kin will generally be established through cooperation with the Medical~~

**Disposition of Unclaimed and Indigent Bodies**  
**Policy No. 98-25**

**16.01**

Examiner's Office, law enforcement, healthcare providers, nursing homes, and/or hospice care providers.

3. Determine whether the deceased person is eligible under 38 C.F.R.s. 38.620 for burial in a national cemetery as a veteran of the armed services.

4. Determine eligibility for the Leon County Indigent Burial Program. A deceased person or human remains are deemed eligible for the Leon County Indigent Burial Program when the deceased person died or human remains are located in Leon County; does not have life insurance; and one of the following:

- a. The deceased person is unidentified; or
- b. The deceased person does not have the means to pay for final disposition; or
- c. The deceased person is unclaimed by a next of kin for purposes of final disposition.

G. If a deceased person is later determined not eligible for the Leon County Indigent Burial Program, the County reserves the right to probate the estate of the deceased person in order to recover all costs associated with disposition expenses.

H. In the event the deceased person or human remains meets the eligibility determination for the Leon County Indigent Burial Program, the deceased shall be cremated unless the following criteria apply:

- 1. If the remains cannot be identified.
- 2. If the County receives written notification from the next of kin that the deceased hasd a preference for burial.
- 3. If the County receives written notification from the Medical Examiner's Office that the deceased was involved in a crime.
- 4. If the County receives written request from the Medical Examiner's Office or law enforcement that the deceased be must be disposed through burial.

I. All bodies required for burial, unless eligible under 38 C.F.R.s. 38.620 for burial in a national cemetery as a veteran of the armed services, shall be buried on a County-owned property. All burials shall comply with all rules and regulations set forth in Florida Statutes.

J. In the event a relative of the deceased is contacted, the County shall make reasonable efforts to accommodate requests for cremation or burial. In the event more than one legally authorized person claims a body for interment, the request shall be prioritized in accordance with Florida Statute §732.103.

**Disposition of Unclaimed and Indigent Bodies**  
**Policy No. 98-25**

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**16.01**

K. Leon County Veteran Services shall determine if a deceased person is eligible under 38 C.F.R.s. 38.620 for interment at a National Cemetery. However, the National Cemetery Administration shall schedule, and coordinate the interment of a deceased veteran.

Disposition of Unclaimed and Indigent Bodies  
Policy No. 98-25

16.01

L. The County may contract with a funeral establishment or direct disposal establishment as defined Florida Statue 497.005 to perform disposition duties.

1. The funeral establishment or direct disposal establishment shall provide disposition of each body in accordance to all applicable laws and statutes.
2. In the event the County finds itself in charge or control of human remains or a deceased body that is unclaimed, indigent or requires disposal at public expense, the County may reimburse the funeral establishment or direct disposal establishment for expensed incurred for the storage, preparation, and disposal of human remains or deceased body.

M. The County Administrator shall develop operational procedures for the disposition of unclaimed and indigent bodies and a recommended fee schedule for Board consideration.

~~In the event the County finds itself in charge or control of the human remains or dead body that required disposal at public expense, shall, prior to having any body buried or cremated, make a reasonable effort to determine the identity of the body and shall further make a reasonable effort to contact any relatives of the deceased person.~~

~~In the event the deceased person remains unclaimed, the County shall bury the deceased person on County property in a decent and dignified manner. All burials shall comply with all rules and regulations set forth in Florida Statutes governing the burial of human remains.~~

- ~~2. In the event a relative of the deceased person is contacted, the County shall make a reasonable effort to accommodate the request of the relative. In the event more than one legally authorized person claims a body for interment, the requests shall be prioritized in accordance with Florida Statute § 732.103.~~

~~H. Prior to rendering approval, the relative, friend, or responsible party shall complete and submit to HHS the Indigent Burial Screening and Next of Kin Statement forms for eligibility determination. Approval may be granted if:  
the deceased died in Leon County.  
the deceased is found to be indigent and is required to be disposed of at public expense.~~

~~there are no living relatives, friends, or responsible parties claiming responsibility for disposition of the deceased.~~

~~there are living relatives, friends, or responsible parties who are also found to be indigent.~~

- ~~I. Within 24 hours of receipt of all completed forms and supporting documentation, HHS shall advise the applicant if they meet the eligibility guidelines as well as the guidelines set forth in Florida Statutes, Chapter 406.~~

**Disposition of Unclaimed and Indigent Bodies**  
**Policy No. 98-25**

**16.01**

- ~~J. Individuals approved for the Indigent Burial Program are buried at the Leon County Paupers Cemetery, which is maintained by the Leon County Public Works Department (LCPWD).~~
- ~~1. LCPWD shall be responsible for preparation of the burial site at the County's Paupers Cemetery.~~
- ~~Upon request, LCPWD shall coordinate gravesite visits with the deceased individual's family members, in accordance with the LCPWD policies and procedures.~~
- ~~3. LCPWD shall maintain burial plot records and cemetery grounds of Leon County's Pauper Cemetery.~~
- ~~K. Upon approval by HHS, the funeral home shall notify the State Anatomical Board, if the deceased meets the criteria as set forth in Section 406.50, Florida Statutes. The University of Florida Health Science Center Anatomical Board shall be responsible for the cost of preparation and transportation of the body to the Center. If the body is not accepted, the funeral home shall proceed with retrieving the dead body from the morgue, preparing the deceased for burial, and transport the deceased individual to Leon County's Pauper Cemetery for burial on the selected date and time.~~
- ~~1. The funeral home shall provide disposition of each body in accordance to all applicable laws and statutes.~~
- ~~2. HHS shall make payment according to the approved fee schedule within 30 days of receipt of proper invoicing from the vendor.~~

<b>Service</b>	<b>Fee</b>
<del>Adult Burial (12 years and older)</del>	<del>\$650</del>
<del>Adult Cremation (12 years and older)</del>	<del>\$400</del>
<del>Child Burial (1 year - 11 years old)</del>	<del>\$400</del>
<del>Child Cremation (1 year - 11 years old)</del>	<del>\$300</del>
<del>Infant Burial (Birth - 11 months old)</del>	<del>\$300</del>
<del>Infant Cremation (Birth - 11 months old)</del>	<del>\$250</del>

Revised ~~6/28/2011~~ 5/9/2017

**Leon County**  
**Board of County Commissioners**  
**Notes for Budget Workshop Item #4**

# Leon County Board of County Commissioners

## Budget Workshop Item #4

April 25, 2017

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

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

**Title:** Proposed Tourism Emerging Signature Event Grants

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<b>Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator Scott Ross, Director, Office of Financial Stewardship
<b>Lead Staff/ Project Team:</b>	Kerri L. Post, Director, Tourism Development Brian Hickey, Sr. Sports Manager, Tourism Development Chris L. Holley II, Assistant to the Director, Tourism Development

### **Statement of Issue:**

This budget discussion item proposes modifications to the Tourism grant programs based on the Board's direction at the February 7, 2017 tourism workshop to consider increased tourism development support for emerging signature events.

### **Fiscal Impact:**

This item has a recurring fiscal impact to the County of \$50,000 to be supported by the Tourist Development Tax which would be added to the Signature Event Grant Program. Depending on the number of new applicants, staff may need to modify the County's contract with its tourism research firm for additional economic impact studies as required for all Signature Event awards.

### **Staff Recommendation:**

- Option #1: Approve the modifications to the Tourism grant programs as recommended by the Tourist Development Council in recognition of Emerging Signature Events.
- Option #2: Direct staff to include an additional \$50,000 in the FY 18 Tourism budget to support Emerging Signature Events from the Tourist Development Tax.

## **Report and Discussion**

### **Background:**

As presented during the February 7, 2017 Workshop on Tourism and Cultural Grant Funding Efforts (Attachment #1), there are many funding opportunities and avenues for local organizations seeking financial assistance in support of festivals, sporting events, and cultural programming or activities. Staff outlined nine publicly funded grants that support these types of activities, highlighted ongoing coordination efforts, and provided recommendations to enhance the three Tourism Development grant programs administered by the County.

In addition, the Board provided guidance for staff to explore options to develop a mechanism to support existing events with the potential for, or on the verge of, becoming Signature Events by generating 1,500 room nights. The remainder of this item addresses the opportunities to grow and support said events as recommended by staff and the TDC.

### **Analysis:**

On December 10, 2013 the Board approved the creation of the Tourism Signature Event Grant Program in response to a growing demand for new and large community events with the potential to draw a large number of visitors to the community. This new grant program offered a dedicated revenue source to satisfy these funding requests for large events. Previously, requests of this nature sought funding support from the Division of Tourism Development's unallocated fund balance on a case-by-case basis rather than allowing for a more deliberative process. Applications are now reviewed and approved each year by the TDC.

A Signature Event is an event that offers programming for the public over multiple days, or a single day while demonstrating the potential of generating a minimum of 1,500 hotel room nights. Signature Events can be cultural, historic, heritage-based, literary, musical, or sporting in nature so long as it has broad public appeal and draws visitors to the market. The stature of the event should distinguish and elevate the appeal of Leon County as a destination and present the opportunity to generate state, national, and international media exposure.

Based on the Board's guidance, staff reviewed all of the existing events supported by grants administered by the County to identify events with the potential to approach 1,500 room nights. On March 2, 2017, staff facilitated a discussion by the TDC which unanimously recommended creating an "Emerging Signature Event" category for events that meet most of the eligibility requirements of a Signature Event but historically generate 1,250 – 1,499 room nights. An "Emerging Signature Event" would be eligible for increased funding and increased marketing support from the Leon County Division of Tourism Development/Visit Tallahassee.

Three qualifying conditions would be required for an event to receive an Emerging Signature Event distinction:

1. The event organizers must be interested, willing and able to grow their event from 1,250 room nights to generate at least 1,500 room nights over a two-year period.
2. The event must be able to clearly identify and document in their grant application what new features or aspects will be added to help grow the event (i.e. add another day of



activities or an additional segment of programming to attract a wider audience, etc.).

3. Like all Signature Events, the organization must consent and participate in completing an economic impact study to verify the room nights generated.

To foster the continued growth and exposure of Emerging Signature Event, the Division of Tourism Development has proposed a new support service called the Amplified Marketing Program (AMP) which would offer at least two marketing consultation/coordination sessions, writing a feature story for the event for prominent display on VisitTallahassee.com for 30-60 days, integrated social media posts across all platforms, providing a custom targeted media list(s) and distributing event press release regionally and nationally, and securing opportunities for radio sweepstakes promotions outside of local market for event packages or ticket give-a-ways. Staff estimates the minimum total value of the AMP program to be \$7,500 for each Emerging Event. This value-added support would be achieved within Tourism's existing marketing budget and staff expertise.

Creating an "Emerging Signature Event" category allows staff to work with event organizers to grow their events while providing the potential for additional funding and amplified marketing support in order to generate at least 1,500 room nights. It creates a mechanism for event growth while providing transparency and accountability through the economic impact studies which are already required of all Signature Event grant recipients. It is estimated that 1-3 established events may qualify for the "Emerging Signature Event" distinction. The cost per economic impact study, depending on duration and scope of the event, is approximately \$3,000 under the current terms and conditions with the County's tourism research firm. Should the Board approve the creation of Emerging Signature Events, staff will engage the County's tourism research firm to realize an enhanced economy of scale for these additional impact studies.

The TDC supports this concept to elevate and incubate events in Leon County adding to the year-round appeal of the destination. Further, the TDC did identify some concerns relative to the County budget for the Signature Event Grant Program and the competitive grant process as follows:

- The current Signature Event budget of \$300,000 is fully allocated among existing events that are continuing to grow in the community.
- The addition of new events with lower room nights will have difficulty competing with the larger events.

In light of the issues raised by the TDC, the potential for multiple applications for the new Emerging Signature Event category, and upon a review of the ongoing and anticipated Tourist Development Tax revenues, staff recommends increasing the Signature Event Grant Program by \$50,000 to support the growth and expansion of existing events that add to the year-round appeal of the destination.

Should the Board approve the establishment of an Emerging Signature Events grant funding category, staff will include the anticipated resource needs for each of the three grant programs including the costs associated with additional research studies as part of the County's tentative

FY 18 budget development process so that these modifications can be implemented for the FY 18 grant cycle commencing May 2017.

**Options:**

1. Approve the modifications to the Tourism grant programs as recommended by the Tourist Development Council in recognition of Emerging Signature Events.
2. Direct staff to include an additional \$50,000 in the FY 18 Tourism budget to support Emerging Signature Events from the Tourist Development Tax.
3. Do not approve the modifications to the Tourism grant programs as recommended by the Tourist Development Council in recognition of Emerging Signature Events.
4. Board direction.

**Recommendations:**

Options 1 & 2.

**Attachment:**

1. February 7, 2017 Workshop on Tourism and Cultural Grant Funding Efforts

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

**Workshop  
on the  
Tourism and Cultural Grant  
Funding Efforts**

**February 7, 2017  
1:30 p.m. – 3:00 p.m.**

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

# **Leon County Board of County Commissioners**

## **Notes for Workshop**

# Leon County Board of County Commissioners

## Cover Sheet for Workshop

February 7, 2016

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

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

**Title:** Acceptance of an Overview and Status Report on Tourism and Cultural Grant Funding Efforts and Approval of Modifications to the Tourism Grant Programs as Recommended by the Tourist Development Council

<b>County Administrator Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator
<b>Lead Staff/ Project Team:</b>	Kerri L. Post, Director, Tourism Development Brian Hickey, Sr. Sports Manager, Tourism Development Chris L. Holley II, Assistant to the Director

### **Fiscal Impact:**

This item has no fiscal impact. Recommendations presented herein to modify the Tourism grant programs would be implemented for the FY 2018 funding cycle at a funding level determined by the Board as part of the annual budget process.

### **Staff Recommendation:**

- Option #1: Accept the status report on Tourism and Cultural grant funding.
- Option #2: Approve the modifications to the Tourism grant programs as recommended by the Tourist Development Council (Attachment #1).

Title: Acceptance of an Overview and Status Report on Tourism and Cultural Grant Funding Efforts and Approval of Modifications to the Tourism Grant Programs as Recommended by the Tourist Development Council

February 7, 2016

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## **Report and Discussion**

### **Background:**

During the September 13, 2016 meeting, the Board requested a workshop on the Tourism Development Division's process for funding events in the community with Tourist Development Tax (TDT) funds. This workshop will provide a comprehensive review of the Tourism Division's event funding programs and processes, including programs supported by the TDT through the cultural grant programs administered by the Council on Culture and Arts (COCA), and highlight recent actions taken by both the City of Tallahassee and Community Redevelopment Agency (CRA) related to event funding.

TDT revenues are generated from transient lodging sales in order to promote Leon County as a visitor destination. The Leon County Tourist Development Council (TDC) serves as an advisory council to the Leon County Board of County Commissioners, authorized by Section 125.0104 Florida Statutes and established locally by Leon County Ordinance No. 88-01, to provide guidance on administering the TDT funds. The annual tourism budget, as approved by the Board each year, includes funding for grant programs to support events designed to draw visitors to Leon County.

### **Analysis:**

There are many funding opportunities and avenues for local organizations seeking financial assistance in support of festivals, sporting events, and cultural programming or activities. This workshop item discusses nine publicly funded grants (Attachment #2) that support these types of activities, highlights ongoing coordination efforts, and offers recommendations to enhance several of the grants under the County's purview.

Leon County utilizes TDT revenues directly (administered by the Tourism Division) and indirectly (administered by COCA) to offer grant opportunities to local organizations that put on events to attract visitors to the destination and provide cultural programming and activities which enhance the market for both residents and visitors. The Tourism Division's budget is comprised entirely of TDT revenues totaling \$4,807,407 in FY 17. Of that amount, Leon County budgeted \$515,000 for three grant programs administered by the Tourism Division; Signature Event Grants, Special Event Grants and Sports Event Grants. Another \$1,226,900 of TDT funds are allocated to COCA to administer the Cultural Plan and associated grant programs. These grants are described in further detail along with the grant programs administered by the City of Tallahassee and the CRA. And finally, this item provides recommended enhancements to the County's existing Tourism grant programs and describes opportunities to better coordinate with other local grant programs in the community.

### **Tourism Grants and Application Process**

The Special Events, Sports, and Signature Event Grant Programs support many local organizations with a demonstrated history, or significant potential to draw visitors to the area for a given event. The awarding of these Tourism grants requires the approval of the TDC. The approved FY 17 Tourism grant awards for all three programs are included in Attachment #3.

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*Special Event Grant – Budget of \$100,000*

A Special Event is defined as a new or existing organized concert, exhibition, festival, fair, conference or celebration which is of interest to the general public. For the purpose of this grant program, the public interest should include Leon County residents and those living outside Leon County who would visit the destination and stay overnight to observe and/or participate. Grant funds are paid on a reimbursement basis after a satisfactory post-event report has been received and approved by staff. FY17 grant awards range from \$900 to \$14,500. Examples of recent Special Event Grants include: John G. Riley Center & Museum – Annual Florida Heritage Tour (\$4,499), Tallahassee Latin Dance Festival (\$1,200), LeMoyne Chain of Parks Art Festival (\$14,500).

*Sports Event Grant – Budget of \$115,000*

A Sports Event is defined as a new or existing sporting event, exhibition, competition, team training, conference or celebration which is of interest to Leon County residents and those living outside Leon County who would visit the destination and stay overnight to observe and/or participate. Grant funds are paid on a reimbursement basis after a satisfactory post-event report has been received and approved by staff. FY17 grant awards range from \$250 to \$17,000. Examples of recent Special Event Grants include: Gulf Winds Track Club - Tallahassee Marathon (\$6,000), Area Tallahassee Aquatic Club (ATAC) - ATAC Long Course Invitational Swim Meet (\$2,000), Lincoln High School - Capital City Classic Wrestling Tournament (\$1,200).

*Signature Event Grant – Budget of \$300,000*

On December 10, 2013 the Board approved the creation of the Tourism Signature Event Grant Program in response to a growing demand for new and large community events with the potential to draw a large number of visitors to the community. This new grant program offered a dedicated revenue source to satisfy these funding requests for large events. Previously, requests of this nature sought funding support from the Division of Tourism Development's unallocated fund balance on a case-by-case basis rather than allowing for a more deliberative process. Applications are now reviewed and approved each year by the TDC.

A Signature Event is defined as a large-scale event that is recognized as synonymous with the destination; increases the visibility of the destination through state, national and international media exposure; generates a minimum of 1,500 room nights through Leon County's commercial lodging properties during traditionally low times of occupancy; generates a significant economic impact for other hospitality related businesses such as restaurant and retail establishments; as well as increase local sales tax collections. Grant funds are paid on a reimbursement basis after a satisfactory post-event report has been received and approved by staff. Additionally, each event has an Economic Impact Study conducted by Tourism Development's research firm of record, which is subsequently presented to the TDC.

The TDC utilizes the established guidelines for awarding the grant funds which emphasizes the projected hotel room nights to be generated by the event. FY17 Signature Event Grant awards range from \$40,000-\$60,000. Examples include: Red Hills International Horse Trials (\$60,000),

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Florida Jazz and Blues Festival (\$45,000) and Word of South (\$45,000). As the newest of the three Tourism grant programs, now in the fourth year of operation, the TDC has recommend several modifications to the Signature Event Grant Program which are described later in this item.

It is important to note that in addition to the support available to large community events and festivals through the Signature Event Grant Program, the Board approved utilizing \$160,000 of the BP oil spill settlement to subsidize and/or enhance community festivals approved for Signature Event Grant funding through marquee concerts at the Capital City Amphitheater. The BP oil spill settlement funds are to support concerts that feature well-known headlining artists and events that would otherwise be viewed as cost prohibitive. To date, \$40,000 of the \$160,000 in BP funds has been used to support concerts associated with the multiday Florida Jazz and Blues Festival.

Based on the Board's guidance, the remaining funds will be utilized for the next two Word of South Festivals and the next Florida Jazz and Blues Festival through the fall of 2018 so long as they are also approved as Signature Events. This non-recurring stimulus with the BP funds is designed to showcase these relatively new festivals in the market and provide a seasonal balance to the County's investment in these outdoor activities.

*Application Process for Tourism Grants*

In May of each year, the Tourism Division advertises the opening of the grant cycle with a press release, social media posts, email blasts to past applicants and newsletter updates to the industry driving organizations to the online grant application system. Tourism staff offers grant workshops to educate organizations on the grant process, the goals of the grant programs and the benefits of the grants to the community. This past funding cycle, the Tourism Division partnered with COCA, the CRA and the Downtown Improvement Authority (DIA) to conduct joint grant workshops prior to the start of the grant cycles in an effort to educate local organizations on which programs best fit their event and/or program.

Throughout the 90-day application period, organizations have the opportunity to review and discuss their event and application with staff both in the grant workshops and one-on-one. Organizations with a single or multi-day event can qualify for TDC grants, CRA/DIA grants, and potentially receive co-sponsorship support by the City of Tallahassee in the form of in-kind services if the event location takes place within a CRA district or on a City property. Organizations requesting grant funds for multiple cultural events or programming produced throughout the year can qualify for COCA grant programs. Both TDC and COCA grant policies contain language that specifically prohibits organizations to receive grant funds from both organizations for the same events or programming, as both grant programs are supported by TDT funding. An organization can apply to the TDC for event specific funding and COCA for year-round programming and activities.

Staff reviews and compiles all of the Tourism grant applications into a report along with any past performance history if available. All applications are reviewed and scored by a Grants Review



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Committee comprised of members of the TDC, the Tallahassee Sports Council, and area leaders in the tourism industry. Upon reviewing the applications, the award amount is calculated based on the applicant scores and a final recommendation is brought before the TDC for approval.

For FY16, the County made a significant improvement to streamline the grant application process by transitioning to an online application for all Tourism event grants. The online process saved more than 200 hours of staff time, mostly spent on data entry, a value of more than \$5,500. Applicants and grant awardees have benefited from quicker response times in both processing an application as well as reviewing post-event reports, allowing the awardees to receive their funds faster. Additionally, the new system produced concise, uniform, detailed reports which simplified the evaluation and scoring of grant applications.

*Modifications to the Tourism Grant Programs*

As staff convened with the grant funding organizations over the course of the fall, a simultaneous review of the County's Tourism grant programs was conducted to assess areas for improvement. Following this internal review, staff proposed changes for the TDC's consideration that will increase collaboration, transparency, predictability and accountability in providing grant funding for tourism events in Leon County; provide consistent requirement language, grammar, etc. across all three grant programs; encourage increased private sector funding support; provide more effective communication to applicants/public regarding the objectives and requirements of Tourism grant programs.

After an in-depth review of the Tourism grant programs, staff and the TDC recommend a series of enhancements to these three grant programs (Attachment #1). The following is a high level summary of the recommended changes:

1. Requires a contract agreement for all grant applicants that will include clear deliverables and a final budget.
2. Clarifies requirements for the public announcements of events and logo use for events receiving funds from Leon County Government.
3. Revises the grant application scoring matrix for all three TDC grant programs to provide a more detailed evaluation of the grant proposal while also providing instructive feedback to the applicant.
4. Adds a 25% dollar-for-dollar funding match requirement for all Signature Event Grants, as well as Special and Sports Events Grants in excess of \$10,000.
5. Revises the recommended room nights and funding guidelines for all three Tourism grant programs. The adjustments also closed the funding award gap between the programs.

Matching requirements are a common prerequisite for cultural grants because demonstrate the organizational and community commitment to the given project, program, or activities in which funds are being sought. Federal, state, and local cultural grant programs of this nature generally call for a cash match of no less than 20% in addition to in-kind requirements. The proposed modifications to the County's grant programs proposes a 25% dollar-for-dollar match for all Signature Events as well as Special and Sports Events in excess of \$10,000, to bring them more

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in line with grant programs that offer higher levels of funding. Currently, two of the other local grant programs (the CRA Downtown Large Event and COCA Capital Facilities Matching Grant Programs) described later in this item have match requirements. While in-kind support would not count toward the 25% match, funds from other government agencies could be applied toward the match.

The following tables outline the recommended funding guidelines for each Tourism grant program. Table #1 illustrates the recommended Special Event and Sports Event funding guidelines based on the estimated number of room nights generated by the event. These grant programs offer awards of up to \$15,000 for an estimated 1,499 hotel room nights. Among the modifications to Special and Sports Event Grants in Table #1 is the adjustment of the funding ranges so that there is a clear transition to the next stage of funding and applicants can easily identify which grant program is best suited for their event. If an organization anticipates more than 1,499 hotel room nights for a given event, the applicant would be directed to apply for a Signature Event Grant.

*Table #1: Recommended Funding Guidelines for Special & Sports Event Grants*

Estimated Room Nights	Current Funding Range	Recommended Funding Range
Less than 100	\$0 – \$1,200	\$0 – \$1,499
100 – 199	\$1,201 – \$2,399	\$1,500 – \$2,999
200 – 499	\$2,400 – \$4,499	\$3,000 – \$5,999
500 – 1,000	\$4,500 – \$7,000	\$6,000 – \$9,999
1,001 – 1,499	\$7,000+	\$10,000 – \$15,000

*Note: Both the Special Event and Sports Event Grants will continue to share the same funding ranges.*

Table #2 outlines the recommended funding guidelines for the Signature Event Grant Program with awards ranging from \$15,000 to \$60,000. The funding guidelines are based on estimated hotel room nights generated with grant awards starting at \$15,000. This closes the gap between grant programs and allows for a smoother transition from a Special/Sport Event Grant to a Signature Event Grant. In light of Signature Events being made up of large community festivals and/or multi-day events, additional guidance is provided in Table #2 to demonstrate the estimated return on the TDT investment and the estimated economic impact based on the anticipated number of room nights. An Economic Impact Study will continue to be required of every Signature Event to evaluate these factors.

*Table #2: Recommended Funding Guidelines for Signature Event Grants*

Estimated Room Nights	TDT Generated (informational)	Economic Impact (informational) <sup>1</sup>	Recommended Funding Range
1,500 – 2,999	\$7,217	\$ 714,596	\$15,000 – 30,000
3,000 – 4,999	\$14,435	\$1,388,307	\$30,000 – 50,000
5,000+	\$24,058	\$2,307,059	\$60,000+ <sup>2</sup>

- 1. The Economic Impact is based on the model developed by Destination Marketing Association International that is being used as the industry standard. It also calculates local expenditures as well as those from overnight visitors. Average Daily Rate = \$96.23 in FY 2016.*
- 2. Organizations are eligible for funding above \$60,000, however once recommended by the TDC it would need to be approved by the Leon County Board of County Commissioners.*

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The TDC will continue to approve the funding awards for the Signature Event Grant Program but for events that anticipate generating more than 5,000 hotel room nights, the TDC may only award funding above \$60,000 subject to the Board's approval.

*COCA Grant Programs*

Each year, Leon County Government supports cultural arts programs and activities through COCA with a combination of general revenue (\$150,000) and TDT revenue. The City of Tallahassee also provides \$150,000 annually to COCA in support of these programs. COCA is a non-profit organization designated to serve as the local arts agency for Tallahassee and Leon County. COCA is the umbrella agency for arts and culture, and works with and for those who produce, invest in, and enjoy the arts and culture in the area. COCA administers grant programs on behalf of the County and City, distributing over \$1.3 million in grant funding annually, largely comprised of TDT funding, to non-profit arts and cultural organizations that contribute significantly to the quality of life and tourism industry in Leon County.

Since the Cultural Plan Update in 2014 and reallocation of TDT funds previously dedicated to the performing arts center, the County provides 1¼ cents of TDT revenue to COCA. This represents 25 percent of the County's overall TDT collections which has been forecasted at \$1,226,900 million in FY17. One-cent of TDT revenue (currently \$981,520) supports the grants and administration of the Cultural Grant and the Cultural Tourism Marketing Grant Programs which help foster arts and cultural activities (operating and programming) provided by eligible 501c(3) organizations.

The Cultural Tourism Marketing Grant Program was created by COCA following the Cultural Plan Update in 2014 to meet the needs identified by cultural organizations. In response to another priority of the 2014 Cultural Plan Update, the County dedicated an additional ¼ cent of TDT to create the Cultural Facilities Matching Grant Program to support the construction, renovation, acquisition, and/or equipping of eligible cultural facilities. Each of these programs is described below in further detail.

Developed by a community task force, COCA's grant guidelines are reviewed and revised every year. A diverse panel of community volunteers, including a representative from the TDC, reviews applications and makes the funding recommendations. COCA offers technical reviews, consultations, and grant writing workshops to assist applicants throughout the grant process. Additionally, there is ongoing communication between COCA and TDC staff during the application and pre-review stages to communicate and cross-check information to ensure there is no duplication of event funding requests. The latest awards for each of the COCA grants are included in Attachment #4.

*COCA Cultural Grant Program – Budget of \$992,440*

COCA's Cultural Grant Program is designed to support programs that create broader public access and participation in the arts which enhance the community's quality of life, local economy, and tourism impact. Eligible organizations must be a 501c(3), have arts and/or history as its primary purpose, and have been providing arts or cultural programming in their discipline

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for at least three complete fiscal years. Eligible organizations must offer multiple events and/or cultural programming regularly available to the public and produced throughout the year. Recipients of County TDT funds through COCA, are required to demonstrate efforts that promote, enhance, and grow the destination. Recipients of general revenue funds must demonstrate dedication to creating broader public access, benefit and participation in arts and cultural activities in our community, enhancing both quality of life and our local economy. COCA offers applicants an appeal process before a final vote is taken by its board of directors. Once approved by COCA, the awards are then reported to the TDC.

*COCA Cultural Tourism Marketing Grant Program – Budget of \$62,550*

The Cultural Tourism Marketing Grant Program is designed to increase visibility of arts and cultural organizations in Leon County and therein positively impact tourism revenues. Funds are to be awarded to organizations that wish to develop, execute and evaluate effective marketing and promotional initiatives targeted towards attracting travel and tourism to Leon County for engagement in arts and cultural presentations and activities. Examples of eligible opportunities include, but are not limited to: media placement and production (print, online, broadcast, and radio), printed materials, tradeshow registration fees and booth rentals, video/CD-ROM, DVD production, public relations/media communications, promotional items, and website development.

Although County TDT funds are utilized for the three Tourism Event Grant Programs and all three COCA Grant Programs, there are significant differences in the purpose and eligibility criteria. Before describing COCA's Cultural Facilities Matching Grant Program which is unique in that it is specific to capital improvements, staff has prepared Table #3 as a summary comparison of the three Tourism grants and two COCA grants described thus far.

*Table #3: County Tourism and COCA Grant Program Comparisons*

County Tourism Event Grants	COCA's Cultural & Tourism Marketing Grant Programs
Single or multi-day event, concert, exhibition, festival, sports competition, fair, conference or celebration; Large-scale multi-day events	Multiple event cultural programming regularly available to the public and produced throughout the year; Cultural Tourism activities; and Cultural Facility Improvement
Ability to attract and document overnight visitors to Leon County.	Organization must have arts and/or history as its primary purpose and describe efforts to serve visitors.
Organizations can be a 501c(3), division of state/local government, university, or private entity.	Organization must be a 501c(3) and have a governing Board of Directors.
New or existing events may qualify.	Organization must have been providing arts or cultural programming in their discipline for at least three complete fiscal years.
Funding is administered on a reimbursement basis after a satisfactory post-event report is received and approved by County staff.	Funding is typically administered in three payments (Nov, Feb, May) - advance, interim and final payments - after interim and final reports are received and approved by COCA.

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*COCA Cultural Facilities Matching Grant Program – Budget of \$249,359*

The Cultural Facilities Matching Grant Program offers support and funding for renovation, new construction, acquisition or equipping of cultural facilities located in Leon County. The guidelines for this program were approved by the Board on March 8, 2016 with the 2016 award recommendations approved on July 12, 2016. The County's Tourism Plan (Ordinance) calls for the dedication of a ¼ cent of the TDT specifically to support this matching grant program for cultural organizations for a five-year period from FY 2015 – FY 2019. Monies accrued from the ¼ cent each year are to be awarded in arrears. For example, TDT collections from FY 2015 were awarded during FY 2016.

A cultural facility is a building that shall be used primarily for the programming, production, presentation, exhibition, or any combination of the above functions of any of the arts and cultural disciplines including, but not limited to: music, dance, theater, creative writing, literature, architecture, painting, sculpture, folk arts, photography, crafts, media arts, visual arts, programs of museums, historical sites, and historical/heritage facilities.

To be an eligible applicant, organizations must be physically located in Leon County, a non-profit tax exempt Florida Corporation, and have provided at least three years of year-round arts or cultural programming in the County. Applicants may apply for a minimum of \$5,000 and maximum of \$100,000 but requests must be no greater than 50% of the total eligible budget costs for the project. Organizations may only submit a single application per year and those who are awarded funding will not be eligible for capital funding in the fiscal year immediately following their grant award. Matching fund requests must be at least 1:1 and may consist of the following:

- Cash on hand or liquid assets, which are required to make up at least 25% of the total match.
- Irrevocable pledges.
- In-kind contributions to consist of no more than 50% of the applicant's total match requirement.
- Prior eligible expenditures directly related to the project made within two years prior to the application date.
- A portion of the value of the land or building (up to 10%) directly used for the grant project.

As previously mentioned, the Board approved the awards for the first year of funding on July 12, 2016. Once the next slate of applications has been evaluated by COCA, staff will prepare another agenda item for the Board's consideration.

City of Tallahassee Special Event Co-Sponsorships – Estimated \$125,000 In-Kind Support

The Tallahassee City Commission has established a Special Event Committee, which is responsible for making recommendations to the City Commission on which events should receive city co-sponsorship and the appropriate level of in-kind services. The City's in-kind services to support special events may include electric, water, solid waste, staging, sound/audio,

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rental fees, barricades, and police. Applications are on a 2-year award cycle and the next grant cycle will be open in 2018.

CRA Grant Programs

The CRA grant programs are designed to support events and activities within the Greater Frenchtown/Southside District Community Redevelopment Area and the Downtown District Community Redevelopment Area that promote the goals and objectives of the respective redevelopment plans.

*Downtown Promotional and Special Events Grant Program – Budget of \$85,000*

The CRA budgeted \$85,000 in FY17 to fund small special events and/or promotional activities, up to \$10,000, within the Greater Frenchtown/Southside District Community Redevelopment Area and the Downtown District Community Redevelopment Area (\$50,000 for Greater Frenchtown/Southside District and \$35,000 for the Downtown District). The Greater Frenchtown grant program is managed by CRA staff while the Downtown District grant program is managed by the DIA. Recent CRA grant awards include the Frenchtown Heritage Fest (\$5,000), John G. Riley's Rock-A-Thon (\$1,000), and the Experience Asia Festival (\$4,000).

*Downtown Large Event Grant Program – Budget of \$100,000*

The FY17 CRA budget includes \$100,000 for a new large downtown special events grant program. Events must be held in the Downtown District, at Cascades Park or Kleman Plaza only between April 15, 2017 and September 30, 2017. Examples of recent large events supported by this grant program include the Word of South Festival and the Tallahassee Jazz and Blues Festival, both of which took place at Cascades Park. CRA staff is currently reexamining the program guidelines for the FY18 cycle however the CRA recently approved interim guidelines for the \$25,000 remaining in FY17 which are outlined as follows:

- Events must be held on or between April 15, 2017 and September 30, 2017.
- Applicants must be not-for-profit organizations and cannot be associated with a public institution (e.g., federal, state or local government or university); political organizations or religious organizations.
- The minimum grant amount will be \$10,000. The applicant will be required to demonstrate they have an equal amount of funds invested in the event. In-kind funds do not meet this requirement.
- The event must be open to the public and the majority (more than 60 percent) of the event activities must be free.
- Recipients of funds from the Downtown District's FY 2017 Promotional and Special Events Program are not eligible to apply, however recipients of grant funding from the TDC or COCA are eligible to apply.
- Preference will be given to events that are intended to attract a regional (including attendees from other states) audience, and generate hotel stays within the City of Tallahassee.

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Coordination with Partner Organizations

In the early summer of 2016, the TDC contemplated modifications to the Signature Event Grant Program. When the new Tourism Director began in August, it was an opportune time to conduct a comprehensive review of all three grant programs and processes with fresh eyes and in coordination with organizations that also provide financial support for community events. In October 2016, Tourism staff convened the first of four meetings with partner organizations in the community to each share an overview of their respective grants programs, the primary objectives of the programs, process for evaluations, tracking and monitoring mechanisms, and the overall challenges of managing the programs with the expressed intent to identify opportunities for enhancement. Participants included:

- Dr. Audra Pittman, Executive Director of COCA
- Kevin Carr, Grants Program Manager for COCA
- Roxanne Manning, Executive Director of the CRA
- Sherri Curtis, Principle Planner for the CRA
- Paige Carter-Smith, Executive Director for the DIA
- Allen Thompson, Events Coordinator for the DIA
- Ashley Edwards, Director of Parks, Recreation and Neighborhood Affairs for the City

This group exchanged a significant amount of information during these meetings and identified opportunities for increased communication and collaboration. One of the opportunities identified for further exploration was an online event grant application portal as a singular point of entry that communicates the objectives of all the event grant funding programs and captures basic organizational and budget information. It is important to keep the funding sources separate; however a shared portal with a robust system to facilitate every aspect of the process would be welcomed by the applicant organizations and could generate significant efficiencies for the applicant, panelists/reviewers, and program administrators.

Another concept identified by this workgroup was to better align the grant application materials and timing to mitigate duplicative application forms and provide a more concise time period for organizations to learn their total financial commitments from the various funding partners. This would also benefit the staff and policy makers charged with reviewing and scoring grant applications. Should a singular portal be pursued, each funding partner would then be able to monitor all grant applications in real time. The singular application portal is still being explored by the aforementioned organizations to determine the full extent of benefits associated with this concept. Once the analysis has been completed, staff will bring back an agenda item to the Board if there are any legal, policy, or financial considerations.

For the FY18 grant cycles, staff will post a new page on the VisitTallahassee.com website that will feature all four of the organizations that provide event grant funding to better educate the community on the various resources available and help them identify the grant programs best suited for a given event/activity until a determination can be made on a collaborative online grant portal system. Further, coordinated educational sessions will once again commence in May among representatives from each of the aforementioned funding organizations in support of local

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cultural programming, activities, and events that enrich the destination and attract visitors to the community. Specific to the County's Tourism grants, the online application process will continue to be utilized for upcoming grant cycle.

Based on the Board's guidance, staff will finalize the modifications to the three Tourism grant programs for the FY18 grant cycle and continue to explore the appeal and practicality of an online event grant application portal to better serve the funding agencies and grant applicants.

**Options:**

1. Accept the status report on Tourism and Cultural grant funding.
2. Approve the modifications to the Tourism grant programs as recommended by the Tourist Development Council (Attachment #1).
3. Do not accept the status report on Tourism grant funding.
4. Board Direction.

**Recommendation:**

Options #1 and #2.

**Attachments:**

1. Recommended modifications to the Tourism Signature, Special, and Sports Event grant programs
2. Summary of local resources available to support festivals, events and cultural programming in Leon County
3. FY 2017 Tourism grant awards lists
4. Latest COCA grant award lists



Leon County  
Division of Tourism Development

**Special Event  
Grant Program**  
(Policies & Application)

Amended: February 7, 2017

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- I. Introduction and Definition
- II. Statement of Policies
- III. Rating Criteria and Process
- IV. Funding Eligibility
- V. Guidelines for Grant Request Funding Levels
- VI. Special Event Grant Timeline
- VII. Visitor Tracking
- VIII. Conclusion

## **Leon County Special Event Grant Program**

### **I. INTRODUCTION AND DEFINITION**

The Leon County Tourist Development Council (TDC) was created pursuant to the State of Florida Local Option Tourist Development Act and Leon County Ordinance #88-01. The TDC administers funds collected from a local option tourist development tax (TDT) on transient lodging sales, i.e. hotels/motels, campgrounds and condominiums. The funds are designated to promote Tallahassee/Leon County as a preferred visitor destination for meetings and conventions, group leisure travel, special events, cultural activities and amateur sporting events.

The TDC annually allocates funds to a grant program for local groups and organizations that coordinate events with a demonstrated history of or significant potential to draw visitors to the area. The Special Event Grant Fund is administered by the TDC with recommendations from the Grant Review Committee. The Grant Review Committee is made up of TDC members, tourism and hospitality leaders and marketing professionals. There is a separate grant program for sporting events that is administered by the Tallahassee Sports Council.

For clarification, TDC grant programs are funded by the Tourist Development Tax (TDT) and designed to draw visitors to Leon County. Grant programs administered by the Council on Culture & Arts (COCA) are also funded by TDT revenue and designed to support year round arts and culture programming.

A "Special Event" is defined as "a new or existing organized concert, exhibition, festival, fair, conference or celebration which is conducted according to a prearranged schedule and of interest to the general public. For the purpose of this grant program, the public interest should extend to Leon County residents and to those living outside Leon County who would visit the destination and stay overnight to observe or participate."

Each application will be evaluated against established criteria and historic precedent. The number and extent of these grants will depend upon the availability of designated funds and specific allocations. Ideally, the funds allocated by the TDC will eventually be returned through increased transient lodging sales resulting from these special events and the tourist development tax generated from those sales.

### **II. STATEMENT OF POLICIES**

- A. Grant funds are intended to supplement the organization's budget.
- B. Funding does not support administrative costs or non-public events. Funding supports marketing and promotional efforts, venue/site rentals and costs associated with visiting artists and/or exhibits.
- C. Applicants receiving grant funds from the Council on Culture & Arts (COCA) may not receive grant funding for the same event through the TDC. Applicants may make requests to the TDC and COCA, but these must be for a different event or activity.
- D. Hotels secured for the event must be located within Leon County.

- E. If the requested grant amount exceeds \$10,000, applicants budget must reflect at least a 25% dollar-for-dollar match (in-kind services will not be allowed). Applicants will be required to identify the amount of matching funds in the event budget submitted and the amount must be verified and sourced in the Post-Event Report. The grant award amount may be reduced for the next cycle proportionately to the shortfall of funds raised if the 25% matching funds were not received.
- F. Funding shall be provided as reimbursement for approved actual expenditures upon completion of the event. Proof of payment must be provided. Proof of payment may be submitted in the form of a vendor receipt and a front & back copy of cleared check or credit card receipt. Cash receipts can be accepted for reimbursements; however using a check or credit card is preferred. Written confirmation from vendor that expenditure has been paid in full is necessary if only a copy of the front of the cleared check is provided.
- G. To be eligible for payment, a completed Post-Event Report must be submitted. The report must include tracking statistics regarding out-of-town visitors and their use of transient lodging facilities and occupancy. Failure to submit a complete Post-Event Report will result in disqualification for support. Requests for reimbursement must be received by September 30.
- H. Any funds granted will be subject to audit by the Leon County Auditor.
- I. Indemnification: By submitting this Grant application, the applicant agrees that upon final approval of the Grant the applicant shall indemnify Leon County, Florida, a charter county and political subdivision of the State of Florida (the "County"), to the extent provided as follows:

(1) Except as otherwise provided herein below, the applicant shall indemnify, save and hold the County, its officials, officers and employees harmless from any and all actions, obligations, claims, damages, expenses, costs of any kind, debts, negligence, and liabilities arising from, or in any way related to, acts or omissions of the applicant, its employees, volunteers, subcontractors, employees of subcontractors, or clientele, in the performance of, or failure to perform under, this event for which the Grant was approved. Should the County, as a result of the performance or lack thereof by or on behalf of the applicant, be required to reimburse any sums to any organization, or reimburse funds to any Federal, state or local governmental entity, contribute funds to the performance of this event for which the Grant was approved, or expend County funds to complete or correct such performance, the applicant, upon demand by the County, shall refund and reimburse the County for all sums so reimbursed or expended by the County.

(2) If the applicant is a governmental entity or other such organization to which the protection of sovereign immunity is applicable, the indemnification requirements set forth in subparagraph (1) above shall apply to such applicant only to the extent as allowed in Section 768.28, Florida Statutes, and nothing herein shall be deemed to be a waiver of such applicant's sovereign immunity beyond those statutory limits as provided therein.

(3) If the event for which the Grant was approved is to take place on property owned by the County and/or is sponsored by the County, the applicant shall, in addition to these indemnification requirements, be required to provide to the

County a certificate of insurance showing that that the applicant has procured insurance against claims for injuries to persons or damages to property which may arise from, or in connection with, the performance by the applicant, its employees, volunteers, subcontractors, employees of subcontractors, or clientele, of this event for which the Grant was approved, in the minimum coverage and amounts as follows, and that the County has been named as an additional insured: (i) commercial general liability insurance coverage with combined single limits for bodily injury, personal injury, and property damage of no less than \$1,000,000 per occurrence and a \$2,000,000 annual aggregate; and (ii) if applicable, workers' compensation insurance covering all employees meeting statutory limits in compliance with all applicable state and federal laws.

- J. The combined Leon County/Visit Tallahassee logo must be included on all printed and online advertisements and promotional materials for the event. For example; banners, signs, t-shirts, programs, brochures, event website, etc. The combined logo must appear on all printed, online or broadcast promotional material developed for the event and include a link to the VisitTallahassee.com website. Before these materials are produced, they **MUST BE SUBMITTED AND APPROVED** by the Leon County Division of Tourism Development to assure that the combined Leon County/Visit Tallahassee logo appears properly.

Leon County Tourism Development continues to be dedicated to supporting worthwhile local events through our grant programs and other promotional opportunities, but reserves the right to reduce or eliminate grant funding for organizations that did not receive prior approval for correct logo use.



- K. Allowable expenses shall include:
- Promotion, marketing and paid advertising/media buys that reach outside Leon County with potential to drive overnight visitation
  - Event production and technical expenses, site fees/costs (contract help, rentals, insurance) rights fees, sanction fees, non-monetary awards and travel expenses including lodging.

- Note: On page 7 of the Application the applicants are required to describe how the grant funds will be used. Any changes to the items submitted in the application **MUST** be submitted in writing to Visit Tallahassee and will not be allowed without written approval from Visit Tallahassee staff **PRIOR** to event.

L. Unallowable expenses include:

- General and administrative expenses,
- Building, renovating and/or remodeling expenses,
- Permanent equipment purchases,
- Debts incurred prior to grant requests,
- Programs which solicit advertising or sponsorships,
- Hospitality or social functions,
- Advertising that only reaches Leon County and its residents.
- Sleeping room expenses for attendees

### III. RATING CRITERIA AND PROCESS

Each grant application will be reviewed by TDC staff to ensure that all required materials have been supplied. Failure to supply all the required materials will result in disqualification. Following staff review, the applications will be provided to the TDC's Grant Review Committee for scoring. The committee will score each application on a 100 point scale based on the following:

Tourism Development	• Proposal coincides with non-peak or shoulder seasons, has potential of generating visitation to Leon County that includes overnight stays in Leon County commercial lodging (30 points)	30
	• Proposal distinguishes the destination and elevates the appeal of Leon County. (15 points)	15
Marketing	• Proposal includes strategies for attracting visitors from in-state and the Southeast. Marketing plan is well-defined, thorough and realistic (20 points)	20
Event Evaluation  Technical	• Budget is appropriate for the event. (10 points)	10
	• Proposal includes goals for event and method for measuring and evaluating outcome of event. (10 points)	10
	• Proposal includes detailed plan for documenting overnight hotel stays (10 points)	10
	• Quality of the grant application and all required documents were submitted. (5 points)	5
		Total Possible Points: 100

*\*Performance of prior event grants may impact your recommended funding level. This includes room nights generated, private funds raised, and proper logo use.*

#### IV. FUNDING ELIGIBILITY

The intent of the Special Event Grant Program is to provide funding assistance for events that attract overnight visitors to Leon County and create business for the commercial lodging industry, (hotels/motels, campgrounds, condominiums) as well as restaurants, retail establishments and other businesses. To be considered for funding, the following criteria have been established:

1. Each application must include a signed Certification and Compliance page
2. Event must take place between Oct. 1, and Sept. 30, of the upcoming fiscal year.
3. The event must have the potential to bring out-of-town visitors that use commercial lodging establishments in Leon County.
4. Applicant must provide a marketing/promotions plan.
5. Applicant must provide a detailed event budget.

#### V. GUIDELINES FOR GRANT REQUEST FUNDING LEVELS

The following table reflects the funding level possible based on the event's estimated number of hotel room nights. **The estimated number of hotel room nights does not guarantee the level of funding at which the event may be approved. The final funding recommendation will be based on the committee's discretion and the funding available. As an example, if the committee believes the event has overstated the potential room nights, the committee has the right to place the application in a lower funding category.**

Estimated Room Nights	Room Night Funding Range
1,001 to 1,499	\$10,000-15,000
500 to 1,000	\$6,000 – 9,999
200 to 499	\$3,000 - 5,999
100 to 199	\$1,500 – 2,999
Less than 100	\$0 - \$1,499

The following formula will be used to determine the final grant amounts:

1. The average score of the panel will be determined for each application based on the maximum of 100 points as outlined above.
2. Applications scoring above the minimum threshold of 70% will be considered for funding based on the formula outlined below.
3. The average score for each application will first be converted into a percentage of the 100 maximum points possible. As an example, if Application #1 scored 90 out of 100, the percentage for Application #1 would be 90%.

4. The grant requested amount will then be multiplied by the percentage attained to determine the **initial** award based on the categories above. As an example, if Application #1 scored 90% and requested \$5,000, the initial award would be \$4,500.
5. The same process will be followed for each application and the total initial awards will be added.
6. If this total amount exceeds the total budgeted for all grants, then staff will adjust the initial scores of all recipients by a percentage. All initial grants will be adjusted by the same percentage to determine the final grant score and award.
7. Additional adjustments will be made if necessary to reach the total amount in the budget.
8. The Tourist Development Council Special Event Grant Committee reserves the right to adjust the minimum threshold if necessary to ensure funding for the highest scoring applications.
9. Applications for grants \$5,000 and more must itemize the amount requested on the application.

## VI. SPECIAL EVENT GRANT TIMELINE

	<u>Process</u>	<u>Date</u>
1.	Advertise Grant Cycle Opening/Applications Available	First Monday in May
2.	Workshop for Grant Applicants	May & June
3.	<b>Deadline for Applications Submittal</b>	First Monday in August
4.	Review by Advisory Committees -TDC Grant Review Committee	Week prior to TDC meeting in September
5.	Review & Final Approval by LCTDC	First Thursday in September
6.	Funds Available – Must provide <b>proof of paid expenses</b> and <b>room night/ Visitor report</b> .	Approximately 2 weeks following submittal and approval of Post-Event Report

It is strongly encouraged for applicants to be in attendance or send a representative to the Grant Review Committee meeting.

## VII. VISITOR TRACKING

To assess the impact of each event on the Tallahassee-Leon County transient lodging industry, the TDC emphasizes the importance of tracking the number of overnight visitors attending the event.

- Room block reports from hotels are the preferred method of reporting room data. This information will be used to help track the number of visitors attending the event. Furthermore, this information helps determine the growth of a particular event. Subsequently, an event's growth can impact the future funding level of the grant awarded to the organization.
- If your event uses an advanced registration procedure, utilize the attached **Visitor Tracking Form** (Appendix A) to gather the requested information. Each



- participant/group should sign his or her name, hotel in which they are residing, number of rooms secured, number of days, and the number of guests staying in each room.
- If either of the above (advanced registration or hotel room blocks) is not used, a third option requires 100 completed five question surveys of event attendees. The TDC will provide questions and assist with analysis.

The TDC reserves the right to conduct a post-audit of information presented on the ***Post-Event Report*** (Appendix B). All lodging accommodations listed will be contacted to confirm the number of room nights generated for the event. **ANY MISLEADING OR FALSE INFORMATION PRESENTED CAN AND WILL ADVERSELY AFFECT FUTURE GRANT AWARDS.**

## VIII. CONCLUSION

Applicants are asked not to contact members of the TDC Grant Review Committee. The event director, fiscal administrator or other contact person may be called upon by any one of these groups or their staff at any time during the review process.

**For questions or additional information, please contact our office at:**

Aundra Bryant (850) 606-2300

<b>FOR GADSDEN, JEFFERSON, FRANKLIN, &amp; WAKULLA COUNTY EVENTS</b>
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To qualify, event must:

1. Utilize or demonstrate the potential to utilize Leon County lodging establishments.
2. Have secured a funding commitment from the home county Tourist Development Council.

Leon County  
Division of Tourism Development

# Sports Event Grant Program

(Policies & Application)

Amended: February 7, 2017

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## **Leon County Sports Events Grant Program**

### **I. INTRODUCTION AND DEFINITION**

The Leon County Tourist Development Council (TDC) was created pursuant to the State of Florida Local Option Tourist Development Act and Leon County Ordinance #88-01. The TDC administers funds collected from a local option tourist development tax (TDT) on transient lodging sales, i.e. hotels/motels, campgrounds and condominiums. The funds are designated to promote Tallahassee/Leon County as a preferred visitor destination for: meetings and conventions, group leisure travel, special events, cultural activities and amateur sporting events.

The TDC annually allocates funds to a grant program for groups and organizations that coordinate events with a demonstrated history of or significant potential for drawing visitors to the area. The Leon County Division of Tourism Development sports department, with support of the Tallahassee Sports Council, administers the Sports Event Grants program for sporting events. These grants are approved by the TDC.

A Sports Event is defined as a new or existing sporting event, exhibition, competition, team training, conference or celebration which is conducted according to a prearranged schedule and of interest to the general public. For the purpose of this grant program, the public interest should extend to Leon County residents and to those living outside Leon County who would visit the destination and stay overnight to observe or participate.

Each application will be evaluated against established criteria and historic precedent. The number and extent of these grants will depend upon the availability of designated funds and specific allocations. Ideally, the funds allocated by the TDC will eventually be returned through increased transient lodging sales resulting from these special events and the tourist development tax generated from those sales.

### **II. STATEMENT OF POLICIES**

- A. Grant funds are intended to supplement the organization's budget.
- B. Funding does not support administrative costs or non-public events. Funding supports marketing and promotional efforts, venue/site rentals and costs associated with visiting artists and/or exhibits.
- C. Grant applications will only be received during the advertised cycle. One application will be accepted per event, per fiscal year. In the event that a Sports Event Grant application is received outside of the Tourist Development Council's designated submission dates and grant funds are still available in the budget, the Tourist Development Council may elect to consider the request.
- D. Hotels secured for the event must be located within Leon County.
- E. If the requested grant amount exceeds \$10,000, applicants budget must reflect at least a 25% dollar-for-dollar match (in-kind services will not be allowed). Applicants will be required to identify the amount of matching funds in the event budget submitted and the amount must be verified and sourced in the Post-Event Report. The grant award amount may be reduced for the next cycle

proportionately to the shortfall of funds raised if the 25% matching funds were not received.

- F. Funding shall be provided as reimbursement for approved actual expenditures upon completion of the event. Proof of payment must be provided. Proof of payment may be submitted in the form of a vendor receipt and a front & back copy of cleared check or credit card receipt. Cash receipts can be accepted for reimbursements; however, using a check or credit card is preferred. Written confirmation from vendor that expenditure has been paid in full is necessary if only a copy of the front of the cleared check is provided.
- G. To be eligible for payment, a completed Post-Event Report must be submitted. The report must include tracking statistics regarding out-of-town visitors and their use of transient lodging facilities and occupancy. Failure to submit a complete Post-Event Report will result in disqualification for support. Requests for reimbursement must be received by September 30.
- H. Any funds granted will be subject to audit by the Leon County Auditor.
- I. Indemnification: By submitting this Grant application, the applicant agrees that upon final approval of the Grant the applicant shall indemnify Leon County, Florida, a charter county and political subdivision of the State of Florida (the "County"), to the extent provided as follows:

(1) Except as otherwise provided herein below, the applicant shall indemnify, save and hold the County, its officials, officers and employees harmless from any and all actions, obligations, claims, damages, expenses, costs of any kind, debts, negligence, and liabilities arising from, or in any way related to, acts or omissions of the applicant, its employees, volunteers, subcontractors, employees of subcontractors, or clientele, in the performance of, or failure to perform under, this event for which the Grant was approved. Should the County, as a result of the performance or lack thereof by or on behalf of the applicant, be required to reimburse any sums to any organization, or reimburse funds to any Federal, state or local governmental entity, contribute funds to the performance of this event for which the Grant was approved, or expend County funds to complete or correct such performance, the applicant, upon demand by the County, shall refund and reimburse the County for all sums so reimbursed or expended by the County.

(2) If the applicant is a governmental entity or other such organization to which the protection of sovereign immunity is applicable, the indemnification requirements set forth in subparagraph (1) above shall apply to such applicant only to the extent as allowed in Section 768.28, Florida Statutes, and nothing herein shall be deemed to be a waiver of such applicant's sovereign immunity beyond those statutory limits as provided therein.

(3) If the event for which the Grant was approved is to take place on property owned by the County and/or is sponsored by the County, the applicant shall, in addition to these indemnification requirements, be required to provide to the County a certificate of insurance showing that the applicant has procured insurance against claims for injuries to persons or damages to property which may arise from, or in connection with, the performance by the applicant, its employees, volunteers, subcontractors, employees of

subcontractors, or clientele, of this event for which the Grant was approved, in the minimum coverage and amounts as follows, and that the County has been named as an additional insured: (i) commercial general liability insurance coverage with combined single limits for bodily injury, personal injury, and property damage of no less than \$1,000,000 per occurrence and a \$2,000,000 annual aggregate; and (ii) if applicable, workers' compensation insurance covering all employees meeting statutory limits in compliance with all applicable state and federal laws.

- J. The combined Leon County/Visit Tallahassee logo must be included on all printed and online promotional materials for the event. For example; banners, signs, t-shirts, programs, brochures, event website, ads, etc. The combined logo must appear on all printed, online or broadcast promotional material developed for the event and include a link to the VisitTallahassee.com website. Before these materials are produced, they **MUST BE SUBMITTED AND APPROVED** by the Leon County Division of Tourism Development to assure that the combined Leon County/Visit Tallahassee logo appears properly.

Leon County Tourism Development continues to be dedicated to supporting worthwhile local events through our grant programs and other promotional opportunities, but reserves the right to reduce or eliminate grant funding for organizations that did not receive prior approval for correct logo use.



- K. Allowable expenses shall include:
- Promotion, marketing and paid advertising/media buys that reach outside Leon County with potential to drive overnight visitation;
  - Event production and technical expenses, site fees/costs (contract help, rentals, insurance) rights fees, sanction fees, non-monetary awards and travel expenses including lodging.

L. Unallowable expenses include:

- General and administrative expenses,
- Advertising that only reaches Leon County and its residents
- Building, renovating and/or remodeling expenses,
- Permanent equipment purchases,
- Debts incurred prior to grant requests,
- Programs which solicit advertising or sponsorships, and
- Hospitality or social functions.
- Sleeping room expenses for attendees

### III. RATING CRITERIA AND PROCESS

Each grant application will be reviewed by TDC staff to ensure that all required materials have been supplied. Failure to supply all the required materials will result in disqualification. Following staff review, the applications will be provided to the Tallahassee Sports Council Grant Review Committee for consideration. The committee will score each application on a 100 point scale based on the following:

Tourism Development	<ul style="list-style-type: none"> <li>• Proposal coincides with shoulder seasons or periods of low occupancy and has potential of generating visitation to Leon County that includes overnight stays in Leon County commercial lodging (30 points)</li> </ul>	30
	<ul style="list-style-type: none"> <li>• Proposal distinguishes the destination and elevates the appeal of Leon County. (15 points)</li> </ul>	15
Marketing	<ul style="list-style-type: none"> <li>• Proposal includes strategies for attracting visitors from in-state and the Southeast. Marketing plan is well-defined, thorough and realistic (20 points)</li> </ul>	20
Event Evaluation   Technical	<ul style="list-style-type: none"> <li>• Budget is appropriate for the event. (10 points)</li> </ul>	10
	<ul style="list-style-type: none"> <li>• Proposal includes goals for event and method for measuring and evaluating outcome of event. (10 points)</li> </ul>	10
	<ul style="list-style-type: none"> <li>• Proposal includes detailed plan for documenting overnight hotel stays (10 points)</li> </ul>	10
	<ul style="list-style-type: none"> <li>• Quality of the grant application and all required documents were submitted. (5 points)</li> </ul>	5
		Total Possible Points: 100

*\*Performance of prior event grants may impact your recommended funding level. This includes room nights generated, private funds raised, and proper logo use.*

#### IV. FUNDING ELIGIBILITY

The intent of the Sports Events Grant Program is to provide funding assistance for events that attract overnight visitors to Leon County and create business for commercial lodging industry, (hotels/motels, campgrounds, condominiums) as well as restaurants, retail establishments and other businesses. To be considered for funding, the following criteria have been established:

1. Each application must include a signed Certification and Compliance page
2. Event must take place between October 1, and September 30, of the upcoming fiscal year.
3. The event must have the potential to bring out-of-town visitors that use commercial lodging establishments in Leon County
4. Applicant must provide a marketing/promotions plan.
5. Applicant must provide a detailed event budget.

#### V. GUIDELINES FOR GRANT REQUEST FUNDING LEVELS

The following table reflects the funding level possible based on the event's estimated number of hotel room nights. **The estimated number of hotel room nights does not guarantee the level of funding at which the event may be approved. The final funding recommendation will be based on the committee's discretion and the funding available. As an example, if the committee believes the event has overstated the potential room nights, the committee has the right to place the application in a lower funding category.**

Estimated Room Nights	Room Night Funding Range
1,001 to 1,499	\$10,000-15,000
500 to 1,000	\$6,000 – 9,999
200 to 499	\$3,000 - 5,999
100 to 199	\$1,500 – 2,999
Less than 100	\$0 - \$1,499

The committee will review each event application and determine the final grant amounts based on the following criteria:

1. The potential of an event to bring overnight visitors to Leon County.
2. Events scheduled during non-peak or shoulder seasons will be a priority.
3. The estimated number of out-of-town visitors and their length of stay.



4. The history of the event including previous grant support and potential for growth.
5. The amount of potential media exposure to Tallahassee and Leon County.
6. The submitted detailed plan for marketing and promotion.
7. The submitted detailed budget with realistic expectations. Applicant must show a need for funding.
8. The intended use of funds must fall within scope of the special events program as stated in policies.
9. Availability of funding for entire program.
10. Applications for grants \$5,000 and more must itemize the amount requested on the application.

## VI. SPORTS EVENT GRANT TIMELINE

	<u>Process</u>	<u>Date</u>
1.	Advertise Grant Cycle Opening/Applications Available	First Monday in May
2.	Workshop for Grant Applicants	May & June
3.	<b>Deadline for Applications Submittal</b>	First Monday in August
4.	Review by Advisory Committees -Tallahassee Sports Council	First Tuesday in September
5.	Review & Final Approval by LCTDC	First Thursday in September
6.	Funds Available – Must provide <b>proof of paid expenses</b> and <b>room night/ Visitor report</b> .	Approximately 2 weeks following submittal and approval of Post-Event Report

**Second Cycle Process-** The second cycle grant process will open in the first Monday of January and close on the third Monday of February based on the remaining grant funds available.

**Out of Cycle Process** - In the event that a Sports Event Grant application is received outside of the published dates the Tallahassee Sports Council and Tourist Development Council's may elect to consider the request.

## VII. VISITOR TRACKING

To assess the impact of each event on the Tallahassee-Leon County transient lodging industry, the TDC emphasizes the importance of tracking the number of overnight visitors attending the event.

- Room block reports from hotels are the preferred method of reporting room data. This information will be used to help track the number of visitors attending the event. Furthermore, this information helps determine the growth of a particular event. Subsequently, an event's growth can impact the future funding level of the grant awarded to the organization.

- If your event uses an advanced registration procedure, utilize the attached **Visitor Tracking Form** (Appendix A) to gather the requested information. Each participant/group should sign his or her name, hotel in which they are residing, number of rooms secured, number of days, and the number of guests staying in each room.
- If either of the above (advanced registration or hotel room blocks) is not used, a third option requires 100 completed five-question surveys of event attendees. The TDC will provide questions and assist with analysis.

The TDC reserves the right to conduct a post-audit of information presented on the **Post-Event Report** (Appendix B). All lodging accommodations listed will be contacted to confirm the number of room nights generated for the event. **ANY MISLEADING OR FALSE INFORMATION PRESENTED CAN AND WILL ADVERSELY AFFECT FUTURE GRANT AWARDS.** Not tracking your event rooms and/or visitors could void your post event funding.

## VIII. CONCLUSION

Applicants are asked not to contact members of the Grant Review Committee, or the Tallahassee Sports Council. The event director, fiscal administrator or other contact person may be called upon by any one of these groups or their staff at any time during the review process.

**For questions or additional information, please contact:**

Brian Hickey  
(850) 606-2313

Amanda Heidecker  
(850) 606-2317

<b>FOR GADSDEN, JEFFERSON, FRANKLIN, &amp; WAKULLA COUNTY EVENTS</b>
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To qualify, event must:

1. Utilize or demonstrate the potential to utilize Leon County lodging establishments.
2. Have secured a funding commitment from the home county Tourist Development Council.

Leon County  
Division of Tourism Development

# Signature Event Grant Program

(Policies & Application)

Amended February 7, 2017

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## **Leon County Signature Event Grant Program**

### **I. INTRODUCTION**

The Leon County Tourist Development Council (TDC) was created pursuant to the State of Florida Local Option Tourist Development Act and Leon County Ordinance #88-01. The TDC administers funds collected from a local option tourist development tax (TDT) on transient lodging sales, i.e. hotels/motels, campgrounds and condominiums. The funds are designated to promote Tallahassee/Leon County as a preferred visitor destination for meetings and conventions, group leisure travel, special events, cultural activities and amateur sporting events.

As part of the FY 2014 budget process, the Board of County Commissioners (BOCC) approved the establishment of a Signature Event Grant Program to compliment other grant programs operated by the TDC.

Currently, the TDC annually allocates funds to three separate grant programs for local groups and organizations that coordinate events with a demonstrated history of or significant potential to draw visitors to the area. The Special Event Grant Fund is administered by the TDC with recommendations from the Grant Review Committee. There is a separate grant program for sporting events that is administered by the Tallahassee Sports Council. Signature Event Grants are for festivals and events that can demonstrate the potential to bring a significant number of room nights to the community. Signature Event Grants are also reviewed by the Grant Review Committee and presented to the TDC for approval. The Grant Review Committee is made up of TDC members, tourism and hospitality leaders and marketing professionals.

For clarification, TDC grant programs are funded by the Tourist Development Tax (TDT) and designed to draw visitors to Leon County. Grant programs administered by the Council on Culture & Arts (COCA) are also funded by TDT revenue and designed to support year round arts and culture programming.

### **II. OBJECTIVES**

1. Supports large-scale event(s) that are/will be recognized as synonymous with the destination.
2. Increases the visibility of the destination in state, regional, national and even international media and elevates awareness of tourism's contribution to the local economy with the local media.
3. Helps establish Leon County/Tallahassee as a destination for the planned event and other opportunities.
4. Generates a minimum of 1,500 room nights for Leon County commercial lodging properties during traditionally low times of hotel occupancy.
5. Generates a significant economic impact for other hospitality related businesses such as restaurants and retail establishments.
6. Regenerates the investment of the Tourist Development Tax funds and also increases local sales tax collections.

### III. DEFINITION

1. A Signature Event is:
  - a. One that follows the definition of an “event” in section 125.0104, Florida Statutes; to be an authorized use of Tourist Development Tax revenue, an event “shall have as one of its main purposes the attraction of tourists as evidenced by the promotion of the activity or event to tourists.” By statute, a tourist is “a person who participates in trade or recreation activities outside of the county of his or her residence, or who rents transient accommodations including any living quarters or accommodations in any hotel, motel, resort motel, apartment, apartment hotel, rooming house, mobile home park, recreational vehicle park, condominium or timeshare resort for a term of 6 months or less.”
  - b. One that offers programming for the public over multiple days, or a single day while demonstrating the potential of generating a minimum of 1,500 hotel room nights; Multiple day events, because of their broader economic impact to all aspects of the local economy are preferred.
  - c. An event that occurs during traditionally low times of hotel occupancy (typically below 50%, but not a mandatory number). An event scheduled during Florida State University football home games or Florida A&M University football Homecoming weekends, university graduation weekends, or during midweek of regular legislative session should not be considered for funding unless extenuating conditions merit consideration.
  - d. An existing event that seeks to expand, merge with other events taking place in the same time frame, or an entirely new event.
  - e. A cultural, historic, heritage, literary or musical based festival, sporting event or conference.
  - f. A collaboration between multiple partners such as Florida State University, Florida A&M University, the Florida Restaurant & Lodging Association, VISIT FLORIDA or others to create a new event, generate added value and benefit to existing events or rebrand a series of festivals into one entity. For example, creating a month-long cultural festival.
  - g. One that has an existing organizational structure to fully plan, market and produce the event, i.e. a turn-key event.
  - h. An annual, rotational or single-year event; annual events are preferred.
2. Signature events must meet community standards and align with the County’s tourism marketing objectives and positioning.
3. Signature events should not receive support from County general revenue through the BOCC or the Council on Culture & Arts (COCA) with the exception of in-kind support. No other funds from the BOCC can be used for the match requirement.

Each application will be evaluated against established criteria and historic precedent. The number and extent of these grants will depend upon the availability of designated funds and specific allocations. Ideally, the funds allocated by the TDC will eventually be partially returned through increased transient lodging sales resulting from these special events and the tourist development tax generated from those sales.

#### IV. STATEMENT OF POLICIES

1. Grant funds are intended to supplement the organization's budget.
2. For new events that demonstrate the potential to generate the minimum 1,500 room nights, the TDC has the option to fund the event through a Signature Event grant in its initial three (3) years.
3. Funding does not support administrative costs or private events. Funding supports marketing and promotional efforts, venue/site rentals and costs associated with visiting artists and/or exhibits.
4. Hotels secured for the event must be located within Leon County
5. Applicants budget must reflect at least a 25% dollar-for-dollar match (donated in-kind services will not be allowed) to the requested grant amount. Applicants will be required to identify the amount of matching funds in the event budget submitted and the amount must be verified and sourced in the Post-Event Report. The grant award amount may be reduced for the next cycle proportionately to the shortfall of funds raised if the 25% matching funds were not received.
6. Funding shall be provided as reimbursement for approved actual expenditures upon completion of the event. Proof of payment must be provided. Proof of payment may be submitted in the form of a vendor receipt and a front & back copy of cleared check or credit card receipt. Cash receipts can be accepted for reimbursements; however using a check or credit card is preferred. Written confirmation from vendor that expenditure has been paid in full is necessary if only a copy of the front of the cleared check is provided.
7. Leon County Tourism Development staff will direct the County's marketing research firm of record to conduct an economic impact study of an event receiving Signature Event Grant funding. Event organizers must allow for face-to-face interviews with spectators and participants in order to be eligible.
8. It is the intent of the TDC to discourage the support of two competing signature events.
9. To be eligible for payment, a completed Post-Event Report must be submitted. The report must include a recap of the event and how the event promoters measured the success/failure of the event. Failure to submit a complete Post-Event Report will result in disqualification for support. Requests for reimbursement must be received by September 30.
10. Any funds granted will be subject to audit by the Leon County Auditor.
11. Indemnification: By submitting this Grant application, the applicant agrees that upon final approval of the Grant the applicant shall indemnify Leon County, Florida, a charter county and political subdivision of the State of Florida (the "County"), to the extent provided as follows:
  - (a) Except as otherwise provided herein below, the applicant shall indemnify, save and hold the County, its officials, officers and employees harmless from any and all actions, obligations, claims, damages, expenses, costs of any kind, debts, negligence, and liabilities arising from, or in any way related to, acts or omissions of the applicant, its employees, volunteers, subcontractors, employees of subcontractors, or clientele, in the performance of, or failure to perform under, this event for which the Grant was approved. Should the County, as a result of

the performance or lack thereof by or on behalf of the applicant, be required to reimburse any sums to any organization, or reimburse funds to any Federal, state or local governmental entity, contribute funds to the performance of this event for which the Grant was approved, or expend County funds to complete or correct such performance, the applicant, upon demand by the County, shall refund and reimburse the County for all sums so reimbursed or expended by the County.

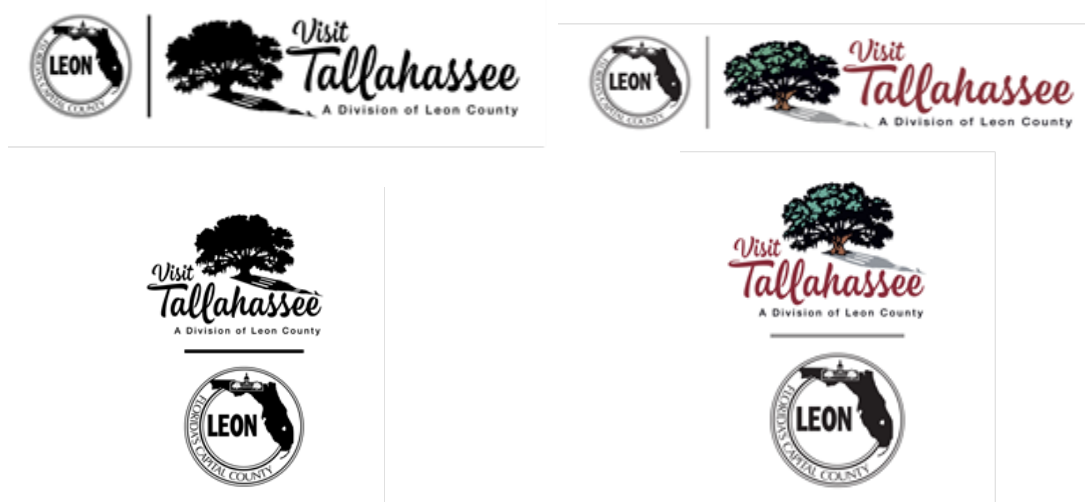
(b) If the applicant is a governmental entity or other such organization to which the protection of sovereign immunity is applicable, the indemnification requirements set forth in subparagraph (1) above shall apply to such applicant only to the extent as allowed in Section 768.28, Florida Statutes, and nothing herein shall be deemed to be a waiver of such applicant's sovereign immunity beyond those statutory limits as provided therein.

(c) If the event for which the Grant was approved is to take place on property owned by the County and/or is sponsored by the County, the applicant shall, in addition to these indemnification requirements, be required to provide to the County a certificate of insurance showing that the applicant has procured insurance against claims for injuries to persons or damages to property which may arise from, or in connection with, the performance by the applicant, its employees, volunteers, subcontractors, employees of subcontractors, or clientele, of this event for which the Grant was approved, in the minimum coverage and amounts as follows, and that the County has been named as an additional insured: (i) commercial general liability insurance coverage with combined single limits for bodily injury, personal injury, and property damage of no less than \$1,000,000 per occurrence and a \$2,000,000 annual aggregate; and (ii) if applicable, workers' compensation insurance covering all employees meeting statutory limits in compliance with all applicable state and federal laws.

12. The combined Leon County/Visit Tallahassee logo must be included on all printed and online advertisements and promotional materials for the event. For example: banners, signs, t-shirts, programs, brochures, event website, etc. The combined logo must appear on all printed, online or broadcast promotional material developed for the event and include a link to the VisitTallahassee.com website. Before these materials are produced, they **MUST BE SUBMITTED AND APPROVED** by the Leon County Division of Tourism Development **PRIOR to distribution** to ensure that the combined Leon County/Visit Tallahassee logo appears properly.

Leon County Tourism Development continues to be dedicated to supporting worthwhile local events through our grant programs and other promotional opportunities, but reserves the right to reduce or eliminate grant funding for organizations that did not receive prior approval for correct logo use.





13. Grantee is required to coordinate public announcements of the event including the entertainment and/or performing acts, news releases, social media posts, or broadcasts associated as part of the event with Leon County Tourism Development.
14. Allowable expenses shall include:
  - Promotion, marketing and paid media advertising that reaches outside Leon County to in-state metro markets and the Southeast at minimum with potential to drive overnight visitation.
  - Event production and technical expenses, site fees/costs (contract help, rentals, insurance) rights fees, sanction fees, non-monetary awards and travel expenses including lodging.
  - Note: On page 7 of the Application the applicants are required to describe how the grant funds will be used. Any changes to the items submitted in the application **MUST** be submitted in writing to the Leon County Tourism Development office and will not be allowed without written approval from staff **PRIOR** to the event.
15. Unallowable expenses include:
  - General and administrative expenses.
  - Building, renovating and/or remodeling expenses.
  - Permanent equipment purchases.
  - Debts incurred prior to grant period.
  - Programs which solicit advertising or sponsorships.
  - Hospitality or social functions.
  - Advertising that primarily reaches Leon County and its residents.
  - Sleeping room expenses for attendees.

## V. PROCEDURES

1. Funding for the Tourism Signature Event Grant Program will be included as part of the Division of Tourism Development's normal budget process.
2. Leon County Tourism Development will proactively solicit existing events or new events for use of these funds. Staff will be open to new ideas and give consideration to works in progress.
3. Applications shall be received between first Monday in May and first Monday in August of each year to be eligible for a grant award to be awarded for the following fiscal year.
4. Out-of-cycle grants will be accepted as long as contingency grant funds are available.
5. Funds will be primarily used to market the signature event, but may be used for other purposes as authorized by section 125.0104, Florida Statutes, such as programming and production expenses as long as the main focus is the promotion of the event to visitors.
6. Funds will be provided to the recipient on a reimbursement basis upon receipt of a post event report demonstrating proof that the funds were spent as agreed upon.
7. Each grant application will be reviewed by Leon County Tourism Development staff to ensure all required materials have been supplied. Failure to supply all of the required materials will result in disqualification. Following staff review, the applications will be provided to the TDC's Grant Review Committee for scoring. The Committee will score each application on a 100 point scale based on the established scoring criteria in Section VII.
8. Once approved by the TDC, staff will issue an award letter to the grant recipient outlining the amount and a contract agreement authorizing the uses of the funds and will include a scope of work, deliverables, and required documentation. Signed contracts must be received by Leon County Tourism Development within 30 days of receipt of award letter.
9. Upon receipt of a standardized post event report, staff will process the grant invoice for payment.

### SIGNATURE EVENT GRANT TIMELINE

	<u>Process</u>	<u>Date</u>
1.	Advertise Grant Cycle Opening/Applications Available	First Monday in May
2.	Workshop for Grant Applicants	May & June
3.	<b>Deadline for Applications Submittal</b>	First Monday in August
4.	Review and scoring by TDC Grants Committee	First Tuesday in September
5.	Review & Final Approval by LCTDC	First Thursday in September
6.	Funds Available – Must provide <b>proof of paid expenses</b> and <b>room night/ Visitor report</b> .	Approximately 2 weeks following submittal and approval of Post-Event Report

It is strongly encouraged for applicants to be in attendance or send a representative to the Grant Review Committee meeting.

## **VI. FUNDING ELIGIBILITY**

The intent of the Signature Event Grant Program is to provide funding assistance for events that attract overnight visitors to Leon County and create business for the commercial lodging industry, (hotels/motels, campgrounds, condominiums) as well as restaurants, retail establishments and other businesses. To be considered for funding, the following criteria have been established:

1. Each application must include a signed Certification and Compliance page
2. Event must take place between October 1, and September 30, of the upcoming fiscal year.
3. The event must have the potential to bring out-of-town visitors that use commercial lodging establishments in Leon County.
4. Applicant must provide a marketing/promotions plan.
5. Applicant must provide a detailed event budget indicating matching funds.

## **VII. FUNDING LEVELS AND SCORING**

The TDC recommended funding levels table takes into account that other segments of the local economy such as restaurants and retail will benefit from an increase in visitation along with hotels, motels, and other tourism related businesses. In addition, the State and Leon County will benefit from the increased direct spending thereby enhancing sales and gas tax collections. Therefore, the recommended funding guidelines do not require a 1:1 return on investment with regard to the TDT. Instead, the proposed funding model is based on an approximate 1:3 return of TDT given the anticipated direct economic impact of signature events. The current TDC special events grant program also uses an approximate 1:3 formula based on a much smaller scale.

For first year events and existing events that are planning for expansion, the number of hotel room nights generated would be an estimate at the time of application. The Division of Tourism Development will direct the County's marketing research firm of record to conduct an economic impact study of each event funded under the Signature Event Grant Program. This would show the actual number of room nights generated and the economic impact of any event receiving funding under this category. This study would be used as a benchmark for consideration of future funding requests. It is recommended

A strong application will include information on similar events in similar markets as a basis for comparison.

### Recommended Guidelines For Signature Event Grant Funding

Room Nights	Tourist Development Tax Generated (x 5 cents)	Economic Impact	Recommended Tourism Signature Event Funding Levels
1,500	\$7,217	\$714,596	\$15,000-30,000
3,000	\$14,435	\$1,388,307	\$30,000-50,000
5,000+	\$24,058	\$2,307,059	\$60,000+ <sup>1</sup>

Average Daily Rate = 96.23 in FY2016

1. Organizations are eligible for funding above \$60,000, however once recommended by the TDC it would need to be approved by the Leon County Board of County Commissioners.

The Direct Economic Impact is based on the model developed by Destination Marketing Association International that is being used as the industry standard; it also calculates local expenditures as well as those from overnight visitors.

### SCORING CRITERIA

Tourism Development	• Proposal coincides with shoulder seasons or periods of low-occupancy, and has potential of generating visitation to Leon County that includes overnight stays in Leon County commercial lodging (30 points)	30
	• Proposal distinguishes the destination and elevates the appeal of Leon County. (15 points)	15
Marketing	• Proposal includes strategies for attracting visitors from in-state metro markets and the Southeast at minimum. Marketing plan is well-defined, thorough and realistic (20 points)	20
Event Evaluation	• Budget is appropriate for the event and demonstrates match funding support. (10 points)	10
	• Proposal includes goals for event and method for measuring and evaluating outcome of event. (10 points)	10
	• Proposal includes detailed plan for documenting overnight hotel stays (10 points)	10
Technical	• Quality of the grant application and all required documents were submitted. (5 points)	5
		Total Possible Points: 100

*\*Performance of prior event grants may impact your recommended funding level. This includes room nights generated, private funds raised, and proper logo use.*

The following formula will be used to determine the final grant amounts:

1. The average score of the panel will be determined for each application based on the maximum of 100 points as outlined above.
2. Applications scoring above the minimum threshold of 70% will be considered for funding based on the formula outlined below.
3. The average score for each application will first be converted into a percentage of the 100 maximum points possible. As an example, if Application #1 scored 90 out of 100, the percentage for Application #1 would be funded at a 90% level.

4. The grant amount allowable under the projected room nights listed in the Recommended Funding Level Table will then be multiplied by the percentage attained to determine the initial award based on the categories above. As an example, if Application #1 scored 90% and was eligible for \$50,000, the award would be for \$45,000.
5. The same process will be followed for each application and the total initial awards will be added.
6. If this recommended total amount exceeds the total budgeted for all grants, then adjustments may be made to the initial scores of all recipients on a pro-rata basis. All initial grants will be adjusted by the same pro-rata basis to determine the final grant score and award.
7. The final funding recommendation will be based on the Review Committee's discretion and the funding available.

## VIII. POST EVENT REPORT

Leon County Tourism Development will instruct its marketing research firm of record to conduct a statistically reliable number of spectator and participant surveys at the event to develop an economic impact study that shows the number of attendees, out of town guests, room nights generated and total economic impact from the event.

It is the responsibility of the event organizer to provide post event information including:

1. The names of contracted hotels used for participants and spectators
2. Room pick-ups from each contracted hotel
3. If your event uses an advanced registration procedure, utilize the attached **Visitor Tracking Form** (Appendix A) to gather the requested information. Each participant/group should sign his or her name, hotel in which they are residing, number of rooms secured, number of days, and the number of guests staying in each room.
4. A written report on how the event measured its success or failure; what were the event goals and what was accomplished.
5. Leon County reserves the right to conduct a post-audit of information presented on the accommodations listed. All properties listed will be contacted to confirm the number of room nights generated for the event. **ANY MISLEADING OR FALSE INFORMATION PRESENTED CAN AND WILL ADVERSELY AFFECT FUTURE GRANT AWARDS.**
6. A post event budget showing revenues and expenses.
7. Upon receipt of the post event report, Leon County Tourism Development will process the check request for the approved grant amount.

## IX. CONCLUSION

Applicants are asked not to contact members of the TDC Grant Review Committee. The event director, fiscal administrator or other contact person may be called upon by any one of these groups or their staff at any time during the review process.

**For questions or additional information, please contact our office at:**

Brian Hickey (850) 606-2313

# **Summary of Festivals, Events, and Cultural Programming Grant Programs in Tallahassee - Leon County**

## **TDC Special Event Grant - \$100,000 Program Budget**

- August 1 application deadline.
- Funding must be used for a new or existing organized concert, exhibition, festival, fair, conference or celebration which would be conducted according to a prearranged schedule and be of interest to the general public, both within and outside of Leon County.
- Grant funds must *supplement* the sponsoring organization's budget.
- Grant amounts can be awarded up to \$15,000 and are on a reimbursement basis.

## **TDC Sports Event Grant - \$115,000 Program Budget**

- August 1 application deadline for Cycle 1 and February 20<sup>th</sup> deadline for Cycle 2
- Funding must be used for a new or existing sporting event, exhibition, competition, team training, conference or celebration which is conducted according to a prearranged schedule and of interest to the general public, both within and outside of Leon County.
- The Leon County Division of Tourism Development sports department, with support of the Tallahassee Sports Council, administers the grants program for sporting events.
- Grant funds must *supplement* the sponsoring organization's budget.
- Grant amounts can be awarded up to \$15,000 and are on a reimbursement basis.

## **TDC Signature Event Grant - \$300,000 Program Budget**

- August 1 application deadline.
- Funding must be used for a new or existing high-visibility event, concert, exhibition, festival, or celebration which has the ability to draw overnight visitors to Leon County and offers public programming over multiple days.
- Grant funds must *supplement* the sponsoring organization's budget.
- Event must utilize a minimum of 1,500 hotel/lodging room nights in the community.
- Economic impact study will be completed by the County's marketing research firm of record.
- Grant amounts range between \$15,000 and \$60,000 and are on a reimbursement basis.

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## **COCA Cultural Grant - \$992,440 Program Budget**

- July 8 application deadline.
- Sponsoring organization must have arts and/or history as its primary purpose, a professional staff, been in existence for 3 years, and be able to show evidence of community support and attendance, as well as long-term organizational planning.
- Sponsoring organization must have a plan in place to provide for people with disabilities, including compliance with the ADA.
- Sponsoring organization must have multiple-event cultural programming that is regularly available to the public and produced throughout the year.
- Sponsoring organization must be a registered Florida not-for-profit organization and have a governing Board of Directors.

### **COCA Cultural Tourism Marketing Grant - \$62,550 Program Budget**

- August 15 application deadline.
- Funding must be used for marketing of arts and/or cultural organizations, programs, and/or venues to residents outside of Leon County.
- Sponsoring organization must be a registered Florida not-for-profit organization, have a governing Board of Directors, and must have been providing programming for at least two fiscal years at the time of application.
- Grant amounts are \$3,000 or less.
- Sponsoring organization must have a plan in place to provide for people with disabilities, including compliance with the ADA.

### **COCA Cultural Facilities Grant - \$249,359 Program Budget**

- April 15 application deadline.
- Sponsoring organization must be a registered Florida not-for-profit organization and must have provided at least 3 years of year-round arts or cultural programming in Leon County at the time of application.
- Project must be dealing with the acquisition, construction, renovation or equipping of a cultural facility in Leon County.
- Grant amounts range between \$5,000 and \$100,000.
- Funding request must be no more than 50% of the total eligible budget cost for the project.

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### **COT Special Event Co-Sponsorship (Estimated \$125,000+ in-kind offered)**

- June 3, 2016 application deadline (2-Year Cycles).
- Event must take place on City facilities property and be open to the public with no admission/ticket fee to receive reduced fees/in-kind sponsorships.
- Examples of in-kind support include: Electric, Water, Solid Waste, Staging, Sound/Audio, Rental Fees, Barricades, Police.
- Special event permit is required.
- Special Event Committee reviews applications and recommends to the City Commission which public events are to be co-sponsored

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### **CRA Greater Frenchtown-Southside Promotional/Special Event Grant - \$50,000 Program Budget**

- July 29 application deadline.
- Event must relate to at least one goal or objective of the Redevelopment Plan of the CRA.
- Event must be held within the boundaries of the Greater Frenchtown-Southside Redevelopment Area.
- Organization must be a registered Florida not-for-profit corporation.
- Grant amounts range between \$1,000 and \$5,000.

## **CRA Downtown District Promotional/Special Event Grant - \$35,000 Program**

### **Budget**

- July 29 application deadline.
- Event must relate to at least one goal or objective of the Redevelopment Plan of the CRA.
- Organization must be a registered Florida not-for-profit corporation.
- Event must be held within the Downtown District Redevelopment Area.
- Grant amounts range between \$1,000 and \$5,000.

## **CRA Downtown Large Event Grant - \$100,000 Program Budget**

- New program in FY17 ( \$25,000 remaining)
- Events must be held in the Downtown District, at Cascade Park or Kleman Plaza only.
- Events must be held on or between April 15, 2017 and September 30, 2017
- Applicants must be not-for-profit organizations and cannot be associated with a public institution (e.g., federal, state or local government or university); political organizations or religious organizations.
- The minimum grant amount will be \$10,000. The applicant will be required to demonstrate they have an equal amount of funds invested in the event. In-kind funds do not meet this requirement.
- The event must be open to the public and the majority (more than 60 percent) of the event activities must be free.
- Recipients of funds from the Downtown District's FY 2017 Promotional and Special Events Program are not eligible to apply, however recipients of grant funding from the TDC or COCA are eligible to apply.
- Preference will be given to events that are intended to attract a regional (including attendees from other states) audience, and generate hotel stays within the City of Tallahassee.

<b>Grant Program</b>	<b>Application Window</b>
TDC Signature Event Grant	May 1-August 7
TDC Special Event Grant	May 1-August 7
TDC Sport Event Grant	May 1-August 7
COCA Cultural Grant	May 2- July 8
COCA Cultural Facilities Grant	March 11-April 15
COCA Cultural Tourism Marketing Grant	July 19-August 15
CRA Promotional/Special Event Grant	July 1-July 29
COT Special Event Co-Sponsorship (bi-annual program)	June 3



# Leon County Special and Signature Event Grants FY2017

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Grant Program	Organization	Name of Event	Event Date or Program Year	Est. Visitors	Est. Room Nights	Request Amount	Award Amount
Special Event	Design Week	Design Week Tallahassee	10/16/2016 - 10/22/2016	30	32	\$1,200	\$900
Special Event	Florida Association of School Administrators	Advocate '17'	1/23/2017-1/25/2017	100	200	\$2,200	\$2,200
Special Event	FSU/National Magnet High Field Laboratory	Theory Winter School 2017 Workshop	1/9/2017 - 1/13/2017	100	300	\$6,000	\$6,000
Special Event	Friends of the Museum of Florida History	Florida History Day State Competition	4/30/2017-5/2/2017	2,200	1,100	\$8,060	\$9,000
Special Event	FSU Alumni Association	FSU Homecoming Parade	10/14/2016	30	3	\$1,200	\$900
Special Event	FSU Alumni Association	Class of 1966 Emeritus Alumni Society Induction	10/13/2016-10/16/2016	50	90	\$1,000	\$1,000
Special Event	FSU Center for Leadership and Social Change	Southeast PeaceJam Public Talk and Youth Conference	3/24/2017-3/26/2017	500	350	\$4,200	\$4,200
Special Event	FSU Flying High Circus	2017 Spring Home Show Series	3/31/2017-4/15/2017	1,000	500	\$5,000	\$5,000
Special Event	John G. Riley Center Museum	Connecting The Dots Annual Florida Heritage Tour	5/17/2017-5/20/2017	200	200	\$4,499	\$4,499
Special Event	Tallahassee Latin Dance Festival LLC	Tallahassee Latin Dance Festival	6/2/2017-6/5/2017	200	60	\$1,200	\$1,200
Special Event	LeMoyne Art Foundation	LeMoyne Chain of Parks Art Festival	4/15/2017-4/16/2017	4,583	1,260	\$20,000	\$14,500
Special Event	National High Magnetic Field Laboratory	MagLab 2017 Open House	2/25/2017	150	50	\$1,200	\$1,200
Special Event	Natural Bridge Historical Society	40th Annual Reenactment of the Battle of Natural Bridge	3/3/2017-3/5/2017	960	500	\$4,500	\$3,901
Special Event	Ochlockonee River Kennel Club	AKC Dog Show-2017 North Florida Classic Cluster	2/21/2017-2/26/2017	500	1,750	\$7,000	\$7,000
Special Event	Southern Shakespeare Company	Southern Shakespeare Festival	5/12/2017-5/14/2017	800	250	\$16,500	\$13,500
Special Event	Tallahassee Irish Society	Tallahassee Irish Society St. Patrick's Festival	3/11/2017	80	120	\$1,500	\$1,500
Special Event	United Way of Florida	Florida Senior Day	3/28/2017-3/29/2017	1,500	750	\$6,500	\$3,500
Special Event	United Way of Florida	Children's Week	3/26/2017-3/31/2017	2,000	1,100	\$10,000	\$0
Special Event	Madison Social and Tallahassee Brew District	Florida Tap Invitational	9/15/2017-9/16/2017	2,000	1,000	\$12,500	\$12,500
Special Event	Florida Agriculture and Mechanical University	FAMU Harambee Festival	2/25/2017-2/25/2017	2,000	135		\$2,500
			<b>Total Special Event Grant Awards:</b>				<b>\$95,000</b>
Signature Event	Springtime Tallahassee	Springtime Tallahassee	3/31/2017-4/1/2016	27,500	8,500	\$60,000	\$60,000
Signature Event	Florida Jazz and Blues Festival, Inc.	Florida Jazz and Blues Festival	9/22/2016-9/24/2016	2,000	1,500	\$50,000	\$45,000
Signature Event	Market Days	Market Days	12/3/2016-12/4/2016	4,071	3,650	\$50,000	\$50,000
Signature Event	Red Hills Horse Trials	Red Hills Horse Trials	3/9/2017-3/12/2017	1,000	4,000	\$60,000	\$60,000
Signature Event	Florida Liftest, Inc.	Word of South	4/7/2017-4/9/2017	6,000	3,000	\$50,000	\$45,000
Signature Event	Florida State Athletics	Doak After Dark 2	4/29/2017-4/29/2017	1,000	15,000	\$40,000	\$40,000
			<b>Total Signature Event Grant Awards:</b>				<b>\$300,000</b>

**Leon County Sports Event Grants  
FY 2017**

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Organization	Event Name	Start Date	End Date	Est. Visitors	Est. Room	Requested	Recommend
ATAC	ATAC Mac Crutchfield Short Course Invitational Swim Meet	1/20/2017	1/22/2017	500	200	\$ 1,500	\$ 1,250
ATAC	ATAC Long Course Invitational Swim Meet	6/22/2017	6/25/2017	1,500	300	\$ 2,500	\$ 2,000
ATAC	Area I-IV Florida Assoc. Swimming Championships	7/29/2017	7/30/2017	200	150	\$ 750	\$ 500
Big Shots Florida	Big Shots Tallahassee	4/1/2017	4/2/2017	400	310	\$ 2,000	\$ 1,000
Big Shots Florida	Big Shots Capital City Showcase	4/21/2017	4/23/2017	360	170	\$ 2,300	\$ 1,250
Comets Basketball	Comets Round Robin	3/18/2016	3/18/2016	95	28	\$ 500	\$ 250
Comets Basketball	Comets Spring Shoot-Out	4/8/2016	4/10/2016	178	62	\$ 750	\$ 500
Comets Basketball	Comets Take Charge-Breast Cancer Awareness	4/21/2017	4/23/2017	152	51	\$ 400	\$ 400
Comets Basketball	Comets Summer Xplosion	5/5/2017	5/7/2017	213	71	\$ 500	\$ 500
Comets Basketball	Comets Challenge	5/12/2017	5/13/2017	110	32	\$ 500	\$ 400
Comets Basketball	Comets Jamboree	6/16/2017	6/18/2017	115	32	\$ 500	\$ 400
Comets Basketball	Comets Big Bend Showdown	7/21/2017	7/23/2017	280	83	\$ 1,000	\$ 750
Comets Basketball	Comets Tournament of Champions	8/4/2017	8/6/2017	110	64	\$ 400	\$ 400
Comets Basketball	3 on 3 Basketball Tournament	9/15/2017	9/17/2017	71	24	\$ 400	\$ 250
Florida State University Women's Golf	Florida State Match Up	2/9/2017	2/12/2017	130	171	\$ 2,399	\$ 2,000
Florida State University Men's Golf	Seminole Intercollegiate	3/9/2017	3/10/2017	165	241	\$ 2,400	\$ 2,000
FSU Equestrian/Intercollegiate Horse Show	FSU Equestrian Hunt Seat Horseshow	10/8/2016	10/9/2016	300	250	\$ 2,500	\$ 1,500
FSU Equestrian/Intercollegiate Horse Show	FSU Western Show	2/4/2017	2/5/2017	150	50	\$ 1,200	\$ 1,200
Florida State University Track & Field	FSU Relays	3/24/2017	3/26/2017	1,000	2,000	\$ 7,000	\$ 5,000
Florida State University Track & Field	Seminole Twilight Invitational	5/5/2017	5/5/2017	400	200	\$ 1,200	\$ 500
Gym Force Gymnastics Booster Club	1st Annual Girls AAU North Florida Qualifier	1/20/2017	1/22/2017	460	150	\$ 2,400	\$ 1,800
Gym Force Gymnastics Booster Club	18th Annual Gym Force Classic	2/24/2017	2/26/2017	1,600	350	\$ 3,500	\$ 1,800
Gulf Winds Track Club	Swamp Forest Trail Marathon & Half Marathon	1/7/2017	1/7/2017	25	40	\$ 500	\$ 500
Gulf Winds Track Club	Tallahassee Marathon	2/4/2017	2/5/2017	940	468	\$ 10,000	\$ 6,000
Lincoln High School	Capital City Classic	12/9/2016	12/10/2016	1,400	300	\$ 2,500	\$ 1,200
Lincoln High School	Trojan Invite	1/14/2017	1/14/2017	380	90	\$ 1,000	\$ 500
Lincoln High School/ Chiles High School	FHSAA 2A Region 1 Wrestling Tournament	2/24/2017	2/25/2017	1,300	600	\$ 2,500	\$ 2,500
North Florida School of Aikido	North Florida School of Aikido Annual Seminar	3/24/2017	3/26/2017	30	40	\$ 1,200	\$ 600
North Florida School of Aikido	North Florida School of Aikido Weapons w/ Melissa Bell Sensei	6/9/2017	6/11/2017	25	30	\$ 1,200	\$ 500
Prostyle Tallahassee Volleyball	4th Annual Tallahassee Invitational	2/4/2017	2/5/2017	5,000	1,500	\$ 15,000	\$ 10,000
Prostyle Tallahassee Volleyball	Battle of the Borders Volleyball Tournament	9/22/2017	9/23/2017	750	300	\$ 2,500	\$ 1,000
Tallahassee Community College Athletics	Tallahassee Community College Seal Financial Tip-Off Classic	11/4/2016	11/5/2016	100	50	\$ 1,200	\$ 500
Tallahassee Community College Athletics	Tallahassee Community College Capital Courtyard Women's Basketball Classic	11/17/2016	11/19/2016	200	200	\$ 1,500	\$ 1,200
Tallahassee Community College Athletics	Tallahassee Community College Men's Holiday Classic	12/29/2016	12/30/2016	66	40	\$ 1,200	\$ 1,000
Tallahassee Community College Athletics	Tallahassee Community College Womens Holiday Classic	12/29/2016	12/30/2016	66	40	\$ 1,200	\$ 1,000
Trousdell Gymnastics Center Staff and Boosters	Canopy Roads Classic	10/8/2016	10/9/2016	170	60	\$ 1,000	\$ 1,000
TGC Boosters	Capital City Cup-Gymnastics	2/4/2017	2/5/2017	150	150	\$ 1,000	\$ 800
FSU Men's Tennis	2016 ITA Regional Championshp	10/20/2016	10/24/2016	500	250	\$ 2,500	\$ 1,200

**Leon County Sports Event Grants  
FY 2017**

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Florida Athletic Coaches Association	FACA Cross Country All Star Classic	11/18/2016	11/19/2016	250	60	\$ 1,000	\$ 1,000
Leon/Rickards High School	2016 Leon/Rickards Fast Break Basketball Thanksgiving Invitational	11/25/2016	11/26/2016	100	20	\$ 1,000	\$ 1,000
Maclay School	Maclay Soccer Invitational Tournament	12/2/2016	12/3/2016	600	200	\$ 2,000	\$ 2,000
Capital City Classic	Capital City Classic Basketball Tournament	12/21/2016	12/22/2016	200	110	\$ 5,000	\$ 2,500
Lawton Chiles High School - JV Boys Soccer	Capital City Classic - JV boys soccer tournament	1/6/2017	1/7/2017	200	60	\$ 1,200	\$ 600
Inspire Group	Inspire MLK Basketball Invitational Tournament	1/20/2017	1/22/2017	375	180	\$ 5,000	\$ 2,500
FSU Club Cheer: Garnet Girls	Seminole Showdown	2/18/2017	2/19/2017	200	100	\$ 2,500	\$ 2,000
Warner Sports Promotions	ASG President's Day Invitational	2/18/2017	2/19/2017	2,500	1,296	\$ 10,000	\$ 8,000
Men's Ultimate Frisbee	Tally Classic	3/4/2017	3/5/2017	1,500	400	\$ 3,000	\$ 2,000
Red Hills Coaching & Triathlon	Red Hills Triathlon	3/25/2017	3/25/2017	100	25	\$ 1,000	\$ 500
City of Tallahassee & Friends of Parks Foundation (FOOP)	2017 Tallahassee Open Disc Golf Tournament	4/9/2017	4/9/2017	240	120	\$ 700	\$ 700
Florida Disabled Outdoors Association	SportsAbility	4/6/2017	4/8/2017	200	175	\$ 2,000	\$ 2,000
Tallahassee Tottenham Hotspur Futbol Club	Florida State Invitational Tournament	4/7/2017	4/9/2017	3,400	2,400	\$ 20,000	\$ 17,000
TMH Foundation	USTA Tallahassee Tennis Challenger	4/22/2017	4/29/2017	300	340	\$ 5,835	\$ 4,500
Tallahassee Memorial HealthCare (TMH)	The Ride for Hope	6/9/2017	6/10/2017	200	30	\$ 500	\$ 500
Lincoln Center Foundation	Victory Is My Destiny	7/22/2017	7/22/2017	120	60	\$ 1,500	\$ 1,000
City of Tallahassee PRNA Tennis Division	2017 North Florida Junior Designated	7/22/2017	7/24/2017	500	400	\$ 7,000	\$ 6,000
			Total Sports Event Granted as of 1/20/2017: \$ 108,950				

**FY17 COCA Cultural Grant Program**  
**Recommended grant awards (TDT funding)**  
**(as of August 30, 2016)**

Application #	Organization	Project Name	Final Funding Amount (Recommended)
CG2017-0601	Mickee Faust (1)	Spring Cabaret	\$5,032.00
CG2017-0602	Mickee Faust (2)	Queer as Faust Festival	\$5,420.00
CG2017-0401	Tallahassee Film Society (1)	World Lens	\$3,550.00
CG2017-1102	Tallahassee Community Chorus (2)	Unity Concert	\$4,000.00
CG2017-0402	Tallahassee Film Society (2)	Florida Animation Festival	\$3,250.00
CG2017-0302	Tallahassee Civic Chorale (2)	Global Music	\$2,700.00
CG2017-0301	Tallahassee Civic Chorale (1)	Snow Angel	\$2,700.00
CG2017-0201	Theatre with a Mission	Loco for Love 2.0	\$5,175.00
CG2017-2301	Tallahassee Museum (1)	Collections, Research and Exhibitions	\$199,938.00
CG2017-2302	Tallahassee Museum (2)	Education and Cultural Events	\$125,062.00
CG2017-2201	Challenger Learning Center (1)	STEAMming	\$27,439.00
CG2017-1202	Tallahassee Youth Orchestra (2)	Zwlich Youth Ballet Commission and Premiere	\$8,000.00
CG2017-1601	John G. Riley Center and Museum (1)	FAAHPN Conference	\$31,900.00
CG2017-1702	Young Actors Theatre (2)	Mainstage Season	\$25,500.00
CG2017-2202	Challenger Learning Center (2)	Imax and Planetarium Programming	\$74,154.00
CG2017-2101	Tallahassee Ballet (1)	Season Programming and Professional Workshops	\$58,423.00

**FY 17 COCA Cultural Grant Program**  
**Recommended grant awards (general revenue funding)**  
**(as of August 30, 2016)**

Application #	Organization	Project Name	Final Funding Amount (Recommended)
CG2017-1502	Theatre Tallahassee (2)	Education Program	\$6,500.00
CG2017-0502	Tallahassee Bach Parley (2)	Kids Go for B'roque	\$1,000.00
CG2017-0702	621 Gallery (2)	Programs	\$3,637.80
CG2017-2102	Tallahassee Ballet (2)	Community Outreach and Education	\$24,000.00
CG2017-1701	Young Actors Theatre (1)	Community Outreach	\$39,500.00
CG2017-1302	Artist Series of Tallahassee (2)	Artist in Residence Program	\$8,490.00
CG2017-1201	Tallahassee Youth Orchestra (1)	Youth Ensemble Rehearsals and Performances	\$20,500.00
CG2017-1001	FSU Opera	Opera Outreach Schools Project	\$14,000.00
CG2017-1402	African Caribbean Dance Theater (2)	Year Round Programs	\$17,816.00
CG2017-2002	Tallahassee Symphony Orchestra (2)	Outreach and Engagement Concerts	\$6,050.00
<b>TOTAL</b>			<b>\$141,493.80</b>



**FY16 COCA Cultural Facilities Matching Grant Program**  
Funding Recommendations

(\*Utilizing funds from FY15 TDT Collections)

<u>Organization</u>	<u>Project</u>	<u>Recommended Funding</u>
Challenger Learning Center	STEAM Laboratories	\$ 56,875.00
<i>to construct two additional classroom spaces to conduct STEAM (science, technology, engineering, arts and mathamatics) programming</i>		
Goodwood Museum and Gardens	Rough House Restoration and Renovation	\$ 100,000.00
<i>to restore the exterior and rehabilitate the interior of the historic Rough House Cottage</i>		
LeMoyne Center for the Visual Arts	repairs to Meginnis-Munroe House	\$ 92,484.00
<i>to repair the exterior of the historic Meginnis-Monroe House</i>		
<b>Total Recommended Funding</b>		<b>\$ 249,359.00</b>

### FY17 Cultural Tourism Marketing Grant Panel Meeting

Application #	Organization	recommended grant funding amount	
MG2017-12	Opening Nights	\$ 3,000.00	to purchase social media advertisements to promote the 2016-17 Opening Nights season of performances.
MG2017-06	FSU Challenger Center	\$ 3,000.00	to redesign the Challenger Learning Center website and to purchase online, SEM advertisements.
MG2017-03	Artist Series of Tallahassee	\$ 3,000.00	to purchase email, social media and radio advertisements to promote the Artist Series' 2016-17 season.
MG2017-10	LeMoyne Center for the Visual Arts	\$ 3,000.00	to produce a Youtube video advertisement campaign to promote the LeMoyne Center.
MG2017-08	Goodwood Museum and Gardens	\$ 3,000.00	to redesign and rebuild the Goodwood Museum website.
MG2017-18	Tallahassee Museum	\$ 3,000.00	to promote the 2nd Annual Tallahassee Songwriters Festival out of market.
MG2017-19	Tallahassee Symphony Orchestra	\$ 3,000.00	to publish full-page promotional advertisements for the Fy16-17 season in Tallahassee Magazine.
MG2017-04	Asian Coalition	\$ 3,000.00	to rebuild website and purchase social media advertisements to promote the 2017 Asian Festival.
MG2017-14	Tallahassee Bach Parley	\$ 3,000.00	to purchase radio, social media and direct mail campaign to promote Tallahassee Bach Parley outside of market.
MG2017-07	FSU Museum of Fine Arts	\$ 3,000.00	to purchase social media advertisements to promote all of the 2016-17 exhibit schedule.
MG2017-11	Mickee Faust	\$ 3,000.00	to advertise Mickee Faust Cabaret performances in newspapers outside of the local market
MG2017-13	Southern Shakespeare Company	\$ 3,000.00	to purchase radio advertisements to promote the Southern Shakespeare Festival.
MG2017-16	Tallahassee Civic Chorale	\$ 3,000.00	website redesign and enhancement as well as out-of-market newspaper, radio and social media advertising
MG2017-22	Word of South	\$ 3,000.00	to purchase social media advertising to promote the Word of South Festival.
MG2017-21	Theatre Tallahassee	\$ 3,000.00	to purchase radio, tv and social media advertisements to promote a concert as part of the 2016-17 season.
MG2017-01	621 Gallery	\$ 2,700.00	to redesign website and logo for 621 Gallery.
MG2017-02	African Caribbean Dance Theatre	\$ 2,700.00	to purchase radio promotions to promote the FADF as well as for website maintenance and development.
MG2017-05	Capital Chordsmen	\$ 1,350.00	to purchase out of market newspaper advertisements to promote 2016-17 Capital Chordsman concerts.
MG2017-09	John G. Riley Center and Museum	\$ 2,700.00	to purchase social media advertisements to promote the FAAHPN Conference.
MG2017-15	Tallahassee Ballet	\$ 2,700.00	to purchase a direct mailing campaign to promote the 2016 production of <i>The Nutcracker</i> .
MG2017-17	Tallahassee Community Choir	\$ 2,700.00	to update and enhance website and some out of market advertising for TCC 2016-17 performances.
MG2017-20	Theatre with a Mission	\$ 2,700.00	to promote the Historic Spanish/Indian Wedding and the Premiere of <i>Loco for Love</i> outside of Leon County
		\$ 62,550.00	

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

**Notes for Budget Workshop Item #5**



# Leon County Board of County Commissioners

## Agenda Item #5

April 25, 2017

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

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

**Title:** Consideration of Establishing a Living Wage

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<b>Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Scott Ross, Director, Office of Financial Stewardship Candice Wilson, Director of Human Resources
<b>Lead Staff/ Project Team:</b>	Amy Cox, Human Resources Manager Sherry Marson, Compensation Analyst

**Statement of Issue:**

This agenda item seeks Board's consideration of establishing a minimum living wage for Leon County employees.

**Fiscal Impact:**

This item has an estimated fiscal impact of \$78,290, if the Board establishes a minimum living wage of \$11.15 for County employees.

**Staff Recommendation:**

Option #1: Include \$78,290 in the FY 2018 Preliminary Budget, to bring the lowest paid employees to a living wage of \$11.15/hour.

## **Report and Discussion**

### **Background:**

During the December 12, 2016 Board Retreat, the Board requested staff to prepare a budget discussion item related to implementing the living wage model for our lowest paid employees. Currently, our lowest paid employee earns \$9.14 per hour. The living wage for Leon County is \$11.15 per hour as provided by the Massachusetts Institute of Technology (MIT) Living Wage Calculator (Attachment #1). In the absence of neither a State or Federal government living wage, the use of the MIT calculator is considered an industry best practice.

The living wage is the hourly rate earned to support a normal standard of living for a given area. The purpose of a living wage is to ensure that anyone who works full-time should earn enough money to live above the poverty level. The living wage differs from the minimum wage in that it is determined by costs and not set by either State or Federal law.

The living wage model is an alternative measure of basic needs. It is a market-based approach that draws upon geographically specific expenditure data related to likely minimum food, health insurance, housing, transportation, and other basic necessities (e.g. clothing, personal care items, etc.) costs. The living wage draws on these cost elements and the rough effects of income and payroll taxes to determine the minimum employment earnings necessary to meet a the basic needs while also maintaining self-sufficiency.

The reasons why employers implement living wages can be varied but generally include the opportunity to remove barriers for employees so they can focus on work. Over the years, due to rising poverty levels and standards of living that remain stagnant, some employees in lower level occupations struggle financially. Some employers believe that employees need to earn a wage that sustains a life style that meets the basic needs of daily living. Paying a living wage is an investment in the long term goals of the organization by fostering a dedicated, skilled and healthy workforce. This could result in increased efficiency and productivity as well as the ability to hire skilled workers that would otherwise not be interested due to low wages.

Establishing a minimum living wage aligns with the Boards Strategic Priority of Governance.

- G4 Retain and attract a highly skilled, diverse and innovative County workforces, which exemplifies the County's Core Practices.

The supporting adopted Strategic Initiative is:

- (G4) Evaluate establishing a living wage for County employees and continue to provide opportunities for industry certifications and training for those employees in skilled craft, paraprofessional, and technician positions. (2016-44)

### **Analysis:**

Currently, there are 59 County employees whose hourly salary falls below the current living wage amount of \$11.15 per hour. Confirming the analysis provided at the December 16, 2016

Board Retreat, the cost to raise the salaries of these impacted employees to \$11.15 per hour is approximately \$78,490.

Staff researched Florida comparable counties to determine whether or not they utilize a living wage. The counties researched were: Alachua, Bay, Collier, Escambia, Lake, Manatee, Osceola, St. Lucie, and Volusia. Of those surveyed, Alachua County and Bay County have implemented a living wage. In addition, several larger counties in Florida such as Broward County, Miami-Dade County, and Palm Beach County, all utilize the living wage. Additionally, several larger cities such as Gainesville and Panama City have a living wage.

Information collected from these counties and cities indicates there are several approaches to implementing a living wage. While there are many different approaches, staff evaluated two of the more common methods:

- In Alachua County and the City of Gainesville, no new or current employee is paid below the established living wage. In these jurisdictions, no changes were correspondingly made to the pay plans. For Leon County, this approach has a \$78,490 budgetary impact.

- Other jurisdictions like Bay County and Panama City, in addition to providing for the living wage as the minimum salary, also adjusted their respective pay plans to avoid pay compression issues between pay grades. This approach has an additional budgetary impact. Any additional employees with salaries below their new pay grade minimum would also have their salaries adjusted. For Leon County, by adjusting all the pay levels to avoid compression between the pay grades would have an additional fiscal impact of between \$332,00 and \$1.2 million depending upon how compression issues are addressed through a new pay plan.

To achieve the policy goal and support the strategic initiative of establishing a living wage, while maintaining a fiscally conservative approach to next year's budget, staff recommends no changes to the pay plan and establish the minimum hiring salary at \$11.15/hour. To continue to support the living wage, staff recommends annually the amount be adjusted consistent with the MIT Living Wage Calculator.

**Options:**

1. Include \$78,290 in the FY 2018 Preliminary Budget, to bring the lowest paid employees to a living wage of \$11.15/hour.
2. Do not approve bringing the lowest paid employees to a living wage (\$11.15/hour).
3. Board direction.

**Recommendation:**

Option #1.

**Attachments:**

1. Massachusetts Institute of Technology Living Wage Calculator
2. Summary of Comparable Counties that Utilize the Living Wage

# Living Wage Calculation for Leon County, Florida

The living wage shown is the hourly rate that an **individual** must earn to support their family, if they are the sole provider and are working full-time (2080 hours per year). All values are **per adult in a family** unless otherwise noted. The state minimum wage is the same for all individuals, regardless of how many dependents they may have. The poverty rate is typically quoted as gross annual income. We have converted it to an hourly wage for the sake of comparison.

For further detail, please reference the [technical documentation here](#).

Hourly Wages	1 Adult	1 Adult 1 Child	1 Adult 2 Children	1 Adult 3 Children	2 Adults (1 Working)	2 Adults (1 Working) 1 Child	2 Adults (1 Working) 2 Children	2 Adults (1 Working) 3 Children	2 Adults (1 Working Part Time) 1 Child*	2 Adults	2 Adults 1 Child	2 Adults 2 Children	2 Adults 3 Children
Living Wage	\$11.15	\$23.49	\$28.59	\$35.09	\$17.46	\$22.22	\$24.57	\$27.10	\$13.25	\$8.73	\$13.25	\$15.53	\$17.89
Poverty Wage	\$5.00	\$7.00	\$9.00	\$11.00	\$7.00	\$9.00	\$11.00	\$13.00		\$3.00	\$4.00	\$5.00	\$6.00
Minimum Wage	\$8.05	\$8.05	\$8.05	\$8.05	\$8.05	\$8.05	\$8.05	\$8.05		\$8.05	\$8.05	\$8.05	\$8.05

\*Documentation for families with an adult working part-time is available separately, [here](#).

## Florida Counties/Cities with Living Wage Rates

COUNTY/TITLE	HOURLY MINIMUM
ALACHUA COUNTY	\$12.00 (for employees)
BAY COUNTY	\$11.07 (for employees)
BROWARD COUNTY	\$12.03 (with health benefits) \$13.59 (without health benefits)
MIAMI-DADE COUNTY	\$12.63 (for contractors with health insurance) \$15.52 (for contractors without health insurance)
PALM BEACH COUNTY	\$11.93 (for employees and contractors)
CITY OF ORLANDO	\$ 8.50 (for employees and contractors)
CITY OF GAINESVILLE	\$12.25 (for employees)
CITY OF PANAMA CITY	\$11.07 (for employees)

**Leon County**  
**Board of County Commissioners**  
**Notes for Budget Workshop Item #6**

# Leon County Board of County Commissioners

## Budget Workshop Item #6

April 25, 2017

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

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

**Title:** Staff Report on the Healthcare Competitive Provider Reimbursement Pool

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<b>Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Wanda Hunter, Assistant County Administrator Scott Ross, Director, Financial Stewardship
<b>Lead Staff/ Project Team:</b>	Shington Lamy, Director, Office of Human Services and Community Partnerships Felisa Barnes, Financial Compliance Manager Tiffany Y. Harris, Healthcare Services Coordinator

**Statement of Issue:**

This item provides a report on a review conducted by County staff on the services and utilization of the Healthcare Competitive Provider Reimbursement Pool as requested by the Board during the development of the FY2017 Budget.

**Fiscal Impact:**

This item has a fiscal impact. The item recommends maintaining the current level of funding for overall healthcare services at \$1,739,582 for FY18. Additionally, the item recommends funding in the amount of \$50,000 for enhancements to the HSCP Management System in order to implement the process improvements that were identified as part of the annual provider contract review.

*(Recommendations on following page.)*



**Staff Recommendations:**

Option #1: Accept the staff report on the Healthcare Competitive Provider Reimbursement Pool.

Option #2: Direct staff to implement the following recommendations outlined in the item:

- A. Define the types of patient visits eligible for reimbursement in the Healthcare Competitive Provider Reimbursement Pool in the FY2018 contracts with Bond Community Health Center, Neighborhood Medical Center, and Apalachee Center, Inc.
- B. Include provisions in the FY2018 contracts with Bond Community Health Center, Neighborhood Medical Center, and Apalachee Center, Inc. in which repayment to the County would be required.
- C. Include \$50,000 for enhancements to the HSCP Management System in the FY2018 Preliminary Budget.
- D. Maintain the current level of funding for overall healthcare services at \$1,739,582 for FY18.
- E. Continue to utilize the Healthcare Competitive Provider Reimbursement Pool model.

## Report and Discussion

### **Background:**

Staff regularly performs contract reviews of the efficiencies and effectiveness of the Healthcare Program to ensure that County funds provide access to healthcare to the indigent uninsured residents of Leon County. This includes invoice verification of patient visits billed to the County, site visits of the healthcare facilities, and aggregated analysis of the patients that participate in the County's program. During the June 14, 2016 Budget Workshop, the Board directed staff to provide a broader review of the utilization of the Healthcare Competitive Provider Reimbursement Pool and services provided to the patients.

As way of background, since 2002, Leon County's Healthcare Program (also known as CareNet) has collaborated with community partners to provide quality, cost effective healthcare services to indigent uninsured Leon County residents. Annually, the County contracts with the following providers to expand access to healthcare (primary health, mental health, and dental care); specialty care; and pharmaceutical services to uninsured and underinsured residents:

- Bond Community Health Center (Bond),
- Neighborhood Medical Center (NMC),
- Florida A & M University Pharmacy (FAMU),
- Apalachee Center (Apalachee) and
- Capital Medical Society Foundation/We Care Network (We Care)

Leon County contracts with Bond, NMC, and Apalachee for healthcare services through the Healthcare Competitive Provider Reimbursement Pool. The County also contracts with the Capital Medical Society Foundation's We Care Network for specialty care and Florida A&M University for general pharmaceutical and diabetes services at an established amount for administrative costs and staffing. Additionally, the County provides matching funds for Leon County children eligible for the Florida Healthy Kids Insurance Program. As reflected in Table #1, the total allocation of funding for the Primary Healthcare Program is \$1,739,582.

<b>Table #1: FY 2017 Leon County Healthcare Program and Funding Levels</b>		
<b>Program</b>		<b>FY 2017</b>
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
	<b>Competitive Reimbursement Total</b>	<b>\$1,323,768</b>
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
<b>Primary Healthcare Funding Total</b>		<b>\$1,739,582</b>

The funding source for the Primary Healthcare Program is General Revenue. Over the past several years, the Board has maintained the level of funding despite periods of economic downturn, recognizing the importance of access to primary healthcare to the most vulnerable citizens of the community. In FY2016, including Capital Medical Society and FAMU Pharmacy patients, more than 12,000 Leon County residents were served through the County's Primary Healthcare Program. As a result, the County's investment in healthcare has helped realize a return of \$3.01 for \$1 of County tax revenue contributed to the Primary Healthcare Program.

#### *Healthcare Competitive Provider Reimbursement Pool*

On April 28, 2015, the Board established the Healthcare Competitive Provider Reimbursement Pool (Healthcare Pool) to create a single funding source for the County's Healthcare Program. The Healthcare Pool affords Apalachee, Bond and NMC the opportunity to receive reimbursements for qualified patient visits in the areas of primary care, dental care, and mental health services on a first-come, first-served basis. In order to qualify, a patient must be: a Leon County resident, uninsured (including ineligible for Medicaid), and 100% or below the Federal Poverty Level (FPL). The providers are reimbursed at a rate of \$125 per primary health or dental care visit and \$80 per mental health visit.

In order to be reimbursed, the agencies must submit documentation that verifies the patient meets the defined eligibility criteria. Each month the agencies report the visits through the County's web-based Human Services & Community Partnerships (HSCP) Management System and upload supporting documentation. HSCP reviews the documentation prior to the agencies submitting a monthly invoice to HSCP for services rendered for each patient visit.

This is the second year of implementation of the Healthcare Pool. Previously, the County contracted with Bond, NMC, and Apalachee for an established amount of funds based on a predetermined number of patient reimbursements. Some agencies had expressed the desire to bill for more visits if given the opportunity, while others had expressed difficulty with reaching targeted numbers of patient visits within the timeframe required by their contract. The Healthcare Pool provides a level playing field for the agencies to receive County funding and ensures that the funding follows the patient.

This staff report on the Healthcare Pool is essential to the following FY2017-FY2021 Strategic Initiative that the Board approved at the January 24, 2017 meeting:

- Continue County support of primary healthcare through participation in CareNet in order to increase access to affordable healthcare for those in need.

This particular Strategic Initiative aligns with the Board's Quality of Life Strategic Priority:

- (Q4) Support and promote access to basic health and welfare services to our community members most in need.

**Analysis:**

HSCP staff regularly verifies and performs detailed contract compliance reviews to ensure that patient visits reimbursed by the County through the Healthcare Pool are for eligible County residents. In order to address the effectiveness of the services being provided, staff expanded the annual contract compliance analysis to include; the actual review period occurred during the first quarter of 2017:

- Review of the services provided for the visits paid by the County
- Review of the utilization of County funds by the agencies in their respective operations
- Determine whether access to care has increased through the Healthcare Pool relative to the previous model

Staff conducted site visits at Bond, NMC, and Apalachee's primary locations; reviewed the medical records of patient visits reimbursed by the County; and analyzed the financial and standard of operation documents submitted by each agency.

Given the expanded nature of the current year review, staff developed a broader team to assist County staff in the review. A review team was established which included staff from HSCP, OMB, and the Clerk of Court's Finance Department to analyze the financial and standard of operation documents. In addition to County staff, supplemental outside expertise was utilized in Dr. Edward Zapert, D.M.D of Leon County Health Department and Dr. Tyra Dark, an epidemiologist and Florida State University Medical School professor. Both doctors assisted with the review of the medical and dental records. Dr. Zapert and Dr. Dark provided a greater level of expertise required to analyze the services, diagnosis, and treatments in the records.

The balance of this workshop item summarizes staff's review and findings as follows:

- Primary Health/Mental Health and Dental Review Findings and Recommendations
- Financial Overview of the Competitive Provider Pool Providers
- Current Rate of Utilization – FY17 First Quarter
- Conclusion and Summary of Recommendations

**Primary Health/Mental Health and Dental Review Findings and Recommendations**

A random selection of patient visits that were reimbursed during FY2016 were identified by staff in order to review medical records. As reflected in Table 2, 20 patient visits were selected for each category of service (primary care, mental health, and dental care) for each agency for a total of 160 patient visits.

**Table 2. Number of Patient Visits Review**

Agency	Primary Care	Mental Health	Dental Care
Bond	20	20	20
NMC	20	20	20
Apalachee	20	20	N/A*

*\*Apalachee does not provide dental care services*

Staff reviewed the services that were provided by the three agencies during the randomly selected visits for primary care and mental health. For dental care, in addition to the services, the quality and standard of care provided by Bond and NMC were also reviewed. The respective findings are provided in the following with staff recommendations.

#### *Primary Healthcare and Mental Health Findings*

The review of the primary and mental health records reaffirmed staff's verification that each patient was eligible for the County's Healthcare Program at the time of service. Documentation such as photo identification, proof of income and proof of residency were included in each medical file of the random samples at Bond, NMC, and Apalachee. Also, documents in the records verified that the patients did not have Medicaid.

At Bond, NMC, and Apalachee the majority of primary care services visits were completed by Advanced Registered Nurse Practitioners (ARNP) whereas Medical Doctors (MD) and Social Workers were more likely to complete the mental health patient visits. The three agencies demonstrated a high level of consistency for recommending their patients return for follow-up of treatment which is an important component of improving overall health and establishing a healthcare home.

However, the review of the records found instances in which services were not provided on dates of visits that the County reimbursed. Specifically, in reviewing the medial records at Bond, staff found five visits in which the service entailed telephone calls placed to patients and not a physical patient visit to Bond's facility for which the County was billed for mental health services (\$80 per visit). One particular visit was documented in the medical record as a telephone call to the patient to cancel an appointment that was billed to the County. The contracts with Bond and the other healthcare agencies do not currently define a visit which leaves room for broad interpretation by the providers of what constitutes a billable patient visit. In response to staff's finding, Bond stated that the telephone calls billed as patient visits were due to coding errors that have been corrected.

Staff recommends modifying next year's contracts with Bond, NMC, and Apalachee to clearly define what is considered an appropriate patient visit for primary care, mental health and dental services. The current contract defines the categories but falls short in defining what is acceptable to bill for reimbursement as a patient visit. Additionally, it is recommended that the contracts include a provision for repayment to the County when discrepancies are identified.

#### *Dental Care Findings*

As previously mentioned, the dental services were reviewed as well as the quality and standard of care provided by Bond and NMC. At both agencies, documentation verifying patients' eligibility for the County Healthcare Program was included in all dental records reviewed. Also dental records confirmed that services were provided on visit dates reimbursed by the County. Bond presented no deficiencies in 19 of 20 (95%) of the patient files reviewed. According to Dr. Zapert, the quality of care delivered to patients at Bond was above the standard of care for dental services.

In evaluating the quality of care of dental services at NMC, there were deficiencies in 70% of the records that were randomly selected for review. The deficiencies ranged from missing charts to incorrect documentation of local anesthetic. Additionally, although services were provided on the visits reimbursed by the County, staff found through the dental records that multiple visits were billed for procedures that could have occurred during a single visit. NMC stated that it had corrected the deficiencies in the records, reviewed all dental records for any additional deficiencies, and updated its standards of procedures to ensure that patients receive the highest level of care. NMC also shared that the dentist that treated the patients with the deficient records was terminated prior to staff's review. In regards to the multiple visits for procedures that could occur during a single visit, NMC stated that scheduling additional visits allows the agency to address a patient's immediate dental need that can be addresses by dental hygienist and to schedule any other routine procedure that require the dentist for future visits. NMC indicated that Medicaid currently allows this practice under certain circumstances. NMC stated the County's current agreement does not currently prohibit the practice.

The practice currently utilized by NMC highlights a need for review of the services provided for each patient visit reimbursed by the County. It is recommended that staff work with the healthcare agencies including the Health Department to develop a standard of services that would be included with each visit reimbursed. This would identify standard or routine procedures for basic primary, mental health, and dental care services that should be reimbursed as a single visit. This would not prohibit the agencies from determining how to deliver care but simply ensure all expected service is provided for each reimbursement made by the County. Furthermore, staff will continue to conduct qualitative of review of services provided by the agencies on an annual basis.

**Recommendations:**

- A. Define the types of patient visits eligible for reimbursement in the Healthcare Competitive Provider Reimbursement Pool in the FY2018 contracts with Bond Community Health Center, Neighborhood Medical Center, and Apalachee Center, Inc.
- B. Include provisions in the FY2018 contracts with Bond Community Health Center, Neighborhood Medical Center, and Apalachee Center, Inc. in which repayment to the County would be required.

*Enhancements to the HSCP Management System*

As part of the review of the records and site visits, staff had the opportunity to identify opportunities for improvement to the HSCP Management System. The three agencies all expressed concerns of the amount of time required by their respective staff to upload the required eligibility documents for reimbursement. Integrating the HSCP Management System into the providers' electronic medical and dental systems would improve the efficiencies and effectiveness of reporting. Additionally, currently the agencies input the documents required to verify eligibility, the visit dates, and the type of visits. However, limited information is provided regarding the type of services provided during the visits. More accurate information on the specific services provider enhances the County's overall program monitoring. Staff will work with the agencies to ensure that the greater coordination and collection of data continues to

comply with HIPPA Privacy Rules. According to Paul's Consulting, which developed the HSCP Management System, the preliminary cost estimate of these recommended enhancements is \$50,000.

**Recommendation:**

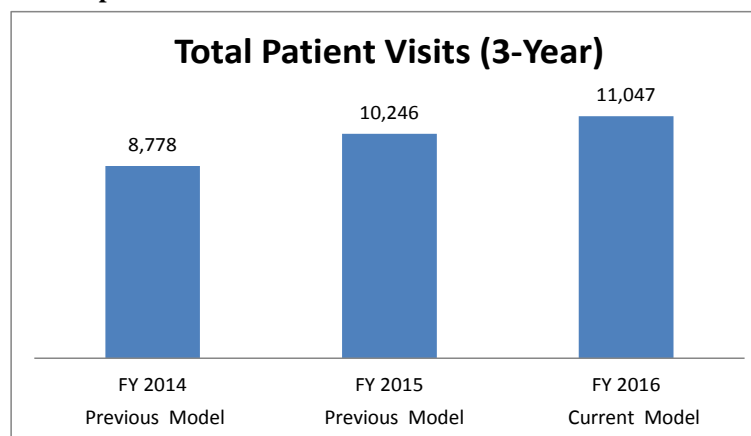
- C. Allocate \$50,000 for enhancements to the HSCP Management System in the FY2018 Preliminary Budget.

Financial Overview of the Competitive Provider Pool Providers

As part of the enhanced review, staff analyzed the financial documents of the three agencies to analyze the funding structure of the providers relative to the County's funding. Financial documents such as Form 990s and financial statements over the past five years were reviewed by OMB and the Finance Department. Bond and NMC are federally-qualified healthcare centers (FQHC) that receive annual federal funding. In FY 2016, Bond received approximately \$1.4 million; NMC received \$4 million. The other significant sources of funding for the two FQHCs are state grants awarded for dental services, patient fees, and Medicaid reimbursement for patient services. Currently, Bond reports that 37% of its clients are Medicaid recipients and NMC reports that 49% of its patients are Medicaid recipients. The main sources of funding for Apalachee Center are state grants, insurance payments, and Medicare and Medicaid reimbursements. Apalachee received approximately \$14.5 million from Department of Children and Families and other state grants.

Based on the information reviewed, County funding is a small portion of the three healthcare providers' respective revenues. However, the County's funding is vital to providing access to healthcare for very-low income residents. As shown in Bar Graph 1, in 2016, the County program funded more than 11,000 patient visits, an increase of 8% over FY 15 and 26% over FY 14. This reflects a significant increase over the previous model in which the County contracted with each provider for a set amount of funding. This demonstrates that the Healthcare Pool model has led to a greater number of patient visits within the existing funds in the Healthcare Program.

**Graph #1. Total Patients Visits in the Healthcare Pool**



The County's Healthcare Program provides access to care to residents 100% or below the FPL that do not have insurance or are not eligible for Medicaid. According to a 2014 Mercer Report commissioned by the County, this population represents a coverage gap that are not eligible for

Medicaid and not eligible for subsidized coverage on the Federal Health Insurance Marketplace due to Florida's decision not to expand Medicaid under the Affordable Care Act. Without the expansion, traditional rules for Medicaid eligibility still apply in Florida. Therefore, individuals 100% or below the FPL are eligible for Medicaid coverage only if they meet the following criteria:

- Parents and custodial familial caretakers of children
- Children
- Pregnant women
- Former foster care individuals
- Non-citizens with medical emergencies
- Aged or disabled individuals not currently receiving Supplemental Security Income

**Recommendation:**

D. Maintain the current level of funding for overall healthcare services at \$1,739,582 for FY18.

Current Rate of Utilization of the Healthcare Pool – FY17 First Quarter

As previously mentioned, prior to the establishment of the Healthcare Pool the County contracted with Bond, NMC, and Apalachee for an established amount of funds based on a predetermined number of patient reimbursements. As a result, there were years in which some agencies had difficulty in reaching their targeted numbers while others reported higher levels of visits but were only reimbursed for the amount the County contracted with the particular agency. This at time left funds unutilized in the Primary Healthcare Program.

However, as reflected in Table 3, during the first quarter of FY 2017, the overall utilization of the Healthcare Pool has increased 46% over the first quarter of FY 2016. The agencies have not completed their submissions for March 2017 visits; therefore, the second quarter data is not currently available. The largest increase has occurred in dental health with Bond and NMC receiving 455% and 105% increases in reimbursements, respectively. This trend is expected to continue to increase as both agencies indicated during staff's site visits that they intend to expand their respective dental services at their primary and satellite locations. However, as described later in this section, additional local funding is available to assist in the increase in dental services.

**Table 3. Healthcare Pool Utilization (FY 17 vs. FY 16 1<sup>st</sup> Qtr)**

	Bond			NMC			Apalachee				
FY 17 1st QTR	FY 17	FY 16	+/-	FY 17	FY 16	+/-	FY 17	FY 16	+/-	Total (Cat.)	+/-
Primary Health Visits	470	627	-25%	990	836	18%	130	82	59%	1,590	3%
Mental Health Visits	57	77	-26%	101	124	-19%	634	225	182%	792	86%
Dental Health Visits	538	97	455%	334	163	105%				872	235%
<b>Total (Providers)</b>	<b>1,065</b>	<b>801</b>	<b>33%</b>	<b>1,425</b>	<b>1,123</b>	<b>27%</b>	<b>764</b>	<b>307</b>	<b>149%</b>	<b>3,254</b>	<b>46%</b>

In addition to County funding, Bond and NMC are also eligible for funding through the Capital Medical Society's Promise Zone Dental Program. In 2016, the City of Tallahassee (City) awarded Promise Zone funding through the Community Human Services Partnership (CHSP) process to Capital Medical Society in the amount of \$40,000 to partner with Bond and NMC in



providing dental services to residents that live within the Promise Zone between 101% and 150% of the FPL (Attachment #1). The Promise Zone Dental Program provides reimbursement to providers at a rate of \$125 per visit, which is the same as the County's rate.

Due to a lack of participation of residents between 101% and 150% of the FPL, Capital Medical Society recently expanded its eligibility to include residents 100% or below the FPL (similar population to the County's program). County staff met with Bond, NMC, and Capital Medical Society to coordinate the utilization of the County's dental funding and Capital Medical Society's dental funding. At that time, Bond and NMC agreed to utilize the Promise Zone Dental Program as the primary source of dental service reimbursement for residents in the Promise Zone. County staff and Capital Medical Society would assist Bond and NMC in determining dental patients that reside in the Promise Zone. Capital Medical Society has also been allocated funding for FY2018 and expects future funding for the Promise Zone Dental Program. This may help alleviate the utilization of the dental health funding in the Healthcare Pool which is expected to be exhausted in June at the current rate.

The mental health category of the Healthcare Pool has also experienced a significant increase over the previous year due to reimbursements to Apalachee. However, this trend is expected to end within the next month as Apalachee prepares to open its Central Receiving Facility. In September 2016, the Board earmarked up to \$150,000 annually in the mental health services category of the Healthcare Pool as a match for the establishment of the Central Receiving Facility. The County's funding commitment is for five years. Apalachee will continue to submit all required documentation in support of clients served through the County's Healthcare Program. Apalachee also intends to continue to participate in the Healthcare Pool for primary health.

The utilization of the County Healthcare Program by the three providers has increased significantly under the new model. As the healthcare providers continue to expand their services, staff anticipates that the utilization rate will continue to increase significantly annually without improvements to the process. However, opportunities for greater collaboration and coordination with programs such as the Promise Zone Dental Program and match funding for the Central Receiving Facility serve to increase the healthcare services to eligible County residents.

**Recommendation:**

E. Continue to utilize the Healthcare Competitive Provider Reimbursement Pool model.

**Conclusion**

The County's ongoing investment in the Primary Healthcare Program provides needed services to the most vulnerable citizens. As identified by the Mercer study, the County's funding continues to assist uninsured residents that fall into the Medicaid gap. Compared to the County's previous approach of contracting with providers for a set amount of annual funding, the competitive reimbursement model has maximized the County's limited resources and increased the number of patients served. In working with the primary healthcare providers, staff continuously identifies enhancements to improve service delivery and to ensure patients served meet the County's eligibility requirements. Consistent with the County's contract management responsibilities, staff will continue to perform annual reviews. As a direct result of this review

and input from our healthcare partners, staff has presented several recommendations to strengthen the County's contracts and provide additional support to assist the healthcare providers in complying.

**Options:**

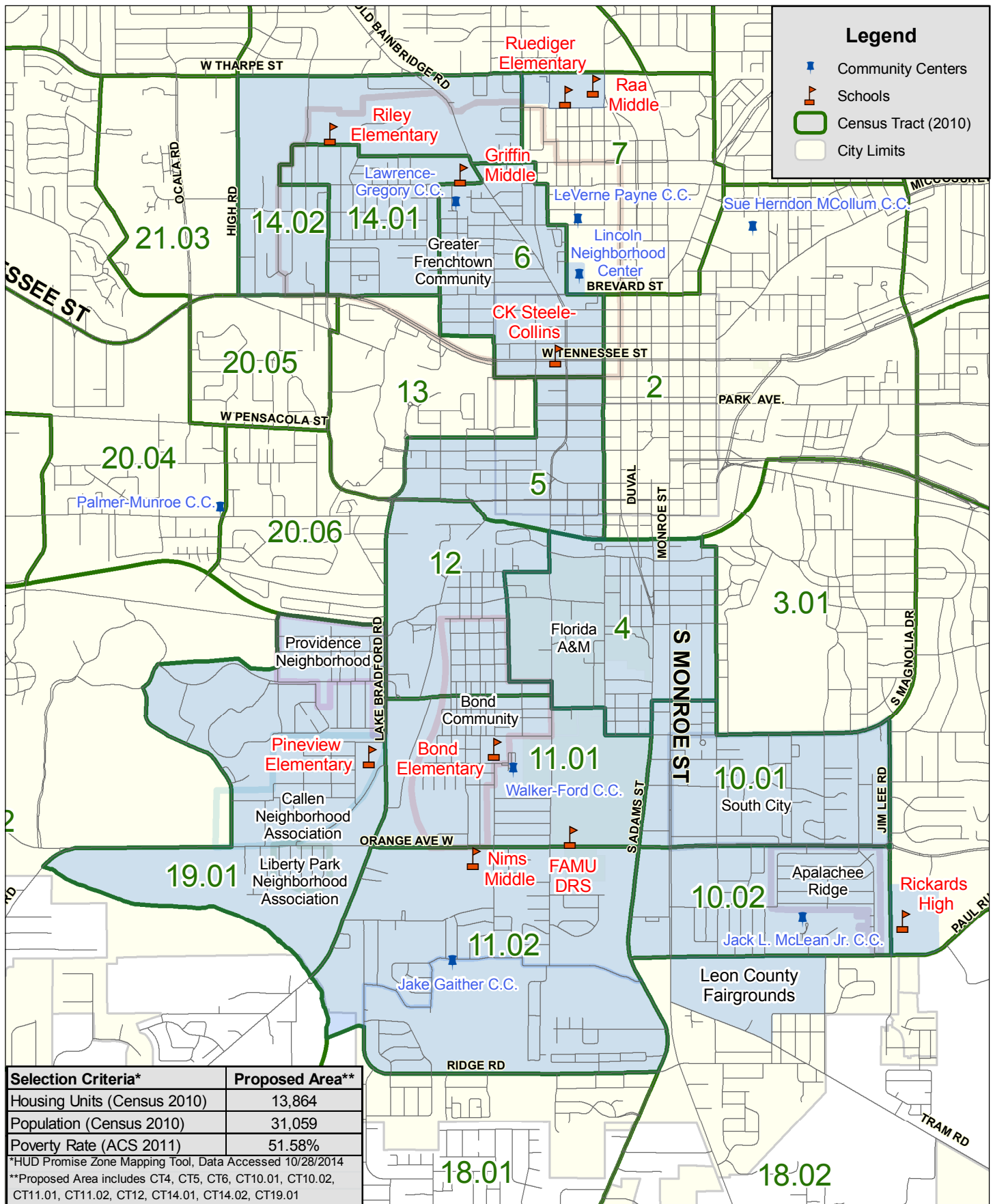
1. Accept the status report on the Healthcare Competitive Provider Reimbursement Pool.
2. Direct staff to implement the recommendations outlined in the item which are as follows:
  - A. Define the types of patient visits eligible for reimbursement in the Healthcare Competitive Provider Reimbursement Pool in the FY2018 contracts with Bond Community Health Center, Neighborhood Medical Center, and Apalachee Center, Inc.
  - B. Include provisions in the FY2018 contracts with Bond Community Health Center, Neighborhood Medical Center, and Apalachee Center, Inc. in which repayment to the County would be required.
  - C. Include \$50,000 for enhancements to the HSCP Management System in the FY 2018 Preliminary Budget.
  - D. Maintain the current level of funding for overall healthcare services at \$1,739,582 for FY18.
  - E. Continue to utilize the Healthcare Competitive Provider Reimbursement Pool model.
3. Do accept the status report on the Healthcare Competitive Provider Reimbursement Pool.
4. Do not direct staff to implement the recommendations outlined in the item.
5. Board direction.

**Recommendations:**

Options #1 & #2

**Attachment:**

1. Promise Zone Map



## Promise Zone Proposed Boundaries

0 1 2 4 Miles



This product has been compiled from the most accurate source data from Leon County and the City of Tallahassee. However, this product is for reference purposes only and is not to be construed as a legal document or survey instrument. Any reliance on the information contained herein is at the user's own risk. Leon County and the City of Tallahassee assume no responsibility for any use of the information contained herein or any loss resulting therefrom.



Map Created: October 28, 2014

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

**Notes for Budget Workshop Item #7**

# Leon County Board of County Commissioners

## Budget Workshop Item #7

April 25, 2017

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

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

**Title:** Annual Review of Outside Agency Contracts for Services

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<b>Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Scott Ross, Director, Office of Financial Stewardship
<b>Lead Staff/ Project Team:</b>	Tim Barden, Budget Manager Jelani Marks, Management Analyst, Office of Management & Budget

### **Statement of Issue:**

This item provides an analysis of current outside agency contracts mid-year performance reports and seeks Board consideration for establishing FY2018 funding levels.

### **Fiscal Impact:**

This item has a potential fiscal impact of \$1,129,234 if continuation funding for all outside agencies is maintained in FY 2018.

### **Staff Recommendation:**

Option #1: Current level funding is tentatively included in the FY 2018 Preliminary Budget. Staff is seeking any Board direction to decrease or eliminate funding:

- Legal Services of North Florida: \$257,500
- DISC Village: \$222,759
- TMH Trauma Center: \$200,000
- Tallahassee Senior Citizens Foundation: \$179,000
- St. Francis Wildlife Association: \$71,250
- Tallahassee Trust for Historic Preservation: \$63,175
- Whole Child Leon: \$38,000
- Domestic Violence Coordinating Council: \$25,000
- United Partners for Human Services: \$23,750
- Sharing Tree: \$20,000
- OASIS Center - \$20,000
- Sustainable Tallahassee: \$8,800

## **Report and Discussion**

### **Background:**

As part of the FY2017 Budget process, outside agencies funding was categorized into one of the following three categories:

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

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

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

During the FY 2017 budget process, the Board reviewed agencies that provided contracted services to the County to ensure that the services provided aligned with County priorities and initiatives. The review included a summary of the funding background, services provided and contract funding analysis for each contracted agency (Attachment #1). The users of the specific agency services are both selective and collective in that some agencies provide an overall community benefit. As part of the budget process, agency contracts were aligned with their respective Department/Division budget. For many of the entities, the level of service would not exist but for local government support. To ensure outside agency contracts receive oversight, Fiscal Policy 93-44 requires that as part of the annual budget process, staff prepare a budget discussion item providing a mid-year performance report.

Staff has not identified any reasons for increases in funding for the outside agencies, but seeks direction from the Board regarding any decreases in funding or agency funding eliminations.

### **Analysis:**

Table #1 lists the outside agencies and funding levels for the current fiscal year. As required by their contract, each agency, except for the Oasis Center, is required to submit a mid-year report. These reports are available for review in Attachment #2. Alternatively, Oasis provides an annual update to the Board during a regularly scheduled Commission meeting.

**Table #1: FY 2017 Adopted Outside Agency Funding**

<b>Outside Agency</b>	<b>FY 2017 Funding</b>
Legal Services of North Florida	\$257,500
DISC Village	\$222,759
TMH Trauma Center	\$200,000
Tallahassee Senior Citizens Foundation	\$179,000
St. Francis Wildlife Association	\$71,250
Tallahassee Trust for Historic Preservation	\$63,175
Whole Child Leon	\$38,000
Domestic Violence Coordinating Council	\$25,000
United Partners for Human Services	\$23,750
Sharing Tree	\$20,000
OASIS Center	\$20,000
Sustainable Tallahassee	\$8,800
<b>Total</b>	<b>\$1,129,234</b>

### **FY 2017 Agency Mid-Year Report Highlights**

All mid-year performance summaries and metrics listed below represent activities performed during the reporting period of October 1, 2016 through March 31, 2017.

- Legal Services of North Florida (\$257,500)  
*Service Provided:* Legal Service of North Florida provides legal assistance to low income individuals to ensure equal access to the court system.  
*Mid-Year Report Analysis:*
  - Obtained 102 Protective Orders between October 1, 2016 and March 31, 2017
  - Successfully defended 26 evictions
  - Obtained dissolution of 27 domestic violence-related marriages.*Note: During FY 2016 budget process, the Board approved an additional \$125,000 in time limited funding to support the cost of an attorney for a maximum of four years. This increase in funding is scheduled to end in FY 2020.*
- DISC Village (\$222,759)  
*Service Provided:* DISC Village maintains the operations of the Juvenile Assessment and Receiving Center (JARC) by providing the mandatory onsite security and supervision of arrested youth.  
*Mid-Year Report Analysis:*
  - Served 82 participants in the Civil Citation Program

- Served 622 participants in the Juvenile Assessment Center
  - Ages of Participants in Civil Citation Program: Under 12 = 7%, 12-15 = 39%, 16-18 = 54%
- Tallahassee Senior Citizens Foundation (\$179,000)  
*Service Provided:* The Tallahassee Senior Citizen Foundation hosts a variety of classes, workshops and support groups for senior citizens in the rural, unincorporated communities of Leon County at the County's six community centers (Ft. Braden, Miccosukee, Lake Jackson, Woodville, Chaires, and Bradfordville Community Center/NE Library).  
*Mid-Year Report Analysis:*
  - Number of Participants in the Leon County Senior Outreach Program: 1,002
  - Monthly Lunch & Learn events which featured information, services and resources provided by 69 community partners from October 2016 through March 2017, including flu shots, nutrition education, educational field trips, theft/safety tips, canned good drives, fitness classes, art classes, computer classes, bridge/canasta, and others.
  - The Leon County Senior Gazette mailed bi-monthly to approximately 2,600 households.
  - Held Holiday Luncheon for Grandparents.
  - Held weekly fitness classes in each of the six County service areas.
- St. Francis Wildlife Association (\$71,250)  
*Service Provided:* St. Francis responds to calls regarding injured or nuisance wildlife in Leon County.  
*Mid-Year Report Analysis:*
  - Logged over 280 animal intakes and attempted rescues.
  - Maintains a 24/7 rescue staff that responds to calls for animal assistance.
- Tallahassee Trust for Historic Preservation (\$63,175)  
*Service Provided:* Pursuant to Policy 1.1.1 of the Comprehensive Plan, the trust provides technical support for the identification, documentation, evaluation, preservation and protection of historic resources. Provides staffing for the Architectural Review Board and performs the required reviews in support of the County's Historic Preservation Ordinance.  
*Mid-Year Report Analysis:*
  - In support of the Tallahassee-Leon County Architectural Review Board, researched, reviewed and issued 25 Certificates of Appropriateness.
  - Seven quarterly and annual reports were submitted to local, state and federal agencies regarding TTHP/CLG activities.
  - Hosted several educational outreach events, including "Tallahassee Moderne" at Cascades Park and presented at the Florida Trust for Historic Preservation Conference in Tallahassee.



- Whole Child Leon (\$38,000)

*Service Provided:* Whole Child Leon provides referrals to human service agencies for children with special needs.

*Mid-Year Report Analysis:*

- Held monthly Professional Networking Meetings with an average attendance of 60 members.
- Performed Developmental Screening on 49 children, resulting in 34 referrals for partner agencies to provide needed services.

- Domestic Violence Coordinating Council (\$25,000)

*Service Provided:* The Domestic Violence Coordinating Council is the area's task force on domestic violence and provides a coordinated community response to domestic violence, as well as, public awareness and education events.

*Mid-Year Report Analysis:*

- Conducted monthly coordinating meetings (agencies, advocates and other community partners) to constantly review protocols, procedures and closing any gaps in services to protect past/present/future victims of domestic violence. A total of 303 participants have attended events/meetings over the past 6 months.
- Held a Teen Rally with 153 in attendance.
- 44 teens requested participation in Certified Peer Advisor Training as a result of Teen Rally.

- United Partners for Human Services (\$23,750)

*Service Provided:* United Partners for Human Services is a coalition of human service providers and supporting partners working together to improve the delivery of human services in the Big Bend.

*Mid-Year Report Analysis:*

- Has held 8 training sessions with an average of 36 attendees at each session.
- UPHS CHSP Workgroup met with City and County staff on CHSP process issues and the future of the CHSP after United Way disengages from the partnership on October 30, 2017

- Sharing Tree (\$20,000)

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

*Mid-Year Report Analysis:*

- Program has a total of 3,032 participants.
- Adjusted Organizational Structure and held workshop Series between October and December, 2016.
- Engaged in resource center logistical improvements, educational programming and teacher giveaways from January through March, 2017.

- Sustainable Tallahassee (\$8,800)

*Service Provided:* Sustainable Tallahassee increases public awareness of local food initiatives, increase individual, civic, and community involvement in the growing, selling, buying, and consumption of local foods, and increase home gardening in the City and County.

*Mid-Year Report Analysis:*

- Proposed and began planning a city farm project, consisting of three components: the creation of a sustainable farm enterprise, an “urban agreneur” incubator, and a training center and agriculture certification program.
- Engaged a project consultant with technical expertise in sustainable urban development to lead the planning and stakeholder engagement that would create a foundation of success for the City Farm Urban Agriculture Entrepreneurship Project.

Tallahassee Memorial Hospital (TMH) Trauma Center (\$200,000)

*Service Provided:* TMH operates the region’s only state-designated Trauma Center.

*Mid-Year Report Analysis:*

- Treated 812 trauma patients during the reporting period of July 1, 2016 to December 31, 2016 of which 398 were Leon County residents.
- Held Fall Trauma Symposium as part of the Outreach and Injury Prevention Program offered for nursing, pre-hospital and allied health colleagues.
- Responded to injuries from Leon, Gadsden, Wakulla, Taylor, Jackson, Madison, Jefferson, Calhoun, Franklin and Liberty Counties, as well as several from out of state.

With regard to the TMH funding, as part of the FY2017 June budget workshop, “the Board requested that this funding level be reviewed during the FY 2018 budget cycle.” If the Board desires to further review this funding level, a separate budget discussion item can be prepared for the June 20, 2017 Budget Workshop.

**Options:**

- Option #1: Current level funding is tentatively included in the FY 2018 Preliminary Budget. Staff is seeking any Board direction to decrease or eliminate funding:
- Legal Services of North Florida: \$257,500
  - DISC Village: \$222,759
  - TMH Trauma Center: \$200,000
  - Tallahassee Senior Citizens Foundation: \$179,000
  - St. Francis Wildlife Association: \$71,250
  - Tallahassee Trust for Historic Preservation: \$63,175
  - Whole Child Leon: \$38,000
  - Domestic Violence Coordinating Council: \$25,000
  - United Partners for Human Services: \$23,750
  - OASIS Center: \$20,000
  - Sharing Tree: \$20,000
  - Sustainable Tallahassee: \$8,800
- Option #2: Direct staff to prepare a budget discussion item regarding Tallahassee Memorial Hospital (TMH) Trauma Center contract funding for the June 20, 2017 Budget Workshop.
- Option #3: Do not approve the FY 2018 Outside Agency Funding Agreements.
- Option #4: Board direction.

**Recommendation:**

Option #1.

**Attachment(s):**

1. Summary of Outside Agency Contract Funding and Services
2. FY 2017 Outside Agencies Mid-Year Reports

## **Summary of Outside Agency Contract Funding and Services**

### **Tallahassee Senior Citizens Foundation**

*FY 2017 Funding:* \$179,000

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

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

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

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

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

*FY 2017 Funding:* \$125,000 (These are funds above the \$132,500 in required Article V funding.)

*Funding Background:* During the FY 2016 budget process the Board approved an additional \$125,000 in funding for Legal Services of North Florida for an attorney and office support due to state and federal budget reductions. The funding provided was to support 100% of the cost for an experienced attorney and support staff assistance. This additional funding was provided for a maximum of four years. During this time, LSNF is anticipating funding from its traditional sources (Legal Services Corporation, and the Florida Bar Association) to return to previous

## Summary of Outside Agency Contract Funding and Services Page 2

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levels. As part of future budget cycles, a review regarding the level of funding provided to LSNF would be provided to the Board.

Under the implementation of Revision 7 to Article V of the State Constitution, the County is required to fund legal aid services at a level no less than provided for during FY2002/2003, which is approximately \$110,000. The Board has exceeded this funding requirement by providing \$176,500 annually for legal aid services; \$132,500 to Legal Services of North Florida (LSNF); and \$44,000 to the Legal Aid Foundation of the Florida Bar.

The \$176,500 is supported by \$51,775 from a \$65 criminal violation court cost, and the balance (\$124,725) comes from general revenues. The amount of funding provided for local legal service is audited annually and provided to the state as part of the statutory court expenditure reporting requirements. Also, in FY 2015, LSNF received \$38,000 from the Community Human Services Partnership program to provide legal service to the poor.

At the March 10, 2015 meeting, the Board directed staff, as part of setting the maximum discretionary funding levels for FY 2016, to review providing Legal Services of North Florida an additional \$200,000 to provide Legal Service to eligible residents of Leon County. During FY 2016 budget deliberations the Board approved an additional \$125,000 in time limited funding to support the cost of an attorney for a maximum of four years.

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

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

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

*FY 2017 Funding:* \$63,175

*Funding Background:* The Tallahassee Trust for Historic Preservation (TTHP) began contracting with the County in FY 1998 after the legislature eliminated historic preservation boards throughout the state. Prior to this legislation, the Historic Tallahassee Preservation Board (HTPB) served as the historic preservation agency for Tallahassee and Leon County. Funding is sought to continue to staff and maintain the records of the Tallahassee-Leon County Architectural Review Board, meet the requirements of the federal Certified Local Government program, and to provide comprehensive historic preservation services to the local government and the citizens of Leon County. During FY 2017 instruct the Planning Department staff to work with the Trust for Historic Preservation to execute a combined City/County contract for historic preservation services.

## Summary of Outside Agency Contract Funding and Services Page 3

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

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

### **Oasis Center**

*FY 2017 Funding:* \$20,000

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

*Services Provided:* The Commission provides policy recommendations to the County and the City on issues that impact women and girls in the community. These issues include, but are not limited to, economic security, healthcare, and violence prevention. The Commission has several committees that meet regularly every month to discuss these issues. Oasis Center possesses the capacity, as well as the expertise, to provide the staffing the Commission requires.

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

## Summary of Outside Agency Contract Funding and Services

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#### **Sustainable Tallahassee**

*FY 2017 Funding:* \$8,800

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

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

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

#### **DISC Village**

*FY2016 Funding:* \$222,179

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

The mid-year FY 2016 JARC report indicates that it costs \$367,042 to operate the JARC, and for FY2017 DISC Village has requested an additional \$37,000 in County funding to support the operation of the JARC. Additional resources would provide the ability to offset increases in operational costs and to continue to provide essential necessities to juveniles. These costs include funding the facilities correctional officers, and, the Juvenile Booking Center. In FY2017, The County increase funding to \$222,179 funding to support maintaining adequate service levels at the Juvenile Assessment and Receiving Center (JARC).

## Summary of Outside Agency Contract Funding and Services Page 5

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

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

### **St. Francis Wildlife Association**

*FY 2017 Funding:* \$71,250

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

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



## Summary of Outside Agency Contract Funding and Services

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

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

### **Whole Child Leon**

*FY2017 Funding:* \$38,000

*Funding Background:* As presented to the Board on March 22, 2005, The Whole Child initiative is a project sponsored by the Lawton Chiles Foundation. The mission of the project is to assist Florida communities in building comprehensive, integrated, community-based systems to enable infants, young children (ages one year– five years), and their parents to lead productive, rewarding lives. The Whole Child initiative began receiving line item funding in FY 2007.

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

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

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

*Services Provided:* The County's \$38,000 appropriation supports the staffing for a part-time Whole Child Leon Connection Manager & part-time Communication Specialist.. These positions are involved with community outreach and direct referral to direct human service agencies. This is done through personal contact and Whole Child's website. According to the Whole Child Leon website, the goals for the organization include: To improve families' ability

## Summary of Outside Agency Contract Funding and Services Page 7

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to identify the needs of their young children and obtain the services that meet these needs; expand parent education and support for all families in the community; and build community commitment to meeting the needs of all children, from birth to age five.

*Contract Funding Analysis:* There is no statutory or other mandate for funding this type of program.

### **Domestic Violence Coordinating Council**

*FY 2017 Funding:* \$25,000

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

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

*Contract Funding Analysis:* There is no statutory or other mandate for funding this type of program.

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

*FY 2017 Funding:* \$23,750

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

*Services Provided:* According their 2015 annual report, UPHS is a coalition of human service providers and supporting partners working together to improve the delivery of human services in

## Summary of Outside Agency Contract Funding and Services

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

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

Like Whole Child Leon, UPHS is not a direct service provider and is not eligible for CHSP funding. The County does provide funding through the CHSP process to agencies that receive services from UPHS. Subsequent to discussions at the Board December 2015 retreat, staff approached the County CHSP partners, the City and United Way, to see if there was interest in creating a new CHSP funding category for non-direct human service providers. After community input, the Board and its CHSP partners declined to create this new funding category.

*Contract Funding Analysis:* There is no statutory or other mandate for funding this type of program.

### **TMH Trauma Center**

*FY 2017 Funding:* \$200,000

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

## Summary of Outside Agency Contract Funding and Services

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

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

*Contract Funding Analysis:* There is no statutory or other mandate for funding this type of program.

### ***Sharing Tree***

*FY 2017 Funding:* \$20,000

*Funding Background:* The Sharing Tree initiative began receiving funding in FY 2012. The Sharing Tree is a reusable resource center that collects and redistributes reusable materials to the community while simultaneously providing education and inspiration in creative reuse contributing to a healthier, more sustainable and creative community. In the original FY request for funding, the stated goal for the program was to be a self-sustaining organization. From 2012 to 2015 Leon County, Leon County Schools and Goodwill Industries jointly contributed in partnership. During this time both Leon County and Leon County Schools each provided \$20,000 annually, while Goodwill Industries contributed approximately the same amount in the form of salary and benefits for the Executive Director. However last year Goodwill discontinued funding for the program 2012, but continues to provide donated reuse material received through its collection centers.

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

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

## EXHIBIT B

### Agency Performance Report Format & Instructions

Agency Name: The Sharing Tree

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

1. **Program Name:** The Sharing Tree :  
Overall Program: Teacher Materials Giveaways & Waste Diversion through Reuse
2. **Program Objective:** The Sharing Tree is a unique, one-of-a-kind community resource center that contributes to the sustainability, creativity, and education in our county. The mission of The Sharing Tree is to collect and redistribute reusable materials to educators, artists, and the broader learning community while simultaneously educating the community on the art of creative reuse. The Sharing Tree was inspired by its multi-functional nature to supplement shrinking budgets in the learning community while also providing a creative way to divert waste from our local landfill and as an authentic tool for educational systems and hands on, creative learning experience for our audience.
3. **Services provided:**

The Sharing Tree has proved a very valuable resource for our community. Below are a few highlights:

- Since established in 2010, The Sharing Tree has given away over ½ million dollars in classroom materials to local educators and non-profit organizations.
- We are open as a resource center to all populations with over 13,000 citizens walk in our doors to experience the impact of waste reduction, reuse and recycling. Many of these folks are educators in our community.
- The Sharing Tree has a strong educational component and teaches folks of all ages how to incorporate reuse in a creative & functional capacity.
- We have diverted over 450 tons of materials from our local landfill.
- The Sharing Tree has collaborated with many other non-profit organizations to provide authentic arts/ environment experience to youth. Over the past 8 years, The Sharing Tree has partnered with, not only our founding partners (Leon County, Sustainable Tallahassee, Leon County Schools, Goodwill) but also Early Learning Coalition, TMH, Junior League, Damayan Garden Project, both FSU & FAMU, nearly every single school, Kids Incorporated, Aveda Institute, Leadership Tallahassee, City of Tallahassee, and many others.
- The organization has hosted community events and exhibits for learning, creating, and living a healthier, more sustainable life in our community.

#### 4. Services Delivery Strategy:

The Sharing Tree operates a reuse center to address the ongoing importance of waste diversion

in our daily habits and effects on our environment. The reuse center welcomes all, and offers great value to services educators by providing free material resources to enhance education. The resource center is also a donations facility, and provides a convenient midtown drop off site offering community members easy access to be engaged in the waste diversion process. The facility also serves as an educational setting for all ages, pre-school to adults - educating and offering hands-on experience in the art of creative reuse. The Sharing Tree offers a wide array of classes as well as camps and meeting space. Through maintaining the daily operations the Sharing Tree is a place for people to come shop, donate, or create.

## **5. Target Population:**

Educators and youth are the highest served populations for the Sharing Tree. The organization has given away ½ million dollars in classroom materials to local educators, and our materials reach EVERY school and learning environment in Leon & surrounding counties. We have also hosted hundreds of hands on projects, classes and workshop to enhance & facilitate the learning and creative exploration in the world of reuse.

In the beginning of The Sharing Trees establishment, we focused primarily on educators and youth. These populations helped lay the foundation for much of our resource center and educational programs. As we have widened our scope to service all community members of any demographic The Tree has developed a strong relationship with local Seniors- being a benefit to our education programs, as volunteers, and highly engaged as donors.

Local artists benefit from our program on many levels from workshops to creative materials.

Recently, the board has addressed targeting the student population as both interns and recipients of our programming.

## **6. Method used to effectively reach target population:**

The Sharing Tree has an ambitious PR Plan for the 2016-17 fiscal year. As reported last year, The Director, with guidance from the board has set measurable goals to be achieved during every quarter of the fiscal year.

- Quarter I: July-September 2016- Focus on Back to School
  - Target audience: Leon County School Teachers- to inform and invite them to take advantage of our awesome teacher giveaway program. Also, parents, students of K-12, pre-school, and college as well as our large home school population. The Sharing Tree has created informational flyers and is actively seeking groups to present to such as new teachers in Leon County, PTA, and LCS administration.
  - August- Table at the FSU/ FAMU/ TCC Welcome Back Students event to inform new students of our resource and our volunteer opportunities
- Quarter II: October-December 2016- Organizational structure, Workshop Series, Signature Fundraiser Event and annual holiday events
  - Target audience- Students and artists to get peak attendance at events and workshops, market our signature fundraiser event to local businesses in hopes to attain sponsorships and collaborate in the community for holiday events
  - Also, a remarkable turn with our Reinvention Party & announcing our new plan to focus more on educational programming.

- Quarter III: January-March 2017- Focus on resource center logistics, educational programming, teacher giveaways
  - Target audience- Leon County Schools and boarder learning community.
  - Day camp for students during spring break
  - Explore many avenues for community collaborations
- Quarter IV: April- June 2017- Earth Day & Summer preparation
  - Earth Month is our busiest month for outreach events such as Healthy Communities, Earth Day at the capitol, Chain of Parks, and the event The Sharing Tree hosts on-site
  - Target audience for “schools out” & summer is the donor population. Make sure all functions and logistics are prepped and volunteers trained for a busy donation season
  - The Sharing Tree will soon be embarking on a gigantic community collaboration with the Art-V, an RV turned art bus on wheels in order to achieve a dynamic arts education program that can help service populations in need.
  - Mid-quarter The Sharing Tree will develop a well organized COCA grant application to help supplement funding specifically for our educational programs.

## 7. Program Resources:

*(Input: Resource including \$ amount directly related to program. Ex: employees, volunteers, materials, etc.)*

8. Program Capacity: Any and all community members in Leon County. Especially youth, educators, artists, childcare providers, students, seniors, volunteers, community organizations and many more.

9. Number of Participants: \_\_\_\_3,032 Cost per Participant: \$\_\_\_\_N/A\_\_\_\_\_

## 10. Program Goals:

Short-term: The Sharing Tree board is actively engaged in organizing a strong COCA grant application including strategic plan for upcoming years, budget projections, proposal, letters of support, and community collaborations. The April board meeting will be dedicated solely to this in hopes of receiving the \$8,000 fund allotted.

The Sharing Tree has also set mid-year fiscal goals- to achieve through amping up education initiatives. Director, Carly Sinnadurai, also an art educator has facilitated 3 regular classes per week and additional workshops having far exceeded the initial goal of \$2,000. January 2017 Classes genertad \$420, February 625

Intermediate: The Sharing Tree 16-17 Strategic Plan has identified one highly accessible grant for arts education programming. The board and staff will be working to compile a grant application for COCA 2017. Applications are due in July and would be awarded starting in Fall. As well, The Sharing Tree will uphold our busy events calendar in the year to come including Kids Day and our annual fundraiser event.

Long-term: The Sharing Tree is at a pivotal point in its organization. Ideally, the board would like to find enough secure funding sources to operate at the same level the organizations operates now, and more. The potential of The Sharing Tree is vast. The long-term goal is to establish a model that assures financial stability and a self-sustenance for years to come so that we can achieve our full potential in every scope

including our teacher giveaway program, our community resource center, educational programming, and community collaboration.

11. **Objectives** (Intended impact/outcome results)

a. Activities

- Provide educators with free classroom materials
- Provide education for all populations in arts, reuse, and waste diversion
- Divert waste from our local landfill

b. Time Frame- Ongoing

c. Key Performance Indicators (Quantifiable)

- Annual Statistics Report (Attached)

d. Outcome Measures

*(Benefits or changes for participants during and after their involvement with the program)*

- Educators- Receive FREE Classroom materials which is the main benefit but they also receive concepts of reuse to incorporate in classroom curriculum
- Students- from Pre-School to adult have participated in several workshops pertaining to creative reuse which benefits them creatively and sustainably
- Donors benefit by having a convenient, midtown location that accepts an interesting array of materials. A niche that is not provided by any other organization or thrift store concept
- Community at large benefits by having an authentic, creative, community center to come shop, donate, or create. Also, one of the biggest benefits to us all is the benefits to our local environment, keeping hundreds of tons from going into the landfill stream
- Can also be seen in measurable form on the annual statistics report- attached

12. **Data Collection Method:**

The Sharing Tree has a point of sale system that maintains all teacher visits, discounts/ giveaways, sales, and all other pertinent information. As for the weight of waste diversion, it is calculated through a formula developed in collaboration with the National Reuse Association.

13. **Number of Participants that left or were dropped from the program:** Not applicable

14. **Provide Participants demographic data:** The Sharing Tree serves every single demographic in the community. Every single educator, student, senior, donor, child, mother, and father.



It is our hopes that in the very near future we can take our mission and creative reuse projects & educational programming to underserved populations.

**15. If possible, please provide participant program satisfaction data: (surveys, etc.)**

Considering a vast majority of our interactions and community relations occur on Facebook, I have included Facebook reviews below.

[Renee Miller](#) reviewed [The Sharing Tree](#) — *5 star*

January 13 ·

I LOVE the concept of sharing resources to recycle, educate, and create. Proud to have this in Tallahassee.

[Johanna Calderon Calhoun](#) reviewed [The Sharing Tree](#) — *5 star*

January 20 ·

We had an awesome time painting my 3 year old love the free style painted in the classroom and outside. We will be back.

[Amanda Leighty](#) reviewed [The Sharing Tree](#) — *5 star*

February 3 ·

Stopped by the first time today and planning many return trips! Carly is so sweet and this place is amazing and filled with so many treasures. Love the whole idea behind it as well -- discount goods and reducing the amount of great stuff being chucked into landfills.

[Yvette Marie](#) reviewed [The Sharing Tree](#) — *5 star*

October 28, 2015 ·

This Place is amazing! I can shop while my kids build at the kids table. I love the many opportunists to do crafts with my kids.

**16. List any agency partnerships and collaborations related to this program.**

Agency	Partnership/Collaboration
Leon County Schools	Since 2010, Giving LCS Educators FREE classroom materials as well as providing inspiration to add reuse themes and materials to their curriculum . The Sharing Tree facilitates field trips and service projects for students and faculty.
Sustainable Tallahassee	As a founding partner, St and TST remain strong partners in advocacy, as well as ST serving as a current fiscal

	management
Goodwill Industries	A founding partner but no longer as active as prior years. The GW organization retrieved financial contributions in 2014 although still remains an advocate for our mission
Early Learning Coalition	The ELC services over 200 childcare providers in Leon and surrounding counties. The Sharing Tree, serves as a community resource for all education and remains a great resource for early childcare centers as a materials and education source. The Tree will also be a key-note speaker at their annual conference in June.
Community Classroom Consortium	A great asset for our community, this organization facilitates roundtable meetings for all encompassing education in our area. Including, but not limited to museums, schools, resource centers, non-profit organizations, and government entities.
COCA	Council on Culture and Arts provides professional development workshops and networking opportunities as well as a significant grant opportunity in June that could enhance our educational programming at great lengths.

## Leon County | Agency Performance Report

### AGENCY NAME

Sustainable Tallahassee

### PROGRAM NAME

City Farm Urban Agriculture Entrepreneurship

### PROGRAM GOALS & OBJECTIVES

Through a partnership with the City of Tallahassee and Leon County, Sustainable Tallahassee is developing the concept and program plan for City Farm - Green Futures, a project aimed at supporting the growth of the urban agriculture sector which holds much promise for innovation and economic vitality in Leon County as well as advancing employment opportunity in underemployed segments of the Tallahassee and Leon County population. The need for such an institution has been evaluated through qualitative research of the local Tallahassee community and project formulation has largely incorporated continued community engagement in the conceptualization process. Through these means, Sustainable Tallahassee and its partners are designing an operation model that directly satisfies the needs and desires of the local community, while also incorporating asset inventory and professional recommendations into the operation structure.

### SERVICES PROVIDED

Through this joint MOU, Sustainable Tallahassee is engaged to develop a program plan, engage prospective partners for implementation, and prepare materials that will help the city and county to pursue funding opportunities. The project is a multi-faceted enterprise focused on offering the local Tallahassee community 3 services: sustainably grown, local produce, an incubator for urban agriculture entrepreneurs ('agpreneur'), and a sustainable urban agriculture training and certificate program.

### SERVICES DELIVERY STRATEGY

Sustainable Tallahassee has engaged a project consultant with technical expertise in sustainable urban development to lead the planning and stakeholder engagement that would create a foundation of success for the project. Stakeholder engagement, including support from Sustainable Tallahassee's multidisciplinary board of directors, informs a program plan that is authentic to the locale and is feasible within our unique context.

The training program will receive curriculum development aid from partnering universities and will partner with local farms and agribusinesses for apprenticeship collaboration. The farm incubator will incorporate professional, agricultural entrepreneurial resource. The estimated program expenses will primarily consist of personnel and production costs. This structure of operation is designed so that program initiation can begin as quickly as possible and therefore gain immediate momentum in positively impacting the greater community. The estimated program revenue structure will be largely reliant on initial public-private partnership between the city, county and local agencies as well as grants and private investments. The project is designed to eventually be self-sustained through enterprise revenue and private investment.

## Leon County | Agency Performance Report

### TARGET POPULATION

All residents within the City of Tallahassee urban area with entrepreneurial interest. No experience in agriculture will be required. There will be a focus on under-employed or hard to employ individuals so the project can help improve the regions employment rates and economic vitality.

### METHODS TO REACH POPULATION

Program participants will be recruited through referrals with partner agencies and through advertisement and promotion through public forums.

### PROGRAM RESOURCES

TBD. The scope of this year's effort is to identify program implements resource needs, to investigate existing resources among partner organizations and to pursue grants and other funding sources.

### PROGRAM CAPACITY

The city farm project is proposed to have up to 20 entrepreneurs and trainees in the initial pilot phase, with the intent to scale up after proof of concept and as additional resources are secured.

### NUMBER OF PARTICIPANTS

N/A – The scope of this year's effort is to plan for a feasible pilot phase participant size that may be scaled up later with additional resources.

### COST/PARTICIPANTS

TBD. The scope of this year's effort is to identify program implements resource needs, to investigate existing resources among partner organizations and to pursue grants and other funding sources.

### PROGRAM INTENDED IMPACT AND OUTCOMES

**The Problem:** Nationally, there is an increasing consumer demand for small-scale (human-powered), locally grown food. Meanwhile, as many as 50% of US farmers will retire over the next decade. New farmers often lack access to land, capital, and established marketplaces for goods, and face more severe financial struggles. New farmers are less likely than established farmers to come from a farm background, meaning that new farmers often lack basic farm knowledge.

#### Success Metrics

- Gross and net income from Farm Enterprise; Estimated value of crops sold per year
- Number of program participants
- Number of ag-entrepreneurs served overall
- Number of ag-entrepreneurs in operation post-participation
- Various types of achievement on farmer skills assessments
- Number of ag-entrepreneurs connected to farmland
- Diversity of urban ag enterprises and markets accessed by farmers
- Percentage of household income derived from farming

## Leon County | Agency Performance Report

- Improvement in financial literacy and access to credit for farmers

### DATA COLLECTION METHOD

Stakeholder surveying, listening sessions. Potential sites evaluated through County and TalGov property use GIS database.

**PARTICIPANTS DROPPED OUT:** N/A – program under development

**PARTICIPANT DEMOGRAPHIC DATA:** N/A – program under development

### AGENCY COLLABORATIONS & PARTNERSHIPS

**City of Tallahassee:** Because of the nature of the project being an ‘urban’ focus, the government of Tallahassee is a key partner in how Leon County implements a solution. The implementation boundary is proposed to be within Capital Circle. TalGov is a partner in program planning and design including specific ways the city may invest in the project development to leverage resources.

**Red Hills Small Farm Alliance:** Partner with local farmers to inform program design, create a network of apprenticeship sites and establish a pipeline of job placements for candidates that do not immediately pursue entrepreneurship.

**Tallahassee Food Network:** TFN is a regional coalition of food actors across diverse sectors. TFN has a unique experience implementing urban agriculture programs with a focus on farm-based youth jobs and skills training and thus presents an ideal partner in designing this broader, more expansive project with the County.

**Florida A&M University, Florida State University and Tallahassee Community College:** training curriculum development, technical expertise, research grant collaborations.

**Career Source:** partner on job training development and funding to provide financial aid for eligible prospective candidates.

**Big Bend Area Re-entry Coalition:** evaluate the pool of potential reentry candidates as well as their demographics in order to assess feasibility and plan appropriate wrap around services in collaboration with other social service orgs; collaborate on funding applications identify funding sources for this project; identify employers / partners interested in hiring trainees after initial training period

# ATTACHMENT 1: PROPOSED CITY FARM PROJECT OVERVIEW (NARRATIVE)

The first component of the operation will focus on the creation of a **sustainable urban farm enterprise**. This location will serve as the main structure for all operations of the City Farm, including the site location where the incubator and job training programs will be located. Its focus will be to contribute to the local food system of Tallahassee and provide a model example of sustainable farming for enrollees of the training program, as well as the greater Tallahassee community. Site selection of the operation will concentrate on finding a city-owned location that meets the criteria of being urban, accessible, safe, and secure. These criteria designate how the site must lie near public transit in the Tallahassee city limits, while also being in an area that holds no possibility of soil contamination or possible endangerment to plants and assets.

The **urban agpreneur incubator** will be designed towards offering training, resources, and technical assistance to individuals that meet the USDA definition of “new farmers”. This resource operation will operate on the farm site and will involve below-market-rate land leases of experimental test plots. Participants will also have access to shared equipment and professional resources. The incubator facilities will also be available to members of the training program but will remain exclusively for individuals seeking professional resources, instead of those seeking to participate in community gardens.

The third component of the farm is the **training center and urban agriculture certification program**. Initial identification of eligible participants will be decided through partnerships with relevant NGOs with a limited number of participants each year. Participants will be trained through an adaptive and mixed platform of curriculum and will also be placed into paid, part-time apprenticeships with a partnering farm or business. Upon completion of the program and apprenticeship, participants will receive a Sustainable Agribusiness Certification as well as continued stewardship in career planning.

# ATTACHMENT 2: PROPOSED CITY FARM PROJECT OVERVIEW (POWERPOINT)

## EXHIBIT B

### Agency Performance Report Format & Instructions

Agency Name: Legal Services of North Florida, Inc.

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

1. Program Name: Legal Services of North Florida, Inc.
2. Program Objective: To provide free legal representation to individuals and families primarily with incomes under 125% of the federal poverty guidelines.
3. Services provided: Legal representation with priority emphasis on preservation of the home and promotion of home ownership; support for families and improved outcomes for children; promotion of employment, economic security and health; promotion of safety and stability; and protection of vulnerable populations.
4. Services Delivery Strategy: To work collectively through partnering with community based organizations and social service agencies. LSNF will provide public education and outreach regarding legal issues in a variety of substantive areas, as well as sponsor regular clinics to enable the working poor to have access to attorneys.
5. Target Population: Leon County residents whose income does not exceed 125% of the federal poverty guidelines who are experiencing a variety of civil legal problems.
6. Method used to effectively reach target population: LSNF regularly visits the Refuge House, senior citizen centers, and the Kearney Center/Hope Community. We hold low-income tax workshops and distribute brochures describing our services to many social and community service agency offices. Also, we provide information on various websites including: [www.lsnf.org](http://www.lsnf.org); [www.floridalawhelp.org](http://www.floridalawhelp.org); [www.hopejusticeforall.org](http://www.hopejusticeforall.org); and [www.taxserve.org](http://www.taxserve.org).
7. Program Resources: **Exhibit A**  
*(Input: Resource including \$ amount directly related to program. Ex: employees, volunteers, materials, etc.)*
8. Program Capacity: The program provides hope and justice for all though a multilingual, multicultural, dedicated staff included 5 attorneys; 2 paralegals, secretarial staff, and a pro bono panel of over 300 active members. Oversight of the project is provided by the Executive Director (20 yrs. of experience); Director of Litigation (40 yrs. of experience); and Managing Attorney (16 yrs. of experience).
9. Number of Participants: 1,612 Cost per Participant: \$388.68



10. Program Goals:

- a. Short-term: Provide 1,550 Leon County residents with legal advice, referrals or brief legal services only. To date, LSNF has provided advice, referral, and brief services to 645, with ongoing services to 796 residents.
- b. Intermediate: Deliver 201 extended representation services to Leon County residents within one year after case acceptance. To date, LSNF has provided extended representation to 94 residents.
- c. Long-term: Deliver 169 extended representation services to Leon County residents after one year from the date of case acceptance. To date, LSNF has provided extended services beyond a year to 77 residents.

11. Objectives (Intended impact/outcome results)

- a. Activities—Provided civil legal representation to 1,612 Leon County residents
- b. Time Frame: October 1, 2016-March 31, 2017
- c. Key Performance Indicators (Quantifiable)—Statistically driven Measurables
- d. Outcome Measures: **Exhibit B**

*(Benefits or changes for participants during and after their involvement with the program)*

12. Data Collection Method: Case Management System

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

14. Provide Participants demographic data:

<b>RACE</b>	<b>Veterans 139</b>
Asian-20	<b>Limited English Speaking</b>
Black-838	<b>33</b>
Group-2	<b>Male—453</b>
Hispanic-76	<b>Female—1157</b>
Multi-Race-15	<b>Group--2</b>
Native-15	<b>Disabled: 427</b>
White-593	<b>Homeless: 188</b>
Other-53	

15. If possible, please provide participant program satisfaction data: We provide survey upon completion of cases. Since October 1, 2016, we have average at 92% satisfaction rating in Leon County. Survey Tools attached as **Exhibit C**.

16. List any agency partnerships and collaborations related to this program. **Exhibit D**

**Legal Services of North Florida, Inc.**  
**Leon County Outside Agency Report & Instructions**  
**EXHIBIT B**

7. Program Resources:

<b>Actual Expenditure Detail</b>	<b>Leon County Funding</b>	<b>Other Revenue Sources</b>	<b>Total</b>
Compensation and Benefits	\$100,320	\$380,041	\$480,361
Professional Fees	\$2,594	\$9,814	\$12,408
Occupancy/Utilities/Network	\$13,250	\$50,186	\$63,436
Supplies/Postage	\$1,985	\$7,512	\$9,497
Equipment Rental, Maint, Purch	\$3,357	\$12,722	\$16,079
Meeting Costs/Travel/Transport	\$1,004	\$3,802	\$4,806
Staff/Bd Development/Recruit	\$954	\$3,613	\$4,567
Awards/Grants/Direct Aid	\$0	\$0	\$0
Bad Debts/Uncollectible	\$0	\$0	\$0
Bonding/Liability/Directors Ins	\$2,850	\$10,794	\$13,644
Other Expenses			
Library	\$1,059	\$4,012	\$5,071
Bar Dues / Membership Dues	\$712	\$2,698	\$3,410
Litigation	\$665	\$2,520	\$3,185
Bank Fees; Credit Card Fees	\$0	\$1,027	\$1,027
Fundraising Expenses	\$0	\$9,055	\$9,055
<b>Total</b>	<b>\$128,750</b>	<b>\$497,796</b>	<b>\$626,546</b>

EXHIBIT A

<b>October 1, 2016-March 31, 2017</b> <b>LSNF OUTCOME MEASURES</b> <b>EXHIBIT B</b>			
Source for Information	Outcomes	Totals	Notes
Main Benefits Accomplished	Obtained Protective Orders	102	
	Obtained dissolution of marriages that were domestic violence related	27	
	Avoided foreclosure through filing of Chapter 13 Bankruptcy; mortgage modifications; and court defenses.	26	Avoided Foreclosure for 26 residents
	Obtained/preserved/increased Federal Benefits (SS/Medicare)	7	
	Successfully defended evictions	26	
FINANCIAL IMPACT			
Financial Outcome and Recovery	Annualized Child Support	\$31,656	
	Lump-Sum Child Support	\$26,629	
	Annualized Alimony	\$34,671	
	Lump-Sum Alimony	\$56,000	
	Debt Reduction	\$51,680	
	Reduced Tax Liability	\$6,000	
	Housing	\$214,425	Foreclosure avoidance; title clearing; removal of liens; etc.
	Federal Benefits (SS/SSI/Medicare)	\$67,194	In Lump Sum and monthly payments

Dear Client:

This questionnaire is a tool to help us serve you better. Please circle, on a scale of one to ten, how you feel about each question asked. Please return this questionnaire in the enclosed envelope within the next two weeks.

1. Were you given adequate notice of your court hearing? Circle the appropriate response.

1	2	3	4	5	6	7	8	9	10
Not at all								Very Good	

2. How well did your attorney/legal assistant explain to you what you could expect from Legal Services of North Florida?

1	2	3	4	5	6	7	8	9	10
Not well at all								Very Well	

3. Do you feel your attorney/legal assistant moved your case along adequately?

1	2	3	4	5	6	7	8	9	10
Too Slow								Very Fast	

4. Did your attorney/legal assistant return your phone calls?

1	2	3	4	5	6	7	8	9	10
Never								Always	

5. Upon contacting Legal Services, did your problem receive prompt attention?

1	2	3	4	5	6	7	8	9	10
Not at all								Very Prompt	

6. Was the staff at Legal Services courteous and friendly?

1	2	3	4	5	6	7	8	9	10
Not at all								Very Much	

7. Was/were the problem(s) you came in for solved to your liking?

1	2	3	4	5	6	7	8	9	10
Not at all								Very Good	

8. If you had a legal problem in the future, would you come back to Legal Services for help?

1	2	3	4	5	6	7	8	9	10
Never								Yes	

9. Did you feel the office was run like other private law offices?

1	2	3	4	5	6	7	8	9	10
Not at all								Better Than	

10. How well do you rate our intake procedure? Please comment on back of survey.

1	2	3	4	5	6	7	8	9	10
Not Good								Very Good	

Thank you for taking the time to fill out this questionnaire.

Dear Client:

This questionnaire is a tool to help us serve you better. Please circle, on a scale of one to ten, how you feel about each question asked. Please return this questionnaire in the enclosed envelope within the next two weeks.

1. Upon contacting Legal Services, did your problem receive prompt attention?

1	2	3	4	5	6	7	8	9	10
Not at all									Very Prompt

2. Was the staff at Legal Services courteous and friendly?

1	2	3	4	5	6	7	8	9	10
Not at all									Very Much

3. Did you find the advice or limited action helpful?

1	2	3	4	5	6	7	8	9	10
Not at all									Very Good

4. If you had a legal problem in the future, would you come back to Legal Services for help?

1	2	3	4	5	6	7	8	9	10
Never									Yes

5. How easy was it to apply for our services?

1	2	3	4	5	6	7	8	9	10
Not Easy									Very Easy

Thank you for taking the time to fill out this questionnaire.



<b>LEON COUNTY</b> <b>OUTREACHES—WORKSHOPS/CLINICS AND COLLABORATIONS</b> <b>October 1, 2016-March 31, 2017</b>		
WORKSHOPS/CLINICS		
Advanced Directives Clinic		1
Family Law Clinic		2
Kearney Center Homeless Clinic		20
Night Clinic		4
Senior Centers Clinic		22
Small Claims Clinic		2
Total LSNF Sponsored Clinics		51
COLLABORATIONS/OUTREACH		
Kearney Center	Refuge House	Leon County Sheriff Office
Boys Town	Children's Home Society	Grandparents as Parents (GAP)
Big Bend Housing Coalition	Capital City Youth Services	FSU Intra-Agency Advisory Board on Sexual Violence
FAMU CCRT	Legal Aid Society	Elder Care
Clerk of the Circuit Court	FAMU Housing Fair	Orange Avenue United Tenants Association
Tallahassee Women Lawyers	Tallahassee Cares	LBGTQ Organization
Foster Parent Association	Leadership Tallahassee	2017 Stand Down
Veterans Clinic (sponsored by FSU)	FSU Victims Services	Yellow Cab
Big Bend Hospice	Tallahassee Leadership Prayer Breakfast	Building Better Boards
Sexual Assault Response Team (SART)		

Attachment 1

Line Item Agency Performance Report

Fiscal Mid-Year October 1, 2016 to February 28, 2017

Agency Name: DISC Village, Inc.

1. Program Name: Juvenile Assessment Center(JAC)/Civil Citation Program
2. Program Objective: To provide assessments, screenings and various other services to juveniles that have been referred by local law enforcement agencies.
3. Services Provided: Assessments, screenings, case management, case staffing, referrals, counseling, groups, urinalysis screens, community service projects and community outreach. One of the important functions of the JAC is the booking component, which is conducted by JAC Correctional Officers. By having Correctional Officers at the facility they are able to book youth that have committed crimes so that they can be fingerprinted in Live Scan and photographed in the Leon County Jail's photo imaging system. The Correctional Officers also provide the security for the facility.
4. Service Delivery Strategy: Providing assessments using the Global Appraisal of Individual Needs (GAIN), which is evidence based tool to assist in determining the risks and needs of the client. Also, having staff with training, experience and education in working with a juvenile population. The programs work with community stakeholders to determine what services to provide and how best to implement the services.
5. Target Population: At-risk juveniles
6. Method Used to Effectively Reach Target Population: The agency operates a twenty-four (24) hour a day facility, seven (7) days a week and three hundred and sixty-five (365) days a year, which provides law enforcement officers the ability to bring a youth in custody to a secure facility. The officers are able to complete their paperwork quickly and return to the streets to perform their main function of public safety. Also, meeting with our stakeholders on at least a quarterly basis so they are aware of the services being provided and to ensure open lines of communication regarding program goals and trends within the community.
7. Program Resources: The JAC operates with approximately 20 employees consisting of one Director, one Coordinator, one Lead Screener, four full time and one part-time screener, six technicians and six full time and one part-time Correctional Officer. The Civil Citation program has 2 employees consisting of two Case Managers as well as university student interns and volunteers.

8. Program Capacity: The programs can serve as many juveniles that are referred by law enforcement officers.
9. Number of Participants: Civil Citation= 82, Cost per Participant: \$586.97 Total Cost \$48,132.28  
JAC= 622 Cost per Participant \$596.35 (Includes all cost associated with operating the Juvenile Assessment Center, not just the Correctional Officers.) Total Cost \$370,935
10. Program Goals: For the 2016-2017 Fiscal Year Short-Term Goals- To ensure that youth coming through the programs receive an assessment to determine their risk factors and needs. Intermediate Goals- To ensure through case staffing that youth are receiving the appropriate recommendations for services, sanctions, diversion programs and referrals. Long-Term Goals- for the JAC to enhance public safety and improve service delivery for youth and their families. The Civil Citation program will divert first time offending misdemeanor youth from the overburdened juvenile justice system.
11. Objectives: For the 2016-2017 Fiscal Year: The JAC's objectives are that 45% or more of youth screened at the JAC on new charges will not be re-arrested for 12 months following the date screened. The data from the 1<sup>st</sup> Quarter Report reflects that this goal was met by showing that 24% of the youth re-offended up to 12 months after being screened at the JAC. The objective of 85% or more of youth presented to the JAC will be released from the center within six hours of arriving. The data reflects that this goal was met by showing that 84% of the youth were released within six hours of arriving at the facility. The Civil Citation program objectives are that 85% or more of program participants will be assessed and placed in an appropriate work site to complete their community service within the first month of being referred. The data from the 4<sup>th</sup> Quarter Report reflects that this goal was met by showing that 95% of the youth were seen and placed at a work site within one month of being referred. The objective of 85% or more of the families that complete satisfaction surveys will report satisfaction with program services. The data from the 4<sup>th</sup> Quarter Report indicates that the goal was met by 100% of program participants that completed surveys were satisfied with services provided. The objective of 85% or more of program participants that successfully complete the program will not re-offend for at least 12 months following program discharge. The data reflects that this goal was met by showing that 87% of the youth successfully discharged from the program did not re-offend 12 months from program closure.
12. Data Collection Method: Utilization of program logs, surveys, monthly and quarterly reports and the Juvenile Justice Information System (JJIS).
13. Number of Participants that Left or Were Dropped from the Program: This is not applicable for the JAC. For the Civil Citation program 12% of the youth were closed unsuccessfully from the program.



14. Provide Participants Demographic Data: The data for the JAC October 2016-February 2017 is as follows:

Age: under 12= 1%, 12-15= 44% and 16-18= 55%

Gender: male= 76% and female=24%

Race: Black= 76%, White= 22% and Hispanic= 2%

Marital Status: single

The data for the Civil Citation October 2016 - February 2017 is as follows:

Age: under 12= 7%, 12-15=39% and 16-18=54%

Gender: male= 56% and female= 41%

Race: Black= 62%, White= 38% and Hispanic= 0%

Marital Status: single

15. The Civil Citation program does collect data on zip codes to determine areas for at-risk youth and conducts surveys from clients and parents at the initial intake and at the completion of the program (please see the survey information attached). The JAC tracks a variety of demographic data on the program participants and inputs this data into the Juvenile Justice Information System (JJIS). Varied data sets can be obtained with a request from the department regarding the youth.
16. DISC Village has partnerships with the Department of Juvenile Justice, The Department of Children and Families and the City of Tallahassee. Each agency funds part of the cost to operate the Juvenile Assessment Center 24 hours a day 365 days a year.

The Department of Juvenile Justice supplies funds for the operations of the building and staff to process youth. The Department of Children and Families provides funds for operations and staff to process substance abuse assessments. The City of Tallahassee provides funds to help pay the cost of the Correctional Officers who are necessary to receive youth for law enforcement and to provide onsite security.

The JAC and Civil Citation programs have partnerships with local law enforcement agencies, the Department of Juvenile Justice, the Leon County School system, the juvenile court system, local diversion programs and a variety of community based referral sources including but not limited to the Capital City Youth Services (CCYS), PACE School for Girls and the Palmer Munroe Teen Center.

## EXHIBIT B

**Agency Name:** Tallahassee Memorial HealthCare- Level II Trauma Center

**Reporting Timeframe:** July 1, 2016-December 31, 2016

**1. Program Name:**

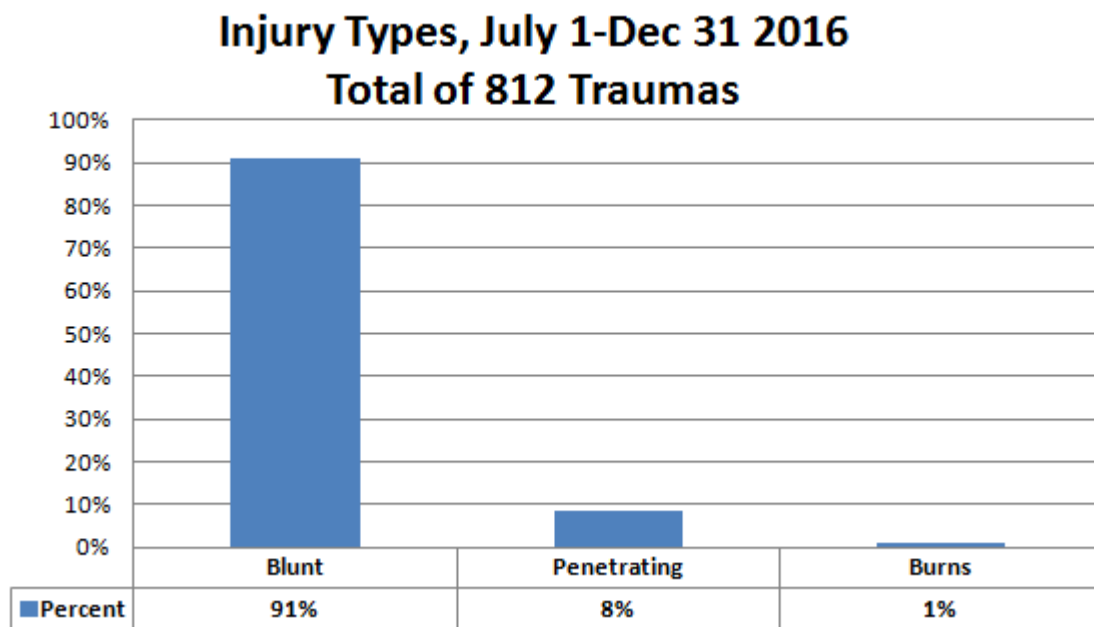
Tallahassee Memorial HealthCare Level II Trauma Center

**2. Program Objective:**

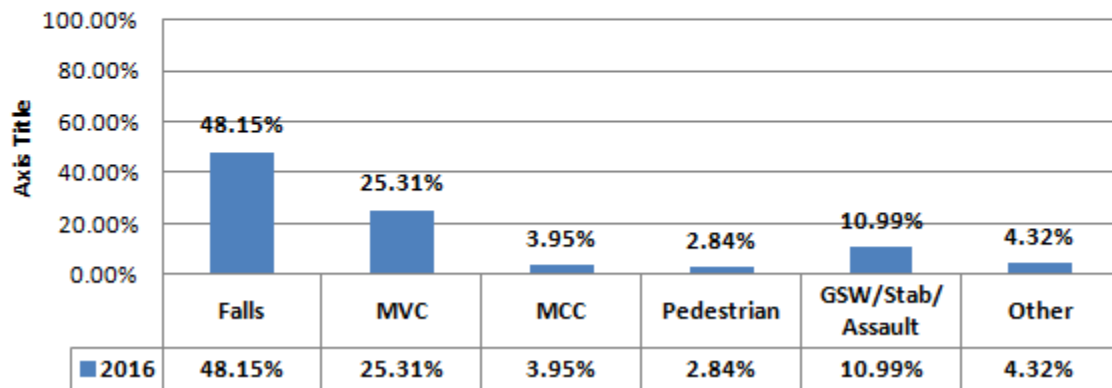
See # 11.

**3. Services Provided:**

TMH operates the region's only state-designated Trauma Center. Our Trauma Center provides specialized medical services and resources to patients suffering from traumatic injuries. The most common causes of injury that bring patients to a trauma center are falls and motor vehicle crashes. These events cause life-threatening trauma in multiple areas of the body. Other common causes of injury include burns, gunshot wounds and assaults.



## Mechanism of Injury July 1-Dec 31, 2016



#### 4. Services Delivery Strategy:

Per state law, designated trauma centers have a comprehensive team of trauma certified physicians and staff on-site 24 hours-a-day and sub-specialists such as orthopedic surgeons, plastic surgeons, neurosurgeons, etc., on-call who must respond within minutes of a trauma alert.

#### 5. Target Population:

TMH's trauma service is responsible for providing trauma care for the following counties: Calhoun, Franklin, Gadsden, Jackson, Jefferson, Leon, Liberty, Madison, Taylor and Wakulla.



#### **6. Method used to effectively reach target population:**

Although some arrive as walk-ins from minor traumatic injuries, the majority of our patients come as a Trauma Alert activated in the field by our EMS patients. These patients are identified by our EMS partners as having traumatic injuries categorized by FDOH Adult and Pediatric Trauma Scorecard methodology 64J-2.004 and 64J-2.005 and are mandated to arrive at Trauma Center per these FDOH statutes.

We use other strategies to reach the populations we serve including community outreach and disaster planning.

#### **Outreach and Injury Prevention programs**

We believe that preventing traumatic events falls within our purview and work hard to provide education on injury prevention to our target population through our Outreach and Injury Prevention programs. The following lists some of the core education programs taught and promoted by the trauma center:

- Fall Trauma Symposium- a free semi-annual program provided in May and November each year for nursing, pre-hospital and allied health colleagues.
- Pathways to Prevention- An injury prevention program designed for schools to educate about the dangers of trauma-related accidents and to ultimately prevent future occurrences.
- Fall Awareness and Prevention Fair- program focused on increasing awareness and identifying risk of falls. Provide screening of participants by physical therapist, live presentations with participants, discussion of safe guarding homes, promoting staying

active, and many other senior safety tips.

- TBI Support Group and Blog- The website provides the community with an understanding of traumatic brain injuries (TBI) through education, information, prevention, and advocacy. The TMH Traumatic Brain Injury Advocacy Group is made up of four diverse individuals who have survived a severe brain injury. Each month, the group blogs about a variety of topics related to living with a TBI.
- Trauma Awareness Day Celebration- is an annual event for our trauma survivors, staff, physicians, family, and community to celebrate our trauma stories.

### **Community and Disaster Planning**

We have made great strides in becoming optimally prepared for internal and external disasters. We are an active member of several local coalitions to improve our process and care in times of disaster situations. TMH participates in community wide disaster drills and table top exercises to prepare our team for when disaster strikes. We participate in quarterly meeting with Florida/Georgia Regional Medical Meeting and are actively involved with the Big Bend Healthcare Coalition.

7. **Program Resources:** *(Input: Resource including \$ amount directly related to program. Ex: employees, volunteers, materials, etc.)*

Please see annual budget attached.

The major component that differentiates a regular hospital from one that is a trauma center are the rigorous requirements for 24-hour availability of a team of specially trained health care providers who have expertise in the care of severely injured patients.

Our trauma center is required to have the following medical expertise:

- A medical director contracted to direct and oversee the operation of the trauma service.
- At least one trauma surgeon to be on primary trauma call at all times
- At least one qualified trauma surgeon to be on backup trauma call at all times
- One neurosurgeon to be on-call
- Obstetric/gynecologic surgery available when summoned
- Ophthalmic surgery available when summoned
- Oral/maxillofacial surgery available when summoned
- Orthopedic surgery available when summoned
- Otorhinolaryngologic surgery available when summoned
- Plastic surgery available when summoned
- Thoracic surgery available when summoned

- Urologic surgery available when summoned
- Cardiology available when summoned
- Hematology available when summoned
- Infectious Disease available when summoned
- Internal Medicine available when summoned
- Nephrology available when summoned
- Pathology available when summoned
- Pediatrics available when summoned
- Pulmonary Medicine available when summoned
- Radiology available when summoned
- Anesthesiology shall be in-hospital and promptly available for trauma patient care 24 hours a day
- Emergency physicians shall be on duty in the emergency department 24 hours a day

Our trauma center is required to have the following expertise in other areas:

- A trauma program manager
- A trauma registrar for the trauma service
- Appropriate nurse and technical support

Our trauma program is required to have:

- An easily accessible and identifiable resuscitation area with appropriate equipment designated for trauma alert patients.
- A helicopter landing site in close proximity to the resuscitation area.
- At least one adequately staffed operating room immediately available for all trauma patients 24 hours a day.
- A second adequately staffed operating room available within 30 minutes after primary operating room is occupied.

#### **8. Program Capacity:**

Our trauma program has the capacity to handle all traumas that occur in our service area.

#### **9. Number of participants:** (for July 1-Dec 31, 2016) 812 total traumas

**Cost per participant:** \$1,123 average

#### **10. Program Goals:** (short term, intermediate, long term)

The primary goal of our trauma program is to provide optimal care for all patients who are critically injured and to strive daily to pursue the trauma standards of care. In addition, we

endeavor to contribute to the science of preventing trauma injuries through outreach and education programs.

A short term goal of our program is to attend outreach and education programs aimed at preventing traumatic events to our target population through our Outreach and Injury Prevention program. We also have a continuous commitment for providing continuing education for physicians and nurses.

An Intermediate goal is to meet state and national benchmarks for Quality and Process Improvement. The goals of a trauma quality improvement program are to monitor the process and outcome of patient care, to ensure the quality and timely provision of such care, to improve the knowledge and skills of the trauma care providers, and to provide institutional structure and organization to promote quality improvement.

Our goal is to collect data on our patient population to share in the State and National databases. Participating in quality programs like the American College of Surgeons Trauma Quality Improvement program help drive internal benchmarking and drive change to improve our patients' outcomes. Part of this process includes state metrics that are monitored monthly and reported quarterly to the State.

Our long-term goal is to work closely with our General Surgery Residency program to create a learning environment that fosters increased trauma research and additional resources.

#### 11. **Objectives** (intended impact/outcome results)

Our objective is to maintain comparable and competitive outcomes when compared with other trauma center throughout the country.

The state of Florida mandates certain metrics such as: state mandated QA of all deaths, unplanned readmissions related to trauma within 30 days of discharge, C1,2,3 spinal cord injuries that are ventilator dependent and patients that are referred to a specialty hospital for placement of a diaphragmic pacer.

We also monitor six internal metrics. The outcomes are provided below. For the areas in which we are consistently achieving 100%, we will be selecting other metrics.

<b>Facility Indicators</b>	<b>Goal</b>	<b>3rd Q 2016</b>	<b>4th Q2016</b>
Burn documentation: percentage and location and Parkland	90%	100%	100%
TBI w/orders for treatment of Anticoagulation Status	90%	100%	75%
Pediatric Documentation of Temp and Glucose Check	90%	67%	100%
Blunt trauma-open extremity fracture-time to first wash out	90%	100%	100%
ED Length of Stay	90%	43%	65%
Resuscitation of Acute Hemorrhagic Shock / Mass Transfusion Protocol	90%	100%	90%

## 12. Data Collection Method:

We participate in the American College of Surgeons Trauma Quality Improvement program to help drive internal benchmarking and to drive change to improve our patients' outcomes. Part of this process includes providing state metrics that are monitored monthly and reported quarterly to the State.

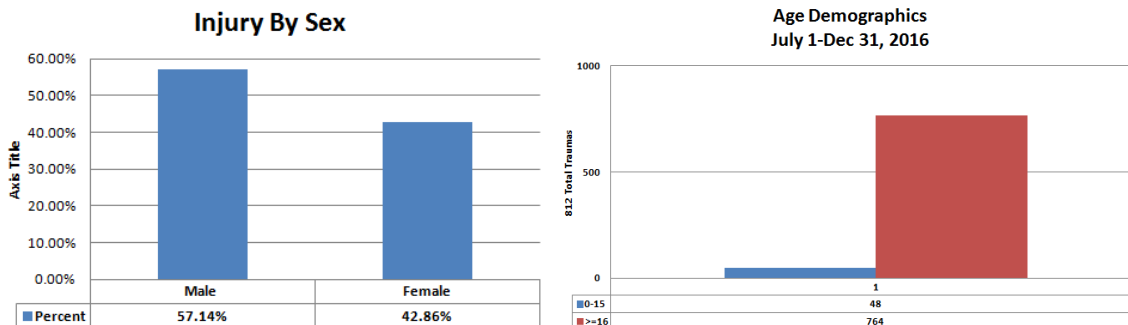
The Florida Trauma Registry supports the trauma centers' required activities, including performance improvement, outcomes research and resource use, as well as providing the state public health system with the necessary data for statewide planning and injury prevention initiatives.

## 13. Number of participants that left or were dropped from the program:

N/A. We are required by law to see any patient who arrives in our Emergency Department. No patients have been left or dropped from this program.

## 14. Provide participants demographic data:





County of injury:

Leon	398
Out of State	117
Gadsden	71
Wakulla	61
Taylor	41
Jackson	27
Madison	27
Jefferson	25
Calhoun	17
Franklin	12
Liberty	9
Other Florida	7
Total	812

**15. If possible, please provide participant program satisfaction data: (surveys, etc.)**

n/a

**16. List any agency partnerships and collaborations related to this program.**

TMH works with many different agencies and partners. We have partnerships with American College of Surgeons, Trauma Quality Improvement Program (TQIP), Emergency Nurses Association the Society of Trauma Nurses, Field EMS Agencies, Brain and Spinal Cord Injury

Program and Organ Procurement to help with educational and family and staff support activities that aid in trauma patient, family and caregiver care.

TMH holds the distinction of being the first designated Brain and Spinal Cord Injury Acute Care Center in the state of Florida. TMH is also the area's only hospital recognized by the Society of Chest Pain Centers as an Accredited Chest Pain Center with PCI. Additionally, we are the region's only Comprehensive Stroke Center. Rehabilitation, Social Services, and Spiritual Care are an integral part of the Mission of Tallahassee Memorial HealthCare.

## EXHIBIT B

### Agency Performance Report Format & Instructions

Agency Name: **Tallahassee Senior Citizen's Foundation, Inc.**

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

1. Program Name: **Leon County Senior Outreach**
2. Program Objective: To provide access to services, resources and recreational opportunities for seniors age 50+ who reside in the unincorporated areas of Leon County to encourage active living, optimal aging, and social fitness. Similar program activities are provided for grandparents living throughout Leon County who are raising their grandchildren.
3. Services provided:

**Monthly Lunch & Learn** events featuring information, services and resources provided by 69 community partners during October, 2016 thru March, 2017. This includes representatives from eight Leon County programs. These events offer fellowship opportunities for seniors who live alone, or who may be physically or socially isolated in rural pockets of the County. Some examples of services offered:

- Flu shots administered by the Leon County Health Department.
- A variety of health screenings including blood pressure, blood glucose, hearing, memory, depression and risk of falls assessments.
- Leon County Animal Control provided complimentary engraved pet identification tags.
- CapTel provided free captioned telephones and service to participants with a demonstrated hearing loss.
- The Leon County Sustainability Office provided free shredding services for participants' personal documents.
- In partnership with the Leon County Extension office, nutrition education is now provided on an ongoing basis at each L&L site.
- A deputy from the Leon county Sheriff's Department attends all Lunch & Learn events and is able to address individual participant's concerns, as well as provide current information on scams, identity theft and safety tips.
- Canned goods were collected at Lunch & Learn events for the food pantry at Elder Care Services.
- The Tallahassee Fire Department offered free smoke alarms and installation, and residential safety inspections.
- Lunch and Learn participants in two communities were taken on educational and culturally enriching field trips. Miccosukee seniors toured Goodwood Plantation followed by lunch at Dorothy Owen Park, and Chaires participants were treated to a tour and lunch at Florida's Historic Capitol.
- In partnership with StarMetro, a monthly para-transit service is provided for Miccosukee participants to a Super Wal-Mart. Program volunteers assist in registration and accompany riders on these trips.

**Ongoing classes** are offered at all the County community centers and the NE Branch Library:

- Fitness classes taught by certified senior fitness instructors are provided in all locations, with some locations offering multiple classes due to demand.
- Currently, Bradfordville, Fort Braden and Lake Jackson offer art classes. These instructors are talented artists in their own right and offer professional caliber instruction at a nominal cost to participants.
- Computer classes are offered in Miccosukee, and are made possible from a grant that the Leon County grant specialist obtained to purchase seven laptops for participant's use.
- Bridge and Canasta are offered in Bradfordville and Lake Jackson.
- Successive Bradfordville Lifelong Learning classes were offered at the N.E. Branch Library on a range of topics throughout the year.
- Ageless Grace, a four-week mind/body fitness workshop was held in Woodville.

The **Leon County Senior Outreach Advisory Council** meets bi-monthly to advocate for Leon County seniors, address the needs and issues they may have and provide program feedback and suggestions. Membership is comprised of representatives from each Lunch and Learn community and interested senior focused organizations.

The **Leon County Senior Gazette** is a bi-monthly publication mailed to approximately 2,600 households living in or near each County service area. Information was provided on a variety of senior related topics, with emphasis on Leon County and other local resources. It also included the program calendar. For many, especially homebound seniors, this is their primary access to local services, resources and information.

The program coordinator served on the **Safe Mobility for Life Coalition**, a statewide initiative of the Florida Department of Transportation to encourage safe mobility and alternative transportation options for seniors.

The **Grandparents as Parents (GaP)** program serves grandparents and other relative caregivers who have custodial responsibilities for raising another family member's child or children. Activities are available to all City-County residents. The GaP program brings social support, education and resource information to seniors thrust unexpectedly into the parenting role again. Many of these seniors are under-equipped in terms of finances and health to take on such duties. Program highlights included:

- 154 unduplicated participants registered.
- Five monthly luncheon support groups were held at the Leon County Public Library. Legal assistance, health screenings, nutrition and wellness education, custody and benefits counseling and literacy resources were provided at these meetings. Throughout the year a variety of exhibitors and speakers brought pertinent information and resources to assist the grandfamilies (see attachment). 83 unduplicated participants attended these luncheons.
- Three new support groups were held at Jake Gaither Community Center.
- One Grandfamily picnic was taken to the Joe Budd Aquatic Educational Center for fishing, nature hike and picnic.
- GaP partnered with Catholic Charities Christmas Connection to provide food, clothing and gifts to ten families during the holidays.
- GaP grandparents were treated to a holiday luncheon at a local restaurant in December, 2016.

The nationally accredited **Tallahassee Senior Center** is host to a variety of special events and the Leon County Senior Outreach program assists with these and collaborates on signature efforts such as Capital City

Senior Games, L3X Lifelong Learning Extravaganza, Active Living Senior Expo, Deck the Halls, Silver Stars Gala and Tallahassee LifeLong Leaders (T.A.L.L.).

4. Services Delivery Strategy:

- The monthly Lunch & Learn format has been in existence for 13+ years and maintains steady participation. Many participants have attended from the beginning of the program. The events are successful due to the multitude of community partners who bring information, services and resources. Accessing multiple organizations at one time (usually 8-10) makes it productive for participants, plus they enjoy the fellowship of other community residents. The GaP support luncheons are modeled after this same format.
- Bringing activities, services and information to the unincorporated areas where seniors live gives many the lifeline that keeps them healthier, connects them with valuable resources, and prevents them from becoming socially isolated.

5. Target Population: 72,866 (26.5%) Age 50+

- Primarily seniors age 50+ living in the unincorporated communities of Leon County (Bradfordville, Chaires, Fort Braden, Lake Jackson, Miccosukee and Woodville).
- Grandparents who live throughout the Tallahassee/Leon County area who are the primary custodians of their grandchildren.
- Residents living in the whole of Tallahassee/Leon County who benefit from the collaboration between Leon County Senior Outreach and Tallahassee Senior Services.

6. Method used to effectively reach target population:

- The Gazette (which includes our calendar of activities) is mailed or e-mailed to residents in or near each of the unincorporated areas we serve (2,600 households). It is also distributed at outreach events like expos, wellness fairs and other community events.
- All Leon County Senior Outreach information is printed in the Active Living magazine, a bi-monthly publication of the Tallahassee Democrat.
- Program information is available on both the County and City websites.
- Staff attends numerous outreach events throughout the year like health fairs, community festivals, church functions and neighborhood association meetings to disseminate program information.
- Participants recruit other participants through word of mouth, with new participants often invited by current ones.
- Talquin Electric publishes the Lunch and Learn schedule in their monthly magazine that goes out to all their customers.

7. Program Resources: *(Input: Resource including \$ amount directly related to program. Ex: employees, volunteers, materials, etc.)*

Funding \$109,768 related to LCSO program Thru Feb.

County funding	\$179,000	\$89,500
Activity & Sponsor Donations	37,900	15,814
Older Americans Act Grant for GaP	8,300	4,454

Space & In-Kind

City of Tallahassee Office Space & Infrastructure  
TSC Foundation Support, i.e. Community Relations,  
Fundraising, Administrative Support  
7 County Community Centers  
Wildwood Presbyterian Church  
Northeast Branch Library

Staff & Volunteers

3.3 FTEs  
11 Contract Staff: Fitness, Art, & Gazette Editor

Other Program Needs

Program/Office Supplies, Printing, Postage, Lunch & Learns  
Local Travel & Training  
GaP Programming

## 8. Program Capacity:

Capacity varies by community. In most locations there is room to accommodate additional participants at the monthly Lunch & Learn events. However, at the smaller Community Centers of Chaires and Lake Jackson, it is often standing-room-only. And in Bradfordville, there is no Community Center large enough to host this event so it is held at Wildwood Presbyterian Church who has donated space to the program for six years.

On-going activities such as Fitness, Art, and Lifelong Learning classes typically fill to capacity, and additional classes may not be added in certain areas due to staffing capacity. County facility staff work closely with our activities and are very accommodating. However, some set up of chairs and tables is required for these classes, and County staff simply cannot be in multiple places at the same time on the same day. Contract instructors are only paid for the time of the class. Requiring them to also set up for the class would require additional program dollars. Also, many volunteers are unable to lift the tables and move chairs for class. This also presents a liability issue. Thus, the number of activities is limited due to not enough staff to handle set-ups.

Currently there are four Fitness classes offered in Bradfordville due to demand. All classes are frequently full and require a wait list.

9. Number of Participants: 1,002 Cost per Participant: \$ \$110

## 10. Program Goals:

- a. Short-term: Maintain current high quality, easily accessible programming.
- b. Intermediate:
  - Take four field trips this fiscal year.
  - Increase the number and variety of health screenings offered.
  - Increase the variety of community partners who bring services and resources to Lunch & Learn events and GaP support luncheons.
  - Increase the number of Lifelong Learning programs offered in Bradfordville and other communities.
  - Increase the number and variety of fitness opportunities offered including Ageless Grace Workshops.
  - Add computer classes and other recreational opportunities.
  - Add a second support group luncheon for GaP.
- c. Long-term:
  - Offer program participants tools they may use to enhance independence and live a healthier lifestyle in the communities and neighborhoods they love – with dignity, security and purpose.
  - Provide recreational, educational and wellness opportunities that make the Leon county-Tallahassee area an inviting retirement destination.
  - Offer social fitness activities that may help decrease loneliness and isolation among participants by providing them opportunities to remain connected to other people.
  - Provide preventative health screenings and education to help participants avoid more costly health interventions and nursing home placement in the future.
  - Give at-risk grandfamilies social support, information and resources they may need to thrive.

## 11. Objectives (Intended impact/outcome results)

Activities	Time Frame	Key Performance Indicators	Outcome Measures
Offer monthly Lunch & Learn events that feature speakers, exhibitors, health screenings and a variety of community resources.	Oct – Dec, 2015 Feb – June, 2016 Aug – Sep, 2016	Held 8-10 Lunch & Learn events in each of six County service areas (55 events total).	Access to services, resources, information and health screenings that enable seniors living in the unincorporated areas to live independent, healthy and engaged lives.
Offer a variety of fitness classes specifically designed for the older adult. Offer Ageless Grace 4-week workshops in two locations.	Ongoing throughout the 2016-17 fiscal year.  March and June, 2017	1-4 Fitness classes per week in each of six County service areas (16 classes per week total). One Ageless Grace 4-week workshop was held in Woodville in March, 2017.	Maintain physical fitness that maintains strength needed for daily activity, combats chronic disease and prevents falls.
Offer ongoing recreational and educational activities.	Ongoing throughout the 2016-17 fiscal year.	Eleven classes per week (including art, canasta, bridge, computer and Lifelong Learning) were held at various times throughout the year.	Provide fellowship, educational and engagement opportunities to enhance quality of life.
Provide flu shots and a variety of health screenings.	Ongoing throughout the 2016-17 fiscal year.	516 units of health screenings were offered at Lunch & Learn and GaP support luncheons.	Keep seniors healthy and empower them by educating them on their own health status.
Offer GaP grandparents monthly support luncheons and special events they can share with the grandchildren in their care. Begin new support group at Jake Gaither Community Center.	Ongoing throughout the 2016-17 fiscal year.  Monthly starting in January 2017.	Five support group luncheons, one field trip and a holiday luncheon for the grandparents were held.  Three support groups held at Jake Gaither.	Provide social and emotional support participants need to better handle their responsibilities, as well as give them access to needed services and resources.

12. Data Collection Method: Sign-in sheets for participants, exhibitors/speakers and health screenings. Participant registration forms are required from all regularly attending participants.

13. Number of Participants that left or were dropped from the program: No one is ever dropped from the program but attendance fluctuates due to factors like participant relocation, illness or death. However, there is a constant influx of new participants who balance out the attendance numbers.

14. Provide Participants demographic data:

Age 50+: 94%

Race

Gender

Male: 18% Female: 82%

Black: 16%

Hispanic 2%

White: 81%

Other: 2%

15. If possible, please provide participant program satisfaction data: (surveys, etc.) **See attachment.**

16. List any agency partnerships and collaborations related to this program. **See attachment.**



## EXHIBIT B

**March 23, 2017**

### Agency Performance Report Format & Instructions

**Agency Name:** St. Francis of Assisi Wildlife Association, Inc.

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

**1. Program Name:**

St. Francis of Assisi Wildlife Association, Inc. (SFW)

**2. Program Objective:**

Agency Mission Statement

The St. Francis Wildlife Association is a non-profit organization dedicated to the conservation of native wildlife in north Florida through the rescue and rehabilitation of sick, injured and orphaned wildlife and through public education.

**3. Services provided:**

Wildlife Rehabilitation

Rehabilitate sick, injured, and orphaned native wildlife for eventual return to their natural habitats. SFW also takes in animals displaced from natural disasters.

Environmental Education

- Instill an appreciation and a respect for all living creatures and the natural environments we share
- Promote a life-long stewardship ethic that empower citizens to preserve what remains of natural Florida through action-based programs
- Increase students' basic competencies in science and other disciplines and provide an educational resource to the community

**4. Services Delivery Strategy:**

Services are provided the moment a person either contacts SFW or leaves an animal at one of our drop off locations. These locations are: Northwood Animal Hospital, North Florida Animal Hospital, and Allied Emergency Animal Hospital. SFW maintains a 24/7 rescue staff that responds to calls for assistance. Animals are cared for at the facility. The only animals that are "fostered" for care are baby squirrels. Every attempt is made to release animals at or near where they were found; if this is not possible, release locations are obtained with permission from municipalities or land owners.

All intakes are documented on a form and given a unique ID number that follows it through the

rehab care and process. Forms are entered into a database (currently an on-line, free service). Dispositions and reports are generated from the database. Experienced staff will triage each intake. SFW receives rabies vector species (raccoons, foxes, skunks, bobcats, bats) into care. Only staff and volunteers who have provided proof of vaccination against rabies are allowed to care for animals regarded as rabies vectors. Non-vaccinated rescue staff are allowed to capture and transport RVS.

Education programs are conducted with the assistance of the Wild Classroom.

## **5. Target Population:**

All of Leon County's corporate and unincorporated areas.

## **6. Method used to effectively reach target population:**

SFW has long utilized the media (print, television and radio interviews) and publishes a monthly blog in the Tallahassee Democrat newspaper. In addition, articles are published in the Gadsden Times and in the newsletters of Tallahassee Neighborhood Associations. SFW publishes a quarterly print and on-line newsletter and an electronic Newsletter. SFW maintains an on-line social media presence and website via Face Book and Twitter and is a part of on-line shopping and giving sites such as Amazon Smile, Good Shops, and Tech Soup. SFW publishes agency and volunteer brochures and sells agency t-shirts, car window stickers and other incentive products.

## **7. Program Resources:**

SFW maintains a full time staff of 1 licensed Rehabilitator/Director and 2 wildlife vet technicians; and, a part time staff that fluctuates according to the hospital census. Part-time staff may include 1 office manager, 3 wildlife rescuers, 1 maintenance manager, and 2 to 4 wildlife technicians. Seasonal staff is hired as the census in the facility increases and as the budget can sustain. During the spring through summer months, SFW may be caring for several hundred animals at any given time many of which need around the clock care.

SFW has a fluctuating volunteer, community service, and intern staff. Volunteers come from the surrounding communities; community service is sent to SFW from the Leon County Probation Office, and interns are from TCC, FSU, FAMU and sometimes from UF. Volunteers and interns assist with the daily operation of the hospital, with animal care, assists with off-site educational programs and fundraising events, and respond to wildlife rescue calls for assistance from the public, law enforcement, or animal control. The Director oversees the recruitment of volunteers and interns and remains in communication with internship sponsors.

Medical, hospital, animal care, and maintenance supplies are purchased on-line, at local stores, or from local veterinary clinics. SFW maintains an exceptional relationship with several local veterinarian clinics that donate thousands of dollars in triage, medical supplies, medications and surgeries. SFW maintains a relationship with local businesses and franchises such as Stones and Ace Hardware, Lowes, Costco, Native Nurseries, Wildbirds Unlimited, and Walmart; and with national suppliers such as Squirrels and More, Fox Valley Foods, The Gourmet Rat, and Amazon.

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*(Input: Resource including \$ amount directly related to program. Ex: employees, volunteers, materials, etc.)*

## 8. Program Capacity:

The SFW facility can accommodate a max of about 200 animals. State and Federal regulations allow for the off-site fostering of some species. The number of foster families fluctuates.

9. Number of Participants: \_\_\_\_\_ Cost per Participant: \$ \_\_\_\_\_

N/A

## 10. Program Goals:

a. **Short-term:** To provide excellent animal care; To achieve a release rate of at least 50%; To provide full time, qualified staff for the facility; To maintain facility operations

b. **Intermediate:** To create an in-house animal intake and disposition database of patient records; To increase community partnerships; To work with other related agencies

c. **Long-term:** To contribute to wildlife scientific research; Finish building trails; Enhance the entryway; Upgrade ICU and surgery area; Hire more staff including a part-time rehabilitator and full-time maintenance; Improve the volunteer program; Recruit grant writers; Create a national internship program

## 11. Objectives (Intended impact/outcome results)

Agency objectives are: Wildlife rehabilitation; Education for the general public; Public Service; Research. Quantifiable performance indicators are shown in data provided by the wildlife intake and disposition reports. (See attachments 1 and 2)

- a. Activities
- b. Time Frame
- c. Key Performance Indicators (Quantifiable)
- d. Outcome Measures

*(Benefits or changes for participants during and after their involvement with the program)*

## 12. Data Collection Method:

Animal intake and disposition data is kept in an on-line database called WildCare. Reports are generated through MS Excel.

## 13. Number of Participants that left or were dropped from the program:

N/A

## 14. Provide Participants demographic data:

N/A

**15. If possible, please provide participant program satisfaction data: (surveys, etc.)**

N/A

**16. List any agency partnerships and collaborations related to this program.**

SFW has built a strong, informal alliance with local agencies, businesses and donors. These relationships include Leon County Board of Commission, The City of Tallahassee Commissioners, The Wild Classroom, Capital City Bank, Leon County Division of Animal Control, TLCAS Animal Control, Costco, Quincy Walmart, Havana Stones, Havana Merchants Association, the Community Thrift Market and Grants, the Florida Department of Health Environmental Health, The Florida Fish and Wildlife Commission, Florida Wildlife Rehabilitator Association, National Wildlife Rehabilitator Association, Goodwill of the Big Bend, The Bobby Bacon Insurance Company, Leon County Schools, Leon County Probation Office, Havana Garden Club, Native Nurseries, Kool Beanz Café, Trail and Ski, and The Quincy Area Boy and Girl Scouts.

Veterinarian clinics that offer services pro-bono or at a reduced cost include North Florida, Northwood, Allied, Bradfordville, North Hampton, Alternative Veterinarian Medicine, and Westwood. Other agencies SFW works with include Black Thumb Animal Removal Services, The Tallahassee Museum, Goose Creek Wildlife Rehabilitation, Florida Wild Mammal Association, The Audubon Center in Maitland, and the Homosassa Springs Wildlife Rehabilitation Center.

## Agency Performance Report

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

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

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

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

and outreach, planning and technical assistance as it pertains to the preservation of the community's historic resources, assist the City of Tallahassee and Leon County in fulfilling the Goals, Objectives and Policies of the Historic Preservation Element of the Tallahassee-Leon County Comprehensive Plan and in accordance with the Leon County Historic Preservation Ordinance, staffs the Tallahassee-Leon County Architectural Review Board, processes all correspondence, preparation of the required legal notifications, maintenance of meeting minutes and archives of properties listed in the Tallahassee-Leon County Local Register of Historic places, provides the technical information necessary for the Architectural Review Board to reach informed decisions, and coordinates with other governmental local agencies involved in the regulatory process.

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

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

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

For FY2016/2017 seven quarterly and annual reports were submitted to local, state, and federal agencies regarding TTHP/CLG activities (City of Tallahassee and Leon County quarterly reports, annual report, State of Florida Annual Certified Local Government report, and Federal Annual Certified Local Government report). Staff provided certificate of appropriateness application reviews and provided research and support to the Tallahassee-Leon County Architectural Review Board. For FY 2015/2016 forty-three Certificates of Appropriateness were issued. Staff also responded to 123 research requests regarding historic properties in Tallahassee-Leon County. One property was reviewed for placement on the National Register of Historic Places and two properties were reviewed for placement on the Tallahassee-Leon County Local Register of Historic Places.

The TTHP provided Certificates of Appropriateness for property owners applying to the Historic Property Grant and Loan program (HPGL) and served on the HPGL committee. As the CLG staff provided comment on Section 106 reviews and Local Natural Features Inventory Reviews. The TTHP also hosted several education and outreach events including “Tallahassee Moderne” held at Cascades Park and also presented at the Florida Trust for Historic Preservation conference held in Tallahassee and “Gathering at the Gaither’s,” as a preview to our upcoming survey of the FAMU neighborhood. The TTHP has also sought to increase outreach and awareness through increased use of social media and the development of a new website.

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

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

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

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

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



## Agency Annual Performance Report

FY 2016/2017

Agency Name: Whole Child Leon, Inc.

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

1. **Program Name:** Whole Child Leon, Inc

2. **Program Objective:**

Whole Child identifies and addresses critical community issues affecting children 0-5 and is catalyst to create partnerships that solve problems. Since January 2004, Whole Child Leon has worked to bring together public, private and nonprofit partners – child advocates, business leaders, government officials, educators, parents and caregivers to form a solid foundation needed to create systemic change. We set out to build community commitment to children 0–5, improve access to and utilization of services, improve health of children 0-5, develop safe and nurturing environments, foster economic stability for families with small children, provide quality early education, encourage social interaction and competence, and provide spiritual foundation and strength. Driven by our mission of building a community where everyone works together to make sure children thrive, Whole Child Leon is focused on the following:

Community Participation and Ownership in Early Childhood

Success All Children Are Healthy at age 1

All Children Are Making Appropriate Progress

All Children Enter Kindergarten Ready to Succeed

Families are empowered to raise children that are resilient and to promote their social-emotional developmental, behavioral, and physical well-being

The primary focus of Whole Child Leon is 0-5, but the philosophy addresses needs of children and youth of all ages and their families. Whole Child assists families in identifying the needs of their young children and helps to:

- Connect families with appropriate service providers
- Enable communities to identify gaps in service and assess their progress in ensuring that all children thrive.
- Empower families to raise children that are resilient and to promote their social-emotional, developmental, behavioral, and physical well-being.

Whole Child Leon engages businesses, civic groups, education, provider agencies, government and faith-based organizations to work together to achieve its mission. Each segment has unique opportunities for contribution. WCL staff facilitates community leaders and partner agencies to focus on programs, activities, and support services families need to nurture the "Six Dimensions of a Whole Child."

- Physical and Mental Health
- Quality Early Education and Development
- Social-Emotional Development
- Spiritual Foundation and Strength

- Safe and Nurturing Environment
- Economic Stability

3. **Services provided:** Engaging the entire community around issues of children and families, focusing on children 0-5. Working with parents and providers to identify gaps in services and to address those gaps and needs through advocacy and collaboration.

4. **Services Delivery Strategy:**

Collaborative relationships are at the core of the Whole Child philosophy. Whole Child Leon is not a direct service provider and relationships with and among these organizations is essential to ensuring that providers work collectively to address gaps and needs to improve our system care for children and families.

To increase collaboration with providers, WCL facilitates the monthly professional Network Community Conversation and the acts as the lead agency of the PACT - Early Childhood System of Care. This meeting is key in assisting human services agencies in getting important information out to other agencies and the families in which they serve

WCL exec director serves on the following boards Grandparents as Parents, Frenchtown Neighborhood Improvement Association, School Health Advisory Committee, SCRC, MMHAB, MCH Conference ECOP and is an active member of UPHS. Whole Child Leon Board members and staff facilitate and various workgroups working on issues related to child well-being, including: The Family First Initiative's Summit on Children and Family Engagement Task Force.

5. **Target Population:**

- Families with children 0 to 5 years of age residing within Tallahassee and Leon County
- Agencies and organizations within Tallahassee and Leon County providing services to families with children 0 to 5 years of age

Secondary Target Population:

- Families with children 0 to 5 years of age living in our seven neighboring counties who may receive services in Tallahassee or from Tallahassee-based providers

Unduplicated Persons:

5000 Kindergarten students/parents (Kindergarten Readiness Survey)  
150 Children receiving developmental screenings per  
year 15 South Multi-sports Club members

6. **Method used to effectively reach target population:** WCL works to improve the well-being of young children by identifying gaps in services and creating collaborative relationships to improve our community's system of care. WCL's target population includes providers, parents and the community at large. WCL reaches this target audience by engaging in advocacy efforts, serving on boards and convening and collaborating with partners agencies

7. **Program Resources:**

*(Input: Resource including \$ amount directly related to program. Ex: employees, volunteers, materials, etc.)*

Revenue Sources	2016/17
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Leon County (not CHSP)	\$38,000
City of Tallahassee (not CHSP)	\$63,800
United Way (not CHSP)	
State	
Federal	
Lawton Chiles Foundation	\$34,000
Contributions/Special Events	\$25,000
Dues/Memberships	
Program Service Fees	
Utilized Reserves	
Other Income (please itemize)	
1. Mayor's Children's Summit WCL acts as a pass through for the Summit on Children – This is not revenue for WCL and not included in total figure of \$166,478	<\$13,678>
<b>Total</b>	<b>\$160,800</b>

<b>Expenses</b>	<b>2016/17</b>
Compensation and Benefits	\$114,719
Professional Fees	\$9,000
Occupancy/Utilities/Network	<in-kind \$22,000>
Supplies/Postage	\$475
Equipment Rental, Maintenance, Purchase	\$2300
Meeting Costs/Travel/Transportation	\$4500
Staff/Board Development/Recruitment	\$600
Awards/Grants/Direct Aid	
Bad Debts/Uncollectible	n/a
Bonding/Liability/Directors Insurance	\$1600
Other Expenses (please itemize)	
cell phones, wireless internet	\$1590
-marketing and promotion	\$3100
-web-based technology	\$4000
<b>Total</b>	<b>\$141,884</b>

8. **Program Capacity:** n/a

9. **Number of Participants:** n/a **Cost per Participant:** n/a

10. **Program Goals:**

- a. **Short-term** - To continue raise awareness of the importance of the early years of a child's life by leading advocacy efforts by way of provider and parent engagement, local newspaper /media, and through interfacing at community outreach events and by acting as a key partner in planning the following: 2017 Summit on Children, Maternal Child Health Equity Community Dialogs and Conference, Chair and fiscal agent for the South City Revitalization Council, Free Developmental Screening Days for young children, PACT Early Childhood System of Care and by hosting a monthly professional network community

conversation meeting with more than 60 agency and organizations represented. Additionally, WCL is in a new partnership with the Tallahassee Pediatric Foundation to address and improve the well-being of young children.

- b. Parent Engagement Task Force Courtney Atkins, co-chairs Mayor's Family First Parent Engagement Task Force and attends monthly meetings. The group has worked to plan a Reverse Expo on April 10th to be driven by agency front line staff to engage each other to better understand the services each agency provides. This will be video recorded and placed on websites for easy access by parents and providers.
- c. **Intermediate** – Continue to facilitate and grow the activities in the South City neighborhood including: neighborhood assoc, developmental screening for children 6 months-5 years of age, multi-sport club and implement a behavioral health navigator program in partnership with the Tallahassee Pediatric Foundation.
- d. **Long-term** - To continue to work to change the culture of Leon County whereby services are provided to children 0 to 5 years of age (and their families) in a comprehensive, seamless, collaborated manner to ensure a child receives all needed services.

To find and secure alternative funding sources to ensure sustainability of WCL efforts.

#### **11. Objectives (Intended impact/outcome results)**

##### **a. Activities**

- A. Status of Our Young Children Report** - Central to the Whole Child philosophy is our work to engage the entire community in issues related to infant mortality and low birth-weight, access to healthcare, family stability, school readiness and the overall health and well-being of children. In May of 2016, WCL published this report and unveiled it at the Summit on Children on June 9<sup>th</sup> to provide our community with an overview of the status of the young child in Leon County. WCL will provide an update to the report in June of 2017.

WCL staff performed an assessment of existing community indicator reports from communities around the nation on the health and welfare of children and with input from Leon community agencies and stakeholders, we developed a proposed set of indicators to include in the Status of Our Young Children report.

We then performed an assessment of existing local data availability for those proposed community indicators and developed a data collection plan that included identification, collection and analysis of the existing data sets. The report contains recommendations for future data collection needs for which no current data collection and analysis exists.

**\*WCL will provide an update of the data indicators will be published in 2017**

- B. Whole Child Leon Professional Network/PACT Community Conversation Meeting** - WCL Exec Director facilitates this monthly lunch meeting of 60 + agency representatives, plans and coordinates food, programming. Speakers and networking activity) and provides agency program information to all attendees. The meeting provides a forum for professionals from agencies and organizations providing services to children and families to make contacts and exchange ideas. To promote community partnership in this process, Whole Child Leon and the



PACT Partnership have come together to create a forum where issues concerning child and family well-being are presented and facilitated discussion around service delivery and issues affecting children and families. WCL feels family engagement is important to this process so meeting begin with a parent or caregiver of a child with social-emotional, behavioral, developmental, or physical health challenges who shares their story explaining how they meet the challenges of raising their child. For some meetings, there is a speaker who has been successful in overcoming personal challenges as a youth share their story. This allows us to identify the issue(s) where the community's early childhood system failed them and see where we have been successful. Those identified ideas are brought forward to the PACT Coordinating Council and the WCL Board where strategies/solutions are discussed and action items are identified and assigned to workgroups.

Whole Child Leon is collaborating with organizations that provide direct services to or have direct contact with families who have young children. Monthly meeting attendance averages 60 members.

The meeting dates and programming during Q1 and 2 are as follows:

**October 24th Professional Network Meeting** - Presentations: "It Take a Village" Tiffany Similien, MSW, Help Me Grow Program Coordinator, 211 Big Bend, Morgan Evers, Community Relations Coordinator, Early Learning Coalition of the Big Bend (**53 attendees**)

**November 28<sup>th</sup> Professional Network Meeting** – Presentations: "Early Childhood Obesity Prevention Education: Analysis and Implications of 2015 LCS Student BMI Data "Allison Wiman, RN, Florida TaxWatch, Courtney Atkins, Whole Child Leon (**55 attendees**)

**January 23<sup>rd</sup> Professional Network Meeting** - Presentation: "FREE Tax Preparation offered by Volunteer Income Tax Assistance Program and Tax Counseling "Rose Mintern, Senior Tax Consultant, "Leon County Sustainable Communities Summit: Exploring Our Backyard" Tessa Schreiner, Recycling and Sustainability Manager, Community Conversation: Courtney Atkins, WCL Executive Director/PACT Co-chair (**45 attendees**)

**February 27th Professional Network Meeting** - Presentation: WHAT DOES YOUR ORGANIZATION DO? Join Us for a Fun and Interactive Event that will Inspire You to Bring Your Agency's Mission to Life! PROVIDER to PROVIDER Agency "pitching" and "speed dating" activities to help you learn more about community resource Community Conversation: Courtney Atkins, WCL Executive Director/PACT (**61 attendees**)

**March 27th Professional Network Meeting** – Presentation: Join Us for a Conversation with Rocky Hanna, Superintendent Leon County Schools, Providers don't miss this opportunity to ask questions and participate in a discussion on how we can best work together to address issues facing children and families in our community. (**98 attendees**) (see attached)

- C. Early Childhood System of Care/PACT (Provider and Community Advocating for Children Together)** - As a result of a Substance Abuse Mental Health Services Administration (SAMHSA) System of Care planning grant, received by Department of Children and Families in October 2011, the Early Childhood Services Community in Gadsden and Leon Counties saw an opportunity to expand the work that Whole Child Leon and partners were already doing with the Community-wide Infant, Toddler and Preschool Comprehensive Developmental Screening Days. WCL took the lead as facilitating agency and a vision, mission and a strategic plan was developed to expand early childhood mental health services and supports to improve the social, emotional, developmental, and behavioral health of infants and young children, from birth through age 8. The group meets monthly and operates as PACT (Provider and Community

Advocating for Children Together) and has 26 provider partners from the Gadsden/Leon Counties who have approved and signed an MOU with The PACT Coordinating Council meets monthly on 2nd Fridays.

The PACT Coordinating Council meets monthly on 2<sup>nd</sup> Fridays.

The meeting dates during Quarter 1 and 2: October 18 and November 18, Quarter 2: January 13, February 10 and March 10

Progress Update:

- Parent Leadership Academy (see attached Exhibit A) Cohort 1 consisting of 8 parents who completed a 9-week facilitated training in November. Parents chose as their end of training project to create a "train the trainer" model of parent leadership classes in their own neighborhoods.
- DCF received funding for System of Care for additional 3 years (thru 2019): Decision was made for WCL to continue role as facilitating agency with continued focus on concerns directly relating to coordination and collaboration of providers, services, professional development and parent engagement.
- DCF confirmed grant would support Parent Engagement Specialist position to continue Parent Leadership work of WCL/PACT partnership and support Cohort 1 parents in "train the trainer" model.
- WCL executive director co-chairs the Parent Engagement and Empowerment Task Force and engages this group with PACT. The group has worked to plan a Reverse Expo on April 10th to be driven by agency front line staff to engage each other to better understand the services each agency provides. This will be video recorded and placed on websites for easy access by parents and providers
- Professional Network Meeting/PACT Community Conversation Meeting- The group uses feedback from providers and parents attending this meeting to help identify gaps/needs in system of care and ways to address the issues.

Identified needs from attendees of the WCL/PACT Oct. 24 and Nov. 28 PCN Community Conversation:

community conversation concerns addressed:

- Need: Providers large and small to understand the need for breaking down silos and embracing the "It Takes a Village" approach that INCLUDES PARENTS in the process.
- Response: Connecting providers and parents thru the Parent Leadership Academy and the Mayor's Family First Initiative in planning of a Reverse Expo.
- Need: "Early Childhood Obesity Prevention Education: Analysis and Implications of 2015 LCS Student BMI Data"

Response: Great news that this data is finally being compiled and analyzed by the FL-DOH Leon after years of being collected, yet not reported. The importance of sharing this critical data and information throughout the school district, with parents and the community.



Dec 16<sup>th</sup> Trauma Informed Care Conference Call to determine costs to provide in Leon.

**D. Developmental Screening-** WCL has coordinated and facilitated Developmental Screening Days for children ages 0 – 5 beginning in October 2009. Children receive hearing, vision, dental, fine motor, gross motor, and speech screenings. Children leave the Developmental Screenings with referrals to agencies that can provide those services and information for their pediatrician or family physician. Through a partnership with FSU College of Medicine's Department of Behavioral Sciences and Social Medicine, we are now providing depression screening and follow-up care for parents/ caregivers. This workgroup facilitated by WCL meets monthly and brings together over 25 partner agencies and more than 100 volunteers to help in the twice-yearly screening days. To date, more than 800 children have been screened through this process and even more have been connected to partner agencies that can provide the needed services. An average of 60% of those screened have one or more developmental issues of concern detected. Prior to this WCL initiative, free comprehensive screenings for infants, toddlers and pre-school students have never been available to children in Leon and surrounding counties before.

Q1 the team met on October 14 at Children's Medical Services to plan for the October 29. 49 children (infants, toddlers and preschoolers) were screened at the October 29<sup>th</sup> screening.

We met on November 11 to debrief and discuss results of screening (see below)

Q2 Screening workgroup meeting dates: January 13, January 28, February 10, March 10.

The team provided at neighborhood screening in South City on March 25<sup>th</sup> at Greater Love Church. 9 children were provided the ASQ (social -emotional screen) and an additional 8 families provided their information for follow-up opportunities. More specific screening results are still being analyzed. (see attached)

#### **Community Screen Report – October 28, 2016**

- **49 children screened (34 referrals – 69%)**
  - no-shows or last minute cancellations
  - 4 walk-ins
- **20 children under 3 (Leon-18, Jefferson-1, Wakulla-1)**
  - 9 referrals for Early Steps
  - 5 could not be screened for hearing
  - 3 referred for ENT
  - 1 referrals for dental
  - 1 referrals for vision
  - 1 referrals for CARD
  - 9 no referrals
- **29 children over 3 (Leon-27, Gadsden-3, Jefferson-3, Wakulla-3)**
  - 11 referrals for Leon County Schools
  - 3 referral for Gadsden County Schools
  - 3 referral for Jefferson County Schools
  - 2 referral for Wakulla County Schools
  - 1 could not be screened for vision
  - 1 referrals for dental

- 2 referrals for CARD
- 1 referrals for speech
- 1 referral for play therapist
- 1 referral for Play Big
- 6 no referrals

- **Overall results**

- 6 vision concerns
- 16 hearing concerns
- 1 health/nutrition concern
- 27 developmental concerns
- 13 social/emotional concerns
- 17 language concerns
- 20 articulation concerns
- 7 dental concerns

### **Community Screen Referrals by Doctor**

Example: Patterson 2/3 = 67%

This means that 3 patients attended, and 2 of those received referrals (67%)

- Bosse – 1/1; 100%
- Breivogel – 1/1; 100%
- Children's Clinic – 3/4; 75%
  - Peele – 2/3; 66%
  - Rodriguez – 1/1; 100%
- Children Health Associates – 1/1; 100%
- Cooper – 1/1; 100%
- Family Practice – 2/2; 100%
- Henry – 1/1; 100%
- Hugger – 1/3; 33%
- Kelch – 0/1; 0%
- North Florida Pediatrics – 4/5; 80%
  - Simmons – 2/3; 66%
  - Koeppel – 1/1; 100%
  - Walker – 1/1; 100%
- Oliver – 1/2; 50%
- Patterson – 1/2; 50%
- Professional Park Pediatrics 4/5; 80%
  - Bunnell – 2/2; 100%
  - Elzie – 1/2; 50%
  - Martin – 1/1; 100%
- Rayavarapu – 3/4; 75%
- Scoles – 1/1; 100%
- Singh – 2/2; 100%
- Standridge – 1/1; 100%
- TMH – 2/2; 100%
  - Forster – 1/1; 100%
  - Robinson – 1/1; 100%

Tallahassee Pediatrics – 1/4; 25%

116 Volunteers include:

~~51 Family Facilitators to guide each family through the screening process and ensure all~~



questions are answered

32 Screeners to screen children in multiple areas: developmental, social-emotional, dental, speech and language, hearing and vision

23 Supervisors and coordinators, behind-the-scenes volunteers

FSU College of Medicine provided caregiver depression screen -90% of parents/caregivers opted to complete screening.

**E. Tallahassee Pediatric Foundation** - In July of 2016 WCL began discussions with the Tallahassee Pediatric Foundation to collaborate with the pediatrician and family practice physician members to create a program or project to improve the health and well-being of children and families in our community. A strategic planning process began in November 2016, to determine and implement a program to address children's behavioral health needs in the community. Strategic Planning Meetings in:

Q1 and 2 TPF Strategic Planning meeting dates: October 6, October 10, October 20, November 3, November 7, November 9, November 10, November 15, November 22, November 29, December 1 and December 19, February 1, March 21

From the strategic planning meeting the following information was gleaned:

To give area pediatricians the resources they need, the Tallahassee Pediatric Foundation partnered with Whole Child Leon to work with community partners to establish the **Tallahassee Pediatric Behavioral Health Center (TPBHC)**, a centralized entry point dedicated to assuring high-quality and culturally competent behavioral health services to area youth aged 0 to 21 years old. TPBHC will be housed at 1126 Lee Avenue, Tallahassee, FL 32303 and Whole Child Leon will serve as the administrative agent for this comprehensive, community-wide effort. TPBHC will work to support and/or implement initiatives focused on:

- Supporting pediatric and family medicine practices, and clinicians
- Supporting families
- Integrating behavioral health services into primary care
- Engaging in relevant policy and advocacy effort

Working with a dedicated team of multidisciplinary professionals that may include psychologists, social workers and care coordinators, TPBHC programs may be eligible to receive Federal, State, and Local mental health funds, when available.

WCL executive created a concept paper for short and the long-term goals of this project determined from the strategic planning meetings (see attached)

**F. Childhood Obesity Prevention Education** - WCL continues efforts to reduce Childhood obesity by continuing the 95210 education to parents, teachers. WCL played a key role in introducing the wellness initiative 95210: The Whole Picture of Health to Tallahassee and Leon County. The program is both a mechanism for communicating consistent, simple, health messaging on prevention of childhood obesity, as well as a strategy for influencing gradual policy change around nutrition, physical activity, and screen time. 95210: The Whole Picture of Health has been implemented in all 25 LCS elementary schools, 6 Head Start Centers, 21 pediatrician and primary care offices and in more than 10 early learning centers. WCL partnered with Tallahassee Food Network and the City of Tallahassee to implement a community garden in the South City neighborhood to provide youth and adults' education and hands on experience on



urban farming and access to fresh produce to improve nutrition of the residents in this community. WCL is a member of "Childhood Obesity Prevention Education" (COPE), a community coalition to fight childhood obesity in Leon County, which is funded through a grant from the Blue Foundation and is managed by FAMU.

WCL is partnering on research project with FSU College of Medicine to bring together pediatricians, family practice physicians, parents and pregnant women to determine how to best address the issues related to childhood obesity. In Quarters 1 and 2, the workgroup completed focus groups for parents/caregiver residents in South City and Joe Louis neighborhoods, as well as a focus group of pediatricians and family practice physicians on February 13<sup>th</sup>.

The proposed project and the planned subsequent events are activities of the Early Childhood Obesity Prevention (ECOP) Workgroup whose goal is for children to enter kindergarten at healthy weight. The specific aims of this project are 1) to discern how and when physicians, specifically pediatrics and family medicine specialists, raise the issue of a young child's weight with that child's parent and/or guardian, and 2) to determine physician preconceptions and/or experiences regarding parent or guardian knowledge relating to factors contributing to weight (under or overweight), perceptions of their child's weight, and ability to affect a change in weight. The target group is pediatricians and family medicine physicians who see African American children ages 2-5 residing in two predominantly Black Tallahassee communities. To accomplish these aims we are planning to conduct a focus group with physician members of the Tallahassee Pediatrics Foundation at one of their monthly meetings. Results from this study, and those from an earlier focus group of parent and guardians from these same communities, will be used in the planning for a community-wide event planned for April 10, 2017 and in the actual event to promote discussion and conversation around the prevention of obesity in early childhood. (see attached)

Q1 ECOP meeting dates: October 19, November 17, November 30, December 5 and December 14 (Advisory meeting)

Q2 ECOP meeting dates: January 20, January 25, February 6 – wellness policy, February 9, February 24 – Community Conversation meeting, March 6 – wellness policy, March 6 – Community Conversation meeting, March 22, March 24 (see attached)

**G. Food on the Move** - Food on the Move is a retrofitted school bus that operates as a summer break spot feeding program and offers community nutrition education and support in 10 low-income Tallahassee neighborhoods. Whole Child Leon and Second Harvest of the Big Bend partner to support community health by providing meals to food insecure children, and promoting nutrition education. Whole Child Leon staff share age appropriate nutrition and healthy lifestyle information and resources to participating children that includes best practice information related to nutrition, physical activity, screen time, sleep, sugary beverages and tobacco exposure. Currently 2<sup>nd</sup> Harvest does not have funding to get the mobile unit on the road this summer and WCL is actively assisting them in finding resources.

In Q2, WCL submitted grant proposal to Wells Fargo Community grant for \$1000 to find resources to pay for the nutrition education component of this initiative.

WCL arranged a meeting with 2<sup>nd</sup> Harvest and Progressive Insurance to discuss potential sponsorship of the mobile unit.

**H. Breastfeeding Policy Workgroup** - WCL co-facilitates the Breastfeeding Policy Workgroup who meets regularly to strategize how to increase the number and duration of women breastfeeding in our community. Pediatricians, nurses, lactation specialists and community advocates serve on this work group and meet monthly.



The group has created poster to begin implementation strategy of advocacy campaign to support breastfeeding/pumping in the workplace (see attached)

Q1 BF Policy meeting: October 26 and November 9,

Q2 BF Policy meeting: January 18, February 22,

**I. Kindergarten Readiness** - A Blue-Ribbon panel of teachers, principals, and early learning educators created a community-wide definition of Kindergarten readiness. Whole Child Leon partnered with Leon County Schools and the Early Learning Coalition to distribute the Kindergarten Readiness Expectation to childcare centers and schools throughout Leon County. A "Kindergarten Parent Input Survey" was created to help improve the transition from Pre-K to Kindergarten and is distributed to Parents at LCS Kindergarten Registration every year. Surveys are collected by principals and used to place students with the most appropriate teacher. Due to a change in core standards for kindergarten students, the team worked on revisions to the readiness information for educators and parents in early 2015.

The WCL staff and board members have participated on the Mayor's Family First Initiative committee/is to provide information and expertise on quality early learning centers, early childhood investment and a rating system for early learning /childcare centers.

WCL Kindergarten Parent Survey is included in the LCS 2017-18 Kindergarten registration packet to help schools ensure students have a smoother transition into kindergarten. (see attached)

**J. Annual Maternal Child Health Community Health Conference** - WCL, FSU College of Medicine, FAMU College of Pharmaceutical Sciences, FL DOH Leon and Capital Area Healthy Start Coalition organized and implemented the 2nd Annual Community Health Forum and Maternal Child Health Conference in 2015. The forum planning partners bring together community residents, physicians, community leaders, researchers, undergraduate and graduate health profession students to increase education and engagement in issues related to achieving maternal child health equity in our area. Our goal is to increase education and engage community residents across the life course, as well as providers, and others who are interested in factors that can positively impact maternal child health equity in our community and across the state. Forum objectives are to:

1. Discuss advocacy, education, and policy strategies to address the inequity in maternal child health for the black community through the integration of diverse community and professional
2. Identify priorities for the elimination of maternal child health disparities and the promotion of health equity using a life course
3. Describe culturally responsive mechanisms useful for providers to address maternal child health

WCL was a key partner in the 2016 Achieving Maternal and Child Health Conference: Our Health Matters on October 1, 2016 and at the Gadsden Arts Center on September 30, 2016

Maternal Child Health Conference mission is to provide to discuss advocacy, education and policy strategies to promote black maternal and child health equity, identify priorities, and equip people for action.

Planning meeting dates: October 6, November 15, November 22, November 29, December 6 and December 19

WCL and partners are planning community dialog on maternal mental health is planned for Southside moms on May 11, 2017 (see attached)

---

March of Dimes Prematurity Grant Planning:

WCL executive director participated on the March of Dimes Prematurity Grant Planning team to prepare grant to address the high incidence of poor birth outcomes in Leon County as they relate to signs and symptoms of pre-term labor, obesity, and birth spacing. The grant was submission on Jan 10, 2017.

Q1 March of Dimes Planning meeting dates: October 6, November 15, November 22, November 29, December 1 and December 22 (grant conference call)

Q2 March of Dimes Planning meeting dates: January 4, January 20, March 1-CoM dialog  
Fsu CoM, March 3, March 17

**K. South City Revitalization Neighborhood Equity Project** - WCL founded the South City Revitalization Council (SCRC) in November of 2014 and WCL executive director chairs the Council. Since that time, the SCRC has grown to include 10 members representing the South City Neighborhood Association, faith-based community, south side business owners and other community stakeholders.

The SCRC role is to:

- Serve as a change agent to improve the mental, physical, social, spiritual, and emotional health of South City
- Engage community residents to have a voice in efforts to improve conditions in South City
- Engage community residents to support a neighborhood association
- Facilitate organizational development and capacity
- Facilitate the aggregation of data to support decision making by conducting a South City Neighborhood Health Assessment.

The South City community faces disproportionate health risks.

Environmental factors and underlying economic and social challenges is generating some of these risks. And a lack of trust between residents and government can worsen them. This assessment process is community-based and has a scope that includes physical, behavioral and environmental health components. The process is based on Protocol for Assessing Community Excellence in Environmental Health (PACE EH) that was developed by the CDC in partnership with local public health agencies around the country. It offers a method for engaging communities to identify their health concerns, take action on their health problems, and improve their health and quality of life.

WCL Executive Director coordinates the SCRC meetings and activities and is responsible for the fiscal management of the SCRC.

The SCRC's built environment and health subcommittees meet monthly. Courtney Atkins facilitates monthly meetings of the South City Revitalization Council (SCRC) Q4 Meetings: July 12 August 9 and September 13 Council members and with the members of the Neighborhood Improvement Action Team (identified from the Community Health Assessment). The group's focus has continued to be increasing engagement and programs and activities for the residents of South City, including the iGrow SC community garden, the SC Multi-Sport Club, the SC neighborhood assoc and the Learning Tree Children's Library in the Oliver Hill Community Center.

We have successfully maintained and strengthened our partnership with the Oliver Hill

Tenant Assoc.and the Sunrise Apt complex residents.

The SCRC's built environment and health subcommittees meet monthly Courtney Atkins and Marie Bryant facilitate monthly meetings of the South City Revitalization Council (SCRC) and Neighborhood Assoc.

Q1 meetings held: October 11, November 10 and November 12

Q2 meetings held: February 9, March 9

SCRC coordinated a coat drive with Patricia McCrae, City of Tallahassee and partnered with TLH Housing Authority to host Holiday Party for SC residents at the Oliver Hill Community Center on 12/21

To address the needs of young children living in the Texas St housing complex (and other SC areas) we are in the process of planning of a developmental screening for South City children 0-5 on March 25<sup>th</sup> to coincide with COT's CARES event in South City.

Learning Tree- the SCRC is the fiscal agent for this program and is responsible for maintaining all bookkeeping records and purchase order requests.

WCL Executive Director facilitates book collection and deposits to the children's library

**L. South City Multi Sport Club:** the SCRC is the fiscal agent for this program and is responsible for maintaining all bookkeeping records, purchase order requests and maintain the insurances for the club.

Atkins schedules SCMC Advisory Board meetings and is facilitating first meeting on Feb.6th to begin planning for 2017 and 4<sup>th</sup> season of the program that begins in April (recruiting) and runs thru Sept. Atkins submitted a CHSP grant on February 24<sup>th</sup>,2017 to support coaching fees and transportation costs for youth members.

Q2 SCMSC meeting: February 6 – planning meeting, March 20.

**M. iGrow Garden South City: The SCRC holds land lease agreement for the garden and pays the yearly property taxes.**

Q1 TPN Planning meeting dates: November 9, February 7,

During Q1 –actively worked to recruit youth and residents to participate in iGrow SC Garden project. Atkins regularly attended healthy cities challenge planning meetings, Co-organized Youth for Change event held in South City on Dec. 10 where youth canvassed Texas St apartments to deliver health messages and invite participation in iGrow garden, met with representatives from Audubon Society to discuss youth engagement program, met with TFN staff to determine strategy to better engage the community. Youth for Change Event.

Healthy Cities Challenge \$10,000 Grant–the SCRC acts as the fiscal agent and partner in this grant administered by CEOs for Cities and sponsored by the Aetna Foundation, American Public Health Association and National Association of Counties. The SCRC is partnering with FL-DOH Leon and Tallahassee Food Network on this project aimed at increasing food security through urban agriculture and entrepreneurship training for individuals in South City who are at risk of being food insecure. Additionally, the project will connect trained individuals with community projects to further efforts our efforts to build social capital, civic engagement and community development. Ultimately, children and families will receive information, skills and resources to produce their own fresh food for consumption and economic opportunity.



Q1 Healthy Cities meeting dates: October 14, October 17, November 22, December 14 - Planning, December 16 – Planning, December 22 – Planning,

Q2 Healthy Cities meeting dates: January 10, January 11 – Planning, January 25, February 8, February 15 - planning, February 22

11.

b. **Frame** –on-going

c. **Key Performance Indicators (Quantifiable)**

Whole Child Leon sees the following as a result of our work:

- Provides critical information to the community related to status of maternal and child health in Leon
- Families have one-stop access to a wide range of service providers
- More families receive services they need
- Community needs and service gaps are identified, allowing us to seek resources and providers to satisfy those needs
- Increased communication and collaboration among agencies providing services to families
- Makes it easier for families to gain access to the information and services they need
- Empowers families to address their needs proactively, not only when faced with a crisis

d. **Outcome Measures** - *(Benefits or changes for participants during and after their involvement with the program)* n/a

12. **Data Collection Method:** from partners for the status of the child report and from providers and parents through community outreach

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

14. **Provide Participants demographic data:** (see attached)

15. **If possible, please provide participant program satisfaction data:** (surveys, etc.) N/A

16. **List any agency partnerships and collaborations related to this program.**

Leon County, City of Tallahassee, Dept. of Children and Families, Capital Area Community Action Agency, FL-DOH Leon County, FSU College of Medicine, FAMU, Tallahassee Food Network, Children's Medical Services, Early Learning Coalition of the Big Bend and the Florida Agency for Workforce Innovation, Titus Sports, Gulf Winds Track Club, Greater Love Church In Christ, Livingstone's International, Frenchtown Revitalization Council, Foundation Leon County Schools, Leon County Schools, Lawton Chiles Foundation and Whole Child Florida, Office of the Mayor, COPE Coalition, Big Bend Community Based Care, Envision Credit Union, Tallahassee Memorial Healthcare Women's & Children's Services, The Oasis Center for Women & Girls, Capital Area Healthy Start Coalition, Inc., Florida Diagnostic & Learning Resource System, Tallahassee Pediatric Foundation, Bond Community Health Center, Neighborhood Medical, Grandparent as Parents, UF-IFIS Extension, Frenchtown Neighborhood Improvement Board

3/31/2017

WCL PN /PACT Partnership Community Conversation - March 27th



## Professional Network-PACT Partnership Community Conversation

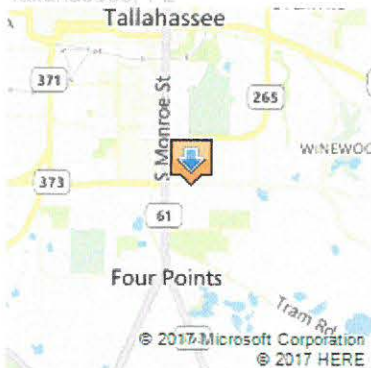
### When:

Monday, March 27, 2017  
from 12:00 PM to 1:15 PM EST  
[Add to Calendar](#)

***Join Us for a Conversation with  
Rocky Hanna, Superintendent Leon  
County Schools***

### Where:

Wesson Media Center  
2813 S. Meridian Street  
Tallahassee, FL



[Driving Directions](#)

**Providers don't miss this  
opportunity to ask questions and  
participate in a discussion on how  
we can best work together to  
address issues facing children and  
families in our community.**

**[Register Now!](#)**

[I can't make it](#)

**If you have any questions, please contact us at:**  
[wholechildleon@gmail.com](mailto:wholechildleon@gmail.com)  
Courtney Atkins, Executive Director  
Whole Child Leon  
850-544-3024

Whole Child Leon, 725 S Calhoun Street, Tallahassee, FL 32301

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Sent by [wholechildleon@gmail.com](mailto:wholechildleon@gmail.com) in collaboration with



**Early Detection Leads To A Brighter Future for Children!**

**Free Developmental Screening**

**Saturday, March 25, 2017 (10:00 a.m. – 1:00 p.m.)**

**Ages: 6 months to 5 years**



**Start  
Screening  
Today.**

Developmental Screening helps you to:

- Learn more about how your child develops
- Identify problems or concerns as early as possible
- Find help your child needs

**If you have any question please call  
Whole Child Leon: (850) 544.3024**

**Screenings at Greater Love Church  
524 Orange Avenue Tallahassee FL**

**Areas  
Screened:**  
Motor Skills  
Speech  
Language  
Cognitive

When you  
**Know**  
it helps  
your  
child  
**Learn**  
and  
**Grow**

Screen early. Developmental checkups  
help your child learn and grow.



FLORIDA ASSOCIATION  
for  
INFANT MENTAL HEALTH



early steps  
Children's Medical Services  
cms network  
Children's Medical Services



TATS  
Technical Assistance  
and  
Training System



2-1-1  
BIG BEND

THE FLORIDA STATE UNIVERSITY  
COLLEGE OF MEDICINE

The Dick Howser Center  
For Childhood Services, Inc.

CECQAP  
Communication and Early Childhood  
Research and Practice Center



TALLAHASSEE PRIMARY BEHAVIORAL HEALTH ALLIANCE

*Directors*

Membership Letterhead

Courtney Atkins, LPC

Susan Cross, M.D.

Cindy Evers, LCSW

Melissa Martin,  
M.D.

Mary Beth Seay,  
M.D.

J.C. Singh, M.D.

Julia St. Petery M.D.

Louis St. Petery, M.D.

Tallahassee Collaborative for Mental Health in Pediatric Primary Care: Tallahassee Pediatric Behavioral Health Center  
December 2016

### STATEMENT OF NEED

In this country, one in five children aged 0-18 has a diagnosable mental disorder. One in 10 youth has a serious mental health problem that is severe enough to impair their function at home, in school, or in the community. [1] However, four out of five U.S. children who need behavioral health services do not receive them, leaving a significant number of children and adolescents with unmet behavioral health needs. [2] While the overall prevalence of Florida children with one or more emotional, behavioral or developmental conditions is similar to the national trend (11.2% as compared to 11.3% respectively), the prevalence of Florida children with two or more of these conditions was 56.9%, significantly higher than the National percentage of 40.3%. [3] It is critical that healthcare professionals are aware of and understand risk factors such as poverty, child abuse and neglect and exposure to traumatic events and violence that predispose children to a mental health condition. [4] While primary care providers are often positioned to assess a child's behavioral problems early on, many feel ill-equipped to find appropriate referral resources, prescribe medications, or manage a behavioral health condition. [5]

Many communities are turning to the integration of behavioral health and primary health to address this concern. Since most families value their relationship with their primary care providers and are comfortable openly discussing concerns about their child, integrating care makes sense. From birth, primary care providers, typically pediatricians, are also the trusted professionals that families most often turn to with concerns about the health and well-being of their child. This places them in a key position to improve the early identification of mental health concerns and to link families with effective services and supports.

Most families initially seek help for mental health concerns in the primary care setting. This can be especially true for families from minority and low-income communities. Many primary care medical appointments are for issues related to psychosocial concerns. More than half of all care for common mental health conditions, including anxiety, depression, attention-deficit/hyperactivity disorder (ADHD) and related conditions is provided in the primary care setting.

Like the rest of the nation, Tallahassee's shortage of child and adolescent mental health providers has led to limited referral options and long waiting times for families seeking mental health care for their child. Many communities have developed innovative, collaborative approaches to improve the quality of care provided to children and families. These communities have seen the benefits of addressing behavioral and physical health conditions in a coordinated, collaborative manner to ensure that children receive comprehensive and high quality care and reach their optimal health. Collaboration and coordination with behavioral health care providers improves communication and emphasizes a care team approach. Additionally, it allows primary care providers to remain involved and to effectively coordinate care.

## RESPONSE

To give area pediatricians the resources they need, the Tallahassee Pediatric Foundation partnered with Whole Child Leon to work with community partners to establish the **Tallahassee Pediatric Behavioral Health Center (TPBHC)**, a centralized entry point dedicated to assuring high-quality and culturally competent behavioral health services to area youth aged 0 to 21 years old. TPBHC will be housed at 1126 Lee Avenue, Tallahassee, FL 32303 and Whole Child Leon will serve as the administrative agent for this comprehensive, community-wide effort. TPBHC will work to support and/or implement initiatives focused on:

- Supporting pediatric and family medicine practices, and clinicians
- Supporting families
- Integrating behavioral health services into primary care
- Engaging in relevant policy and advocacy effort

Because most pediatricians report being least knowledgeable about mental health services for children under 5, the collaborative will have increased focus on infants, toddlers, and preschoolers to help primary care providers identify postpartum depression and other parental mental health issues.

Empirical evidence supports that family and the environment in which children exist plays a critical role both in understanding the child's functioning, as well as in planning and implementing interventions. Children do not live or function in a vacuum; the evaluation and treatment of the child or adolescent cannot occur in isolation from the context of the family and environment in which the he or she lives. This philosophy will guide our efforts in providing clinical care. To achieve these goals, TPBHC will provide access to a comprehensive range of diagnostic and treatment services for children and adolescents with psychiatric and developmental disorders including:

- specialized evaluations for youth from birth to 21 years;
- evidence-based treatments for anxiety, depression, and disruptive behaviors;
- psychopharmacological evaluation and management;
- psychodynamic psychotherapy;
- Parenting skills workshops; individual school consultation; and case management services and coordination.
- Promote and support community prevention efforts.

Working with a dedicated team of multidisciplinary professionals that may include psychologists, social workers and care coordinators, TPBHC programs may be eligible to receive Federal, State, and Local mental health funds, when available.

## References

1. Centers for Disease Control and Prevention. Mental health surveillance among children United States 2005-2011. MMWR 2013; 62 (Suppl; May 16, 2013):1-35. Retrieved 12/20/14 from [http://www.cdc.gov/mmwrhtml/su6202a1.htm?s\\_cid=su6202a1\\_w](http://www.cdc.gov/mmwrhtml/su6202a1.htm?s_cid=su6202a1_w)
2. Children's Mental Health: An Overview and Key Considerations for Health System Stakeholders (2005) National Institute for Healthcare Management. Retrieved 12/25/15 from <http://www.nichm.org/pdf/CMHReport-FINAL.pdf>
3. Florida Mental and Emotional Well-being Profile from the National Survey of Children's Health, NSCH 2007. Child and Adolescent and Health Measurement Initiative, Data Resource Center for Child and Adolescent Health website. Retrieved 12/20/14 from [www.childhealthdata.org](http://www.childhealthdata.org).
4. Centers for Disease Control and Prevention. See #1 above
5. American Academy of Pediatrics Task Force on Mental Health. Children's Mental Health in Primary Care – Collaborative Projects, April 28, 2010.

Tallahassee Collaborative for Mental Health in Pediatric Primary Care: Tallahassee Pediatric Behavioral Health Center  
December 2016

## JOB DESCRIPTION

**The Pediatric Behavioral Health Navigator (PBHN)** is a non-treating provider who serves as a point of contact for referring physicians, patients, and caregivers to provide resources and assistance with accessing clinical and supportive care services. The PBHN will help to remove personal and environmental obstacles to health care access and provide information related to activities that engage, educate and offer support to individuals, their family members, and caregivers to connect them to prevention, diagnosis, timely treatment, and follow-up.

### Responsibilities:

Provide intensive initial contact for each patient, with a minimum of monthly in-person contact throughout the year and more for those needing additional support.

- Develop and keep current a comprehensive listing of area behavioral health providers
- Coordinate referrals
- Serve as an essential link between patients and all other care providers.
- Responsible for outreach efforts to establish and maintain positive working relationships with physicians, social services staff and the broader community.
- Encourage patients to have a stable and regular relationship with a primary care provider.
- Assist in arranging transportation to and from medical services.
- Assist in accessing and maintaining insurance coverage for patients.
- Facilitate communication and follow-up with health care providers.
- Participate in site-based staff meetings and interdisciplinary project teams
- Responsibility to comply with all pertinent regulations under HIPAA

### Qualifications:

- Minimum of a Bachelor's Degree required, Social Work, Nursing, Psychology or related health field preferred
- Requires problem solving, decision making and critical thinking
- Requires excellent leadership, organizational, written, and verbal communication and excellent interpersonal skills
- Must be able to work in a self-directed environment, with an ability to work with and lead teams
- 1-2 years of experience of community behavioral health system preferred
- Knowledge of primary care practices preferred.
- Knowledge of community health resources and how to help clients take advantage of programs that will improve their overall health status.
- Excellent presentation skills

Tallahassee Collaborative for Mental Health in Pediatric Primary Care: Tallahassee Pediatric  
Behavioral Health Center

December 2016

- Ability to implement professional and community based education programs.
- Computer literate; Microsoft Office competency required.





Attachment 4

IT TAKES A COMMUNITY: WHAT'S YOUR ROLE  
TOWARDS A SOLUTION?

# LEON COUNTY'S CHILDHOOD OBESITY EPIDEMIC

4•10•17 TURNBULL CENTER

555 W PENSACOLA ST.

5:00- MEET AND GREET & REFRESHMENTS

5:30: PROGRAM BEGINS

RSVP

ALLISON WIMAN: [AWIMAN@FLORIDATAXWATCH.ORG](mailto:AWIMAN@FLORIDATAXWATCH.ORG)



CHAMPIONS



## **The Fair Labor Standards Act**

was amended in 2011 to include the following language:

An employer shall provide:

- a reasonable break time for an employee to express breast milk for her nursing child for 1 year after the child's birth each time such employee has need to express the milk; and
- a place, other than a bathroom, that is shielded from view and free from intrusion from co-workers and the public, which may be used by an employee to express breast milk.

This message brought to you by:

**Breastfeeding**  
Policy Workgroup



725 South Calhoun Street • Tallahassee, FL 32301 • (850) 544-3024





### Kindergarten Parent Input Form 2017-18

Dear Parents/Guardians,

**Congratulations!** Your child is about to embark on a wonderfully exciting time in his/her life – **KINDERGARTEN!** To help facilitate your child's transition into the new school, please complete this form. This is a great opportunity for you to share your expertise regarding your child and to help your child's new teacher and new school. Thank you!

Child's Name: \_\_\_\_\_

Date: \_\_\_\_\_

Did your child attend a 4 year-old Pre-K Program? { } Yes { } No

If yes: Where did your child attend a 4 year-old Pre-K Program? \_\_\_\_\_

Was the program (check one): \_\_\_\_ All day \_\_\_\_ VPK only

How many years did your child attend a Pre-K program? \_\_\_\_\_

**Please check the appropriate box below:**

**Yes No**

{ } { } Can your child tell his/her first name when asked?

{ } { } Can your child tell his/ her birthday when asked?

{ } { } Can your child tell his/her address when asked?

{ } { } Can your child tell his/her phone number when asked?

{ } { } Does your child listen to others and follow simple directions?

{ } { } Does your child use the bathroom independently including buttons, snaps, zippers and belts?

{ } { } Does your child wash and dry his/her hands?

{ } { } Can your child use a fork/spoon, open drink and food containers?

{ } { } Does your child cover his/her mouth when coughing and use tissue to blow their nose?

{ } { } Does your child share with others?

{ } { } Does your child get along well with others?

{ } { } Does your child put away materials and toys after playing?

{ } { } Does your child take care of possessions (does not abuse or destroy objects or materials)?

What does your child do when he/she is mad or angry? \_\_\_\_\_

How would you describe your child? \_\_\_\_\_

Has your child participated in screenings and/or assessments? { } Yes { } No

If yes, what agency completed the screenings and/or assessments?

\_\_\_\_ School District \_\_\_\_ Early Steps \_\_\_\_ Early Learning Coalition \_\_\_\_ Head Start \_\_\_\_ Other \_\_\_\_

Is there any additional information you would like to provide? \_\_\_\_\_

Parent Signature: \_\_\_\_\_

# Attachment 7



## COMMUNITY DINNER FOR MOM'S MENTAL HEALTH **MAY 11, 2017**

### Let's talk!

We want to chat about how you are feeling and who or what you turn to for support in times of need. Food will be provided, as well as fun activities for the kids.

*For more information, please contact:*

Courtney Atkins @ (850) 544-3024

**MCH**E  
COLLABORATIVE

**Join Us and Use  
Your Voice!**

**Let's Eat!  
Great Free Food**

**Women  
Empowering  
Women**

### **OLIVER HILL COMMUNITY CENTER**

2710 Country Club Drive  
Tallahassee, FL 32301

**May 11, 2017  
5:30 – 7:30 p.m.**

#### **Sponsored by:**

Maternal and Child Health  
Equity Collaborative

<http://www.mchecollaborative.com/>

**PART 1 of 2016-17 CHSP QUARTERLY NARRATIVE REPORT**

Please complete only the areas highlighted in green

Agency Name: Whole Child Leon, Inc. Program Title: Whole Child Leon, Inc.

**Funding Source:**

- ☒ General Revenue  
☐ CDBG (Community Development Block Grant)  
☐ Change for Change  
☐ GR Special Project

**Reporting Period:**

- ☒ 1 st Quarter: October 1, 2016 through December 31, 2016  
☐ 2nd Quarter: January 1, 2017 through March 31, 2017  
☐ 3rd Quarter: April 1, 2017 through June 30, 2017  
☐ Year-End: October 1, 2017 through September 30, 2017

Section 1: Persons Served							
PERSONS SERVED:	Black/ African American	White	Asian	America n Indian or Alaskan Native	Native Hawaiian / Other Pacific Islander	Other Multi Racial	Total Persons
Male	505	518	42			52	1117
Female	513	607	48			58	1226
<b>TOTALS:</b>	1018	1125	90	0	0	110	2343
<b>ETHNICITY:</b>							
Hispanic	52	59					111
<b>AGE CATEGORIES:</b>							
Birth - 5	51	70	28			32	181
6-12	78	112	11			22	223
13-18	51	68	1			9	129
19-25	218	199	7			7	431
26-39	231	188	15			14	448
40-54	157	242	8			15	422
55 and above	232	246	20			11	509
<b>AGE TOTALS:</b>	1018	1125	90	0	0	110	2343
<b>INCOME LEVELS:</b>							
LOW (51-80% of Area Median Income (AMI))							0
VERY LOW (31-50% of AMI)							0
EXTREMELY LOW (30% & below AMI)							0



<b>INCOME TOTALS:</b>	0	0	0	0	0	0	0
<b>HOUSEHOLDS:</b>							
Total Female-Headed Households Served:							
Total Household Served:							

Income Guidelines Effective March 6, 2015: Leon County, Florida										
Area	Median Income	Income Category	Household Size							
			1 Person	2 Person	3 Person	4 Person	5 Person	6 Person	7 Person	8 Person
Leon County	\$65,100	<a href="#">Low (80%) Income Limits</a>	\$36,500	\$41,700	\$46,900	\$52,100	\$56,300	\$60,450	\$64,650	\$68,800
		<a href="#">Very Low (50%) Income Limits</a>	\$22,800	\$26,050	\$29,300	\$32,550	\$35,200	\$37,800	\$40,400	\$43,000
		<a href="#">Extremely Low (30%) Income Limits</a>	\$13,700	\$15,930	\$20,090	\$24,250	\$28,410	\$32,570	\$36,730	\$40,890
*NOTE: Leon County is part of the Tallahassee, FL HUD Metro FMR Area. The Tallahassee, FL HUD Metro FMR Area contains the following areas: Gadsden, Jefferson, and Leon counties. Income limits effective as of March 6, 2015.										

**PART 1 of 2016-17 CHSP QUARTERLY NARRATIVE REPORT**

Please complete only the areas highlighted in green

Agency Name: Whole Child Leon, Inc. Program Title: Whole Child Leon, Inc.

**Funding Source:**

- ☒ General Revenue  
☐ CDBG (Community Development Block Grant)  
☐ Change for Change  
☐ GR Special Project

**Reporting Period:**

- ☐ 1 st Quarter: October 1, 2016 through December 31, 2016  
☒ 2nd Quarter: January 1, 2017 through March 31, 2017  
☐ 3rd Quarter: April 1, 2017 through June 30, 2017  
☐ Year-End: October 1, 2017 through September 30, 2017

Section 1: Persons Served							
PERSONS SERVED:	Black/ African American	White	Asian	America n Indian or Alaskan Native	Native Hawaiian / Other Pacific Islander	Other Multi Racial	Total Persons
Male	526	522	59			67	1174
Female	521	619	51			62	1253
<b>TOTALS:</b>	1047	1141	110	0	0	129	2427
ETHNICITY:							
Hispanic	58	63					121
AGE CATEGORIES:							
Birth - 5	55	75	32			38	200
6-12	80	119	14			25	238
13-18	55	72	1			9	137
19-25	221	199	7			7	434
26-39	235	188	19			14	456
40-54	161	242	12			21	436
55 and above	240	246	25			15	526
<b>AGE TOTALS:</b>	1047	1141	110	0	0	129	2427
INCOME LEVELS:							
LOW (51-80% of Area Median Income (AMI))							0
VERY LOW (31-50% of AMI)							0
EXTREMELY LOW (30% & below AMI)							0

<b>INCOME TOTALS:</b>	0	0	0	0	0	0	0
<b>HOUSEHOLDS:</b>							
Total Female-Headed Households Served:							
Total Household Served:							

Income Guidelines Effective March 6, 2015: Leon County, Florida										
Area	Median Income	Income Category	Household Size							
			1 Person	2 Person	3 Person	4 Person	5 Person	6 Person	7 Person	8 Person
Leon County	\$65,100	<a href="#">Low (80%) Income Limits</a>	\$36,500	\$41,700	\$46,900	\$52,100	\$56,300	\$60,450	\$64,650	\$68,800
		<a href="#">Very Low (50%) Income Limits</a>	\$22,800	\$26,050	\$29,300	\$32,550	\$35,200	\$37,800	\$40,400	\$43,000
		<a href="#">Extremely Low (30%) Income Limits</a>	\$13,700	\$15,930	\$20,090	\$24,250	\$28,410	\$32,570	\$36,730	\$40,890

**\*NOTE: Leon County is part of the Tallahassee, FL HUD Metro FMR Area. The Tallahassee, FL HUD Metro FMR Area contains the following areas: Gadsden, Jefferson, and Leon counties. Income limits effective as of March 6, 2015.**

**EXHIBIT B****NON-DEPARTMENTAL FUNDING AGREEMENT**

## Agency Performance Report Format &amp; Instructions

Agency Name: **Domestic Violence Coordinating Council**

1. **Program Name:** Domestic Violence Coordinating Council (DVCC)
2. **Program Objective:** National Coalition Against Domestic Violence (NCADV) and Federal VAWA research consistently show that the communities most successful in reducing domestic violence (DV) all have two things in common - a well-coordinated community response (CCR) and a large amount of public awareness. As such, the main purpose of the DVCC is to encourage a well-coordinated community response to domestic violence, provide public awareness, and prevention of domestic violence.
3. **Services provided:** The DVCC consists of agencies working with victims and perpetrators of DV including Refuge House, the State Attorney's Office, University Victim Advocacy units, TCC, TPD, LSCO, Batterer's Intervention Programs, Probation, Oasis Center, PACE, Elder Care programs, among others. Striving to reduce DV in the Tallahassee area, the DVCC holds the area's only monthly meetings where all players may gather to ensure a well-coordinated community response to DV. The meetings serve to encourage better coordination of services between agencies, ensure that there are no gaps in services, and to resolve any issues that arise in service delivery between agencies. In addition, public awareness and education events/workshops are provided around the community with a current specialization in prevention education for teens. The goal of the awareness events is to help citizens and potential victims identify the red flags associated with domestic violence as well as how to identify and assist victims who might otherwise go unnoticed.
4. **Services Delivery Strategy:** The DVCC members meet monthly at Leon Human Services to discuss any issues regarding smooth service delivery or problems. Being in regular contact with one another allows the various agencies and advocates fighting domestic abuse to communicate more effectively, to address problems as they arise, and to maintain a more friendly interaction between those working in tandem on cases. Awareness and training events are held at key locations around town including community and teen centers, or where requested. These events target specific populations who often come into contact with victims of domestic abuse, and are open to the public. The DVCC seeks to work with populations that are not currently being served or are underserved by other agencies. By having all involved agencies meet monthly to coordinate and communicate, and by bringing a wider understanding of the issue to the public, the DVCC aims to mitigate domestic abuse in our community.
5. **Target Population:** The DVCC seeks to educate the community as whole and make citizens more aware of the dangers of domestic abuse. We also seek to educate potential victims and perpetrators

of domestic violence with a current focus on prevention through education of area teens. Each year during our planning meeting, members discuss what areas or populations they feel need more attention (based on their current work and experiences.) Based on these discussions special target populations for each new year are identified. In the past, they have included medical personnel, university athletes, college campuses, churches, child care staff, the elderly, and teens. Over the last two years, special attention has been paid to prevention efforts with teens and seniors.

6. **Method used to effectively reach target population:** While the DVCC strives to bring awareness to domestic violence in a number of ways, our current most pressing focus is on **prevention**. NCADV reports show that while the number and effectiveness of services for victims has increased dramatically, the actual number of incidents of domestic violence continues to rise. In essence, perpetrators move on to new victims, and/or new perpetrators surface every day.

To combat this problem on the front end, the DVCC has focused on prevention via education and awareness efforts with teens in the Tallahassee area. We begin by hosting a number of Teen Rallies on Healthy Relationships at community and teen centers around town. These are large (100-150 kids), fun pep-rallies with music, food, prizes, games, and even a basketball shootout. Local celebrities and athletes often appear and our hostess is Shonda Knight of WCTV, who conducts a jeopardy style quiz game to get the kids thinking about dating abuse and violence. The goal is to start the conversation and make them aware of the differences between healthy and unhealthy or even dangerous relationships.

Past conversations with area teens have taught us that teens tend to discuss relationship issues mainly with other teens. At the same time, few teens know what to say or how to help friends in abusive situations. So, the DVCC began a program to give teens more intensive education they can in turn share with other teens, launching the Certified Teen Peer Advisor program. In the weeks following the Rallies, we return to the center to provide more in-depth training to groups of teen leaders, endowing them with certification as Peer Advisors. This training includes important knowledge on healthy vs unhealthy relationships but more importantly, it provides teens with new communication skills and techniques they can use to prevent angry outbursts and violence. These are tools and skills teens can use throughout their lives to improve *any* relationship. Once a teen has become a Certified Peer Advisor, their school guidance counselor and principal are notified that they are equipped to help others in need. Due to the popularity of the rallies and the certification program, the DVCC has also provided Certified Peer Advisor workshops at area schools including Godby, Rickards, and Ghazvini Learning Center. In addition, the DVCC has formed a Teen Advisory panel made up of Tallahassee Youth Leadership representatives. To date three different classes of TYL students have become Certified Peer Advisors. Through participation in other DVCC events, additional teen groups such as



Outside the Box Basketball, Omega Lamplighters, and the PACE center for girls have requested Teen Peer Advisor workshops. By the end of the year, there are expected to be 400+ teens serving as Certified Peer Advisors in our area. The DVCC has contact with all of these teens through a large e-mail group. In addition, the DVCC has launched and ever growing social media presence. Through the teen rallies and word of mouth we are building a following on a number of social media sites that allow us to send information to the teen on an ongoing basis.

Our success with this model has sparked the Senior Peer Advisor program. Like the teen workshops, trainings held for senior citizens at various Senior Lunch and Learn sights around Leon County are designed to help seniors identify and assist their peers who may suffering from elder abuse. The DVCC has made presentations to all eight Senior Lunch and Learn sites and has been conducting more in-depth trainings at these sites throughout the past year.

The DVCC is also continuing the annual March to End the Silence on Domestic Violence. The March is a community wide event consisting of three groups marching from the Capitol, FSU, and FAMU to convene at the Turnbull center for an evening of survivor speakers. Attendance is normally about 200. Each year features a different theme. Past themes included clergy and church staff survivors, college survivors, and celebrity survivors showing that domestic abuse can happen to anyone. This year the event featured parents who have lost children to DV. This even was widely covered by area news media, both print and TV, and reached untold numbers of our community with important information on abuse.

7. **Program Resources:** The DVCC is an incredibly resourceful group, operating from donated space and office equipment, and **one part-time staff person**. In addition, the DVCC obtains many in-kind donations of goods, event space, and volunteer services. All of the DVCC's events are coordinated and provided by DVCC members as volunteers. Through this cooperation, we are able to accomplish more than other groups with far more staff. The DVCC total budget is \$49,400 with a large portion of funds going directly to services.
8. **Program Capacity:** Open ended – larger events see 150 - 200 participants, individual workshops normally have 10 - 30 participants.
9. **Number of Participants:** 303 (past 6 months)      **Cost per Participant:** \$8
10. **Program Goals:**
  - Short-term – monthly meetings for agency coordination, public awareness and teen education.
  - Intermediate - improved inter-agency coordination and effective resolution of service delivery issues; teens and adults using education and awareness of domestic violence to identify and assist victims of abuse (including themselves) who might otherwise go unnoticed; prevention of some cases of domestic abuse due to advanced awareness of the

issue; teens using healthy communication skills to mitigate anger and avoid violence in relationships.

- Long-term – reduced rates of domestic abuse in our community.

# **11. Objectives** (Intended impact/outcome results)

## Goal One: Well-Coordinated Community Response

- Activities – Monthly meeting of agencies working with DV victims or perpetrators.
- Time Frame – Third Wednesday of every month (except December)
- Key Performance Indicators (Quantifiable) – 16 Member agencies with quorum reached regularly. Each meeting concludes with an Open Discussion of any new issues members wish to discuss or resolve.
- Outcome Measures – There exists a working list of agencies and reps who any member may contact to follow up on a case, client, or service quickly and efficiently. There also exists a friendly connection between agencies and their staff allowing for better communication than in the past. As a result, there is less aversion, rivalry, and opposition to the needs of other agencies as has been seen in the past.

*(Benefits or changes for participants during and after their involvement with the program)*

## Goal Two: Public Awareness and Education

- Activities – Teen Rallies, Certified Peer Advisor Trainings, Senior Lunch and Learn Presentations
- Time Frame – October, 2016 – March, 2107
- Key Performance Indicators (Quantifiable) – In the past 6 months, 153 teens attended the Teen Rally, 94 teens have participated in the Certified Peer Advisor training and 56 seniors have attended the Senior Lunch and Learn presentations. At each event we provide participants with an Evaluation Sheet which allows for comments and suggestions as well as ratings of the event. The most recent teen rally (December, 2017) evaluations were overwhelmingly positive and are in attachment A.
- Outcome Measures – As a result of the Teen Rallies, 44 teens asked to participate in the Certified Peer Advisor training. These teens expressed a desire not only to learn more themselves, but to be able to help friends in need. At the end of the summer, the DVCC will be conducting follow-up surveys to gauge how effective this approach is in getting information out amongst other teens. Six months and then one year after their certification, we continue to poll the teens as well as their counselors/principal to see if they were able to use the information to help others or themselves.

Peer Advisors are given a special t-shirt as well as a certificate, and their principals and guidance counselors are notified that they are available to help others. Thus far, three guidance professionals have reported (unsolicited) that teens are wearing their shirts to advertise the concept of Love is Respect (on the shirt front) and the fact that they are Peer Advisors. These guidance counselors have reported referring three teens to a peer advisor thus far. Some reported a noticeable sense of pride the students who completed the certification felt in their new status. They often wear their Peer Advisor t-shirts and are eager to help others. During group discussions and follow-up sessions the students have said that they are much more active in “calling out” others for abusive behavior and try to be role models for the communication skills they learned.

12. **Data Collection Method:** Anonymous evaluations/surveys

13. **Number of Participants that left or were dropped from the program:** 0

14. **Provide Participants demographic data:**

County-wide, with a large number of lower socio-economic citizens. (Adult events tend to be an even mix)

15. **If possible, please provide participant program satisfaction data: (surveys, etc.)** See A

16. **List any agency partnerships and collaborations related to this program.** Aside from the 16 collaborating agencies that make up the DVCC, in the past six months we have worked in conjunction with all agencies in Attachment B.

## ATTACHMENT A

### Evaluations Summary

#### Teen Rally on Healthy Relationships (153 participants):

- I learned something new -98% Agree/Strongly Agree
- I learned something I will be able to use – 97% Agree/Strongly Agree
- I enjoyed the Teen Rally – 100% Agree/Strongly Agree
- Number signed up for Certified Peer Advisor training – 44

#### Certified Peer Advisor Workshops (150 total participants):

- I learned something new -100% Agree/Strongly Agree
- I learned something I will be able to use – 98% Agree/Strongly Agree
- I am confident that I can now help others – 91% Agree/Strongly Agree
- The training was worth my time – 100% Agree/Strongly Agree
- I will be able to use these skills in the next 6 months – 78% Agree/Strongly Agree
- Overall I am satisfied with this training – 100% Agree/Strongly Agree
- Comments – students overwhelmingly found the **In Their Shoes** game a favorite part of the workshop. This game involves the teens walking in the shoes of different teen victims by following their stories and interactively choosing different actions for the teens, leading to various outcomes. This is done by moving from station to station reading cards that describe the abused teen's thoughts and actions as well as those of the abuser. This game, which is based on real teens and their experiences, brings the issue of dating abuse home for teens with scenarios and voices they can relate to. There have been only 4 negative comments on the anonymous evaluation sheets: two wishing there were different flavors of pizza offered and on one occasion that it was shorter. One person did not like the game because he/she didn't like having to read the cards.

In addition, there are very enthusiastic comments and discussions regarding the information provided on communication skills. Students often say they have never been taught these simple and easy-to-learn active listening and positive communication techniques and are very excited to put them to use. We explain that these communication skills are helpful in all relationships including those with family, teachers, and friends. In recent follow-up sessions, students say these are the skills they have been able to use the most.

Seniors most appreciated the direct resource information and contact numbers. They also liked the scripted suggestions on how to start a conversation about elder abuse with friends and relatives. Many said they wished the workshops were longer to continue the group discussions. (The Senior workshops are approximately one hour in length.)

## ATTACHMENT B

### Collaborative Partners

- Outside the Box Basketball Program (connected once seeing them at a Commission meeting wherein they were given recognition!)
- Omega Lamplighters Teen Boys Service Fraternity
- Leon County Senior Lunch and Learn
- Ghazvini Learning Center
- National Hook-Up of Black Women
- NHBW Teen Strength Program
- Godby High School
- Rickards High School
- Tallahassee Youth Leadership, Chamber of Commerce
- First Commerce Credit Union
- Publix
- Tallahassee Housing Authority
- The National Football League
- Hungry Howie's Pizza
- WCTV
- Enterprise Rentals
- Fed Ex Office
- Joyful Expressions of Tallahassee
- Seminole Productions



## **Agency Performance Report October 1, 2016-March 31, 2017**

**Agency Name:** United Partners for Human Services (UPHS), Inc.

**Program Objective:** UPHS serves the human service nonprofit sector which is comprised of 1,800 employees. UPHS membership is 65 human service nonprofit organizations. UPHS members touch the lives of every Tallahassee citizen and UPHS' primary work is to help them be the best they can be – either through increasing communication, increasing their capacity to serve those in need, or by increasing the community's understanding and support of the human service sector.

**Overall Purpose, Goals and Objectives of the project:** The purpose of the County contract with UPHS is to build capacity of the human service nonprofit sector with trainings on such issues as: fiscal management, bylaws, board responsibilities, legal requirements for a nonprofit, and fundraising; as well as to serve as a resource to County government on human service issues.

There are four components of this project, all designed to strengthen the capacity of non-profit agencies in our community:

***Goal 1: Strengthen the ability of human service organizations to document and demonstrate what their programs are accomplishing in terms of outcomes, return on investment, and economic impact.***

**Objective 1.3** Participate in a community conversation to explore the use of common outcome measures and a framework for human service organizations to use to demonstrate their impact.

Actions will include, but are not limited to the following:

- UPHS will provide trainings to increase human service organizations' staff knowledge of evaluation and logic models.

***Goal 2: Improve knowledge and skills in the effective operation of human service organizations and programs for local human service organizations. Trainings and resources will be based on member requests and identified issues and recommendations from the Community Human Service Partnership Award Letters to applicants. These include, but are not limited to the following:***

- Developing and monitoring internal fiscal controls, including fraud prevention
- Board Recruitment and Board Diversity
- Evaluation and demonstration of effective service delivery, including tracking and reporting participant and/or community based outcomes
- Staff development, training and retention
- Designing effective service delivery models, including best practices models for non-profits
- Nonprofit management and administration tasks and skills, including filing appropriate federal, state and local reporting

**Objective 1.1:** Host ongoing trainings throughout the fiscal year that address the effective operation of a human service non-profit organization, including current issues and trends.

**Objective 1.3:** Develop a resource section of the UPHS website where organizations, both members and non-members, can find relevant and timely information about best practices.

***Goal 3: Collaborate with the Chamber of Commerce Better Boards Initiative to strengthen nonprofit Board governance. Trainings and resources will be based on member requests and identified issues and recommendations from the Community Human Service Partnership Award Letters to applicants. These include, but are not limited to the following:***

- Board recruitment, board diversity, training and development, including roles, boundaries, fiduciary responsibility and oversight.

**Objective 1.1:** Host ongoing workshops throughout the fiscal year that focus on Board members including providing technical assistance support to individual agencies based on identified needs.

***Goal 4: Facilitate collaborative efforts to improve service delivery.***

**Objective 1.1:** Host at least four meetings of CHSP agencies with common service delivery systems to facilitate sharing of information and resources. The four areas include:

- Leveraging Increased Funding for Human Services
- Affordable Housing

- CHSP

Over the course of the FY 16-17 UPHS will provide the sector with numerous workshops for agency staff and agency board members. Additionally, UPHS will provide networking collaboration forums facilitated for agency staff to learn about each other's programs in order to increase collaboration among the agencies. UPHS also will be hosting its annual conference in May 2017 which attracts 250 nonprofit professionals.

Training Schedule – October 1, 2016-March 31, 2017

**OCTOBER**

- ❖ October 12, *Board 101* in collaboration with Leadership Tallahassee, 15 attendees.
- ❖ October 13, *The Art of Inquiry: How to Align Beliefs With Action to Raise More Money* (in collaboration with Association of Fundraising Professionals of the Big Bend), 11 attendees.
- ❖ October 28, 12 Noon – 1:30 p.m., *Board recruitment – the Board's Role*, 28 attendees.

**NOVEMBER**

- ❖ November 14, 9:30 a.m. – 10:30 a.m., *IT and Equipment Needs for the Nonprofit*, 11 attendees.

**DECEMBER**

- ❖ December 2, 9:30 a.m. – 11:30 a.m., *Program Design, Program Outcomes and Program Evaluation*, 27 attendees.

**JANUARY**

- ❖ January 13, 9:00 a.m. – 10:30 a.m., *CHSP Budget Preparation and Presentation, Part 1*, 65 registrants.

**FEBRUARY**

- ❖ February 3, 1:30 a.m. – 3:30 p.m., *Program Design, Program Outcomes and Program Evaluation*, 64 registrants
- ❖ February 9, 9:00 a.m. – 10:30 a.m., *CHSP Budget Preparation and Presentation, Part 11*, 66 registrants.

Additionally, UPHS CHSP Workgroup met on October 20, 2016, with City and County staff on CHSP process issues and the future CHSP program after the United Way disengages from the partnership; and helped coordinate meetings with all CHSP agencies on November 8 and 29, 2016 UPHS). Issues identified by UPHS Workgroup that will need to be resolved after United Way disengages from the CHSP partnership:

- a. Governing Structure
- b. Application (Single or Multiple)



- c. Citizen Review Teams
- d. Eligibility for City and County funds
- e. Establishing Funding Priorities
- f. Sequence of Funding Decisions
- g. Formula for allocation of City and County funds among Teams
- h. Appeals procedures and practices

UPHS is also participates as a resource to the Joint City of Tallahassee and Leon County Affordable Housing Workgroup which has met Meetings of the workgroup where held on January 31, February 28 and March 21. For the March 21, the UPHS Executive Director was asked to make a presentation on human services sector and the supportive housing model. (See attached presentation). Several UPHS members are members of the Workgroup: Tallahassee Lenders Consortium, Big Bend

**Leon County**  
**Board of County Commissioners**  
**Notes for Budget Workshop Item #8**

# Leon County Board of County Commissioners

## Budget Workshop Item #8

April 25, 2017

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

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

**Title:** Status Update Regarding Curbside Collection Service Provided by Waste Pro, Inc. and Creation of Contract Compliance Specialist

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<b>Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator Tony Park, P.E., Director of Public Works Scott Ross, Director of Office of Management and Budget
<b>Lead Staff/ Project Team:</b>	Robert Mills, Assistant Director, Public Works

### **Statement of Issue:**

This budget discussion item seeks Board acceptance of the status update regarding curbside collection service provided by Waste Pro, Inc. and authorization to add a new Contract Compliance Specialist position to the Solid Waste Division dedicated to improving Waste Pro's performance, ensuring they meet all contract requirements, and imposing liquidated damages assessments under the terms and conditions of the Curbside Collections Agreement.

### **Fiscal Impact:**

This item has a fiscal impact; however, the new Contract Compliance Specialist will be funded from liquidated damages assessed and received from the County's solid waste collection contractor. For the remainder of FY 2017 the cost of the position is approximately \$21,553, and in FY 2018 the annual cost is \$64,660.

### **Staff Recommendation:**

- Option #1: Accept the status update regarding curbside collection service through Waste Pro, Inc.
- Option #2: Authorize staff to add a Contract Compliance Specialist in the current year and include in the FY 2018 Preliminary budget, to be funded by liquidated damages from the Waste Pro contract, and approve the Resolution and associated Budget Amendment Request (Attachment #1).

## **Report and Discussion**

### **Background:**

At the December 13, 2016 meeting the Board directed staff to prepare a status report regarding the unincorporated area Curbside Collection Agreement with Waste Pro, Inc. Previous status reports on the County's exclusive franchise with Waste Pro were presented to the Board at the December 10, 2013, June 24, 2014, and February 10, 2015 meetings.

The Board approved the issuance of an Invitation to Bid for the exclusive franchise to provide waste collection services in unincorporated Leon County on December 11, 2012. The County received two bids (Waste Management and Waste Pro). On February 12, 2013, the Board deemed Waste Pro the lowest responsive and responsible bidder, as the rate bid by Waste Pro was approximately 25% lower than the bid by Waste Management. As a result, the County was able to pass along a 30% cost savings to citizens for waste collection services.

The Collection Agreement with Waste Pro commenced October 1, 2013 with approximately 23,000 residential units subscribing to curbside service. As of December 2016 approximately 25,000 residential units subscribe to curbside service. Waste Pro's Collection Agreement runs through September 30, 2020. At the sole option of the County, the Agreement may be renewed for an additional period of three years. The County may terminate the Agreement for an act of default upon Waste Pro's failure to resolve service obligations after being provided 30 days written notice.

In the first year of service Waste Pro and its customers experienced a variety of challenges including hundreds of customer calls going unanswered and not returned. Waste Pro customers experienced problems with the delivery of new carts, missed pick-ups of household garbage, and missed recycling collection. As these initial problems were resolved, calls transitioned to the topics of missed pick-up of yard debris and a delayed response for servicing bulk items (an on-call service).

Citizens have continued to voice concerns regarding Waste Pro services, although not at the level of intensity as the launch of the contract. This budget discussion item provides a status report on the most common customer concerns and contract compliance issues since the most recent report to the Board in February 2015. In addition, this item recommends adding a Contract Compliance Specialist position to the Solid Waste Division dedicated to monitoring and enhancing Waste Pro's performance with funds previously collected through the liquidated damages assessed against Waste Pro for non-performance.

### **Analysis:**

Since the February 2015 status report, Waste Pro has continued to make reactive adjustments in an attempt to correct service issues. In response to these concerns and strong advisement by the County, Waste Pro added additional customer service representatives, added trucks to service recycling and yard debris, made supervisory changes, and brought in additional management capacity. Management stability has been a recurring issue with Waste Pro's local office, being that the current senior manager is the fourth manager since October 2013.

Title: Status Update Regarding Curbside Collection Service Provided by Waste Pro, Inc. and  
Creation of Contract Compliance Specialist

April 25, 2017

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To date the call volume to Leon County offices is still higher than under the previous waste provider with several hundred calls or emails being received weekly. The routine requests by citizens for the County to intercede on their behalf has taken a significant amount of staff time to follow up with Waste Pro, at times requiring staff to make personal visits to residential customers in order to address their concerns and/or validate that Waste Pro has adequately resolved the issue. Despite the efforts by Waste Pro, there remain several areas of concern with regard to customer service and meeting all of the contractual obligations required by the County.

The Agreement provides for liquidated damages to be assessed against Waste Pro in the event of unresolved customer complaints for infractions relating to missed pick-ups, cart delivery delays, providing service outside designated times, failure to notify customers of route changes, failure to deliver materials to the appropriate facility, mixing of loads, failure to promptly clean up any litter or spills, use of a vehicle not meeting the requirements of the Agreement, and failure to submit required reports. Due to the anticipated complexity of a transition of this magnitude, the County decided not to levy fees for noncompliance occurring in the first month of service. Waste Pro was notified that, beginning November 1, 2013, liquidated damages relating to complaints would be assessed.

Since January 2014, Leon County has assessed approximately \$270,000 in liquidated damages to Waste Pro. The recurring complaints and requests for services that result in liquidated damages are often missed collection for bulk and yard waste along with missed cart deliveries. Table #1 provides the annual number of complaints and requests for service received by the County, the annual number of liquidated damages assessments resulting from these complaints, and the amount paid to the County for liquidated damages. The amount paid in liquid damages varies based on the type and duration of a service complaint.

*Table #1: Waste Pro Complaints, Requests for Services, and Liquidated Damages Assessments, 2014 - 2016*

Year	# Complaints/Requests	# Liquidated Damages	\$ Liquidated Damages
2014	12,942	1,456	\$107,850
2015	19,717	1,896	\$68,985
2016*	18,224	1,063	\$93,170
Total	50,883	4,415	\$270,005

\*Only reflects 10 months of data due to Hurricane Hermine recovery period.

It should be noted that the 2016 data omits all complaints and service requests filed in September and October due to the recovery phase associated with Hurricane Hermine. Accordingly, no liquidated damages were issued for complaints received during the recovery period. To further analyze the complaint data with respect to the 60-day exemption period in 2016 due to Hurricane Hermine, Table #2 averages the complaints/requests received by the County to an average monthly figure for each of the last three years.

*Table #2: Waste Pro Average Monthly Complaints and Requests for Services, 2014 - 2016*

Year	Avg. Monthly Complaints/Requests	% Change
2014	1,079	N/A
2015	1,643	52.3%
2016*	1,822	10.9%

\*Only reflects 10 months of data due to Hurricane Hermine recovery period.

On average, the County received over 1,800 service related complaints and requests for services for each month in 2016. The volume of calls and emails from customers requiring the attention of County staff, combined with the upward trend of these complaints and requests for service for each year of the Collection Agreement, requires corrective action(s) as presented later in this item in order to enhance curbside collection service levels through Waste Pro, adequately address customer concerns that reach the County in a timely manner, and continue to take steps to hold Waste Pro accountable under the Collection Agreement.

The following is a summary of the most prevalent issues conveyed by citizens as well as an update on contractual matters identified by staff.

Delayed and Non-Collection:

Despite the accrual of liquidated damages, the County continues to receive calls for service related issues. Common complaints include delayed and non-collection of yard waste and bulk items such as furniture. At the suggestion of the County, Waste Pro added additional collection vehicles to respond to this problem; however staff is still receiving complaints. For example, in November 2016, Waste Pro had a total of 151 missed or delayed collection complaints, most of which were associated with yard debris and bulk collection.

The initial delay of service typically will result in a customer contacting Waste Pro. For matters that go unresolved or leave the customer unsatisfied, the customer will often turn to Leon County for assistance. In response to complaints and requests for service, Waste Pro will provide the customer with an expectation for when the missed collection will be corrected. Once those expectations are established with the customer but not explicitly adhered to by Waste Pro, the citizen will often contact the County. During these periods of delayed pick-up, the waste or yard debris may continue to grow and bulky items can remain an eye sore to the neighborhood leading to additional complaints.

Litter:

The Agreement provides clear standards for the contractor to promptly clean up all litter or spillage it has caused within private property and right-of-way. At the onset of exclusive franchise with Waste Pro, staff observed many challenges with litter exiting the collection trucks. Waste Pro subsequently installed wind diffusers and modified the hydraulics on their trucks. As a result, the number of litter complaints has diminished over the course of the Collection Agreement.

In addition, the County has received complaints about hydraulic fluids and leachate being discharged onto residential streets. Leachate is a term used in the solid waste industry to

describe liquids that drain from waste whether it occurs at the landfill or in a garbage truck. Although the appearance and odor of leachate can be unpleasant, recent complaints have centered on hydraulic fluid being discharged from Waste Pro's trucks onto residential streets. The amount of hydraulic fluid discharged in a single incident does not meet the regulatory threshold to engage the Florida Department of Environmental Protection. Although Waste Pro has made attempts to resolve this issue, residents continue to experience the unsightly spills which have resulted in calls and emails to the County requiring intervention by staff.

Once a hydraulic fluid spill occurs, Waste Pro attempts mitigation with two different cleanup materials. The cleanup materials capture most of the puddled fluid but leave an unsightly stain on the pavement. In the weeks following a spill, Waste Pro will reapply a cleaning solution to the damaged areas which makes small improvements to the appearance of affected areas. However, there is no effective method to immediately remove the staining of the pavement. Only time in the sun successfully bleaches away most of the visible stains. This has become a focal point for affected homeowners and neighborhood associations due to their concerns about environmental impacts and the aesthetics of their roadways. In limited cases, the hydraulic spills have impacted the integrity of the asphalt in private subdivisions. Each spill is addressed independently and inspected by staff to consult with Waste Pro on the course of action to repair the damage. Rather than imposing liquidated damages to Waste Pro in these cases, the County has directed Waste Pro to work directly with the affected subdivisions to mitigate the damages.

These fluid spills mostly occur with automatic side-loading trucks despite repair efforts to prevent leaks. In response to hydraulic fluid leaks, Waste Pro has instructed its drivers to be more proactive in identifying these spills and to immediately cease curbside collection so they can get the needed maintenance repairs to the vehicle. In recent discussions on this issue, Waste Pro has offered to replace these problematic trucks with rear-loading trucks but is seeking some concession(s) on the part of the County. In order to replace the side-loading trucks, Waste Pro has requested that the County consider increasing its service fees or extending the existing Agreement for another four years through 2024.

Staff does not recommend the County make any concession(s) with regard to hydraulic fluid spills. Since the Agreement calls for Waste Pro's vehicles to be in good repair and sanitary, staff is prepared to take the next step by assessing liquidated damages for the continued use of vehicles that leak fluids which impact the integrity of the asphalt, in addition to, Waste Pro's responsibility to remedy the damages directly with the private subdivision.

#### Collection Vehicles:

The Agreement calls for Waste Pro's vehicles to be in good repair and sanitary but does not stipulate how many collection vehicles are required to meet the desired level of service which includes the frequency of curbside services to be performed (once weekly for waste, recycling, and yard debris; and within seven days for bulk requests). The Agreement prohibits collection vehicles, frontline or reserve, to exceed three years in age at the commencement of the exclusive franchise in 2013. In addition, at no time during the life of the Agreement may a collection vehicle exceed ten years in age. As of December 2016, all Waste Pro fleet vehicles met the age restrictions under the Agreement. Despite the relatively young age of the fleet, litter and spills continue to be an area of concern with the collection trucks.

#### Database Tracking

The Waste Pro Collection Agreement stipulates radio-frequency identification (RFID) technology be included on all collection vehicles and in all waste and recycling carts with an accessible database for County staff to capture and analyze collection data. RFID is a standard data collection technology in the waste industry that uses radio frequency electromagnetic field to transfer data. Data is captured when the cart comes in contact with a receiver on the truck and includes the time and frequency of service specific to each address. This information is not only a business tool for Waste Pro but provides the ability for County staff to verify service on a customer by customer basis, as well as refine waste reduction outreach strategies based on specific neighborhood recycling participation trends. The RFID system requirement was intended to provide valuable recycling information to the County but Waste Pro has encountered several challenges which have limited the utilization of this technology.

In the early stage of this Agreement, Waste Pro reportedly had challenges with its subcontractors installing RFID technology on carts and with the software to manage the tracking database. In light of these problems with subcontractors and a commitment to resolve these issues, the County has refrained from imposing liquidated damages regarding RFID technology. Currently, the RFID system is installed on all garbage and recycling carts and, more recently, all of the 'front-line' collection vehicles have been fully equipped with RFID. Waste Pro has committed to also equip the 'reserve' collection vehicles with the technology to receive the data as required by the Agreement. Other challenges encountered by staff include the sporadic functioning of the RFID system and inaccurate ties to each customer address. This limits the County's ability to monitor customer service issues or utilize the data to craft an outreach and education program for waste reduction.

Staff has informed Waste Pro that the County is prepared to assess liquidated damages related to the RFID system as called for in the Agreement. The financial impact of monthly liquidated damages associated with this section of the Agreement will be significant until the matter is resolved.

#### Findings & Recommendations

As documented throughout this item, staff spends an enormous amount of time intervening and resolving complaints related to curbside collection services. These issues stem from Waste Pro's missed collections, lack of follow-through on commitments made to the customer, and not adequately addressing the specific issue raised by the customer. The County's role in assisting citizens with complaints was designed for addressing minor issues as the model described in the Collection Agreement assigns those responsibilities primarily to the vendor.

The volume of calls and emails from customers requiring the attention of County staff, combined with the upward trend of these complaints and requests for service for each year, limits the County's ability to proactively manage the Collection Agreement. The allocation of County resources dedicated to respond to customer calls is not conducive to operative management responsibilities such as inspecting collection vehicles, proactively identifying litter, and resolving potential service issues before a customer files a complaint. In order to fulfill all of the responsibilities and expectations associated with this service, staff recommends utilizing the funds collected from Waste Pro for liquidated damages to add a Contract Compliance Specialist to the Solid Waste Division. The Contract Compliance Specialist would be a dedicated position



Title: Status Update Regarding Curbside Collection Service Provided by Waste Pro, Inc. and  
Creation of Contract Compliance Specialist

April 25, 2017

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to assist in improving Waste Pro's performance, ensure they meet all contract requirements, and impose liquidated damages assessments as needed while allowing the Solid Waste Division to dedicate its resources to closing out the landfill with the Florida Department of Environmental Protection.

Despite Waste Pro's efforts to repair their automatic side-loading trucks, these vehicles continue to leak leachate and hydraulic fluids resulting in customer complaints to the County. Staff does not support extending the Collection Agreement or increasing service fees on customers to entice Waste Pro to replace these problematic vehicles with rear-loading trucks. Since the Agreement calls for Waste Pro's vehicles to be in good repair and sanitary, and Waste Pro has been unable to repair the vehicles in order to prevent further leaks, staff is prepared to assess liquated damages, in addition to Waste Pro's financial responsibility to remedy any damages of private roadways with the affected subdivision association, for the continued use of these vehicles. This ongoing leakage issue, combined with an inadequate RFID system, positions the County to assess even more significant monthly liquidated damages going forward under the terms of the Collection Agreement.

In order to not to financially impact the County, the proposed Contract Compliance Specialist will be funded with the liquidated damages assessed against Waste Pro for non-performance. The total annual cost of the position including benefit is \$64,660. The cost for the remainder of FY 2017 fiscal year is approximately \$21,553. Should the Board wish to authorize and immediately fill this position, staff has provided a Resolution and Budget Amendment to fund the position for the remainder of the fiscal year and will include in the FY 2018 preliminary budget (Attachment #1). Staff anticipates that the current balance of liquated damages collected from Waste Pro totaling \$270,000, without any consideration of future liquidated damages assessments, will provide enough funding to support the new position through FY 2020. This would ensure full funding for the proposed Contract Compliance Specialist to coincide with the remainder of the County's Collection Agreement with Waste Pro through September 30, 2020.

**Options:**

1. Accept the status update regarding curbside collection service through Waste Pro, Inc.
2. Authorize staff to add a Contract Compliance Specialist in the current year and include in the FY 2018 Preliminary budget, to be funded by liquidated damages from the Waste Pro contract, and approve the Resolution and associated Budget Amendment Request (Attachment #1).
3. Do not accept the status update regarding curbside collection service through Waste Pro, Inc.
4. Board direction.

**Recommendation:**

Options 1 & 2.

**Attachment:**

1. Resolution and associated Budget Amendment

RESOLUTION NO.

WHEREAS, the Board of County Commissioners of Leon County, Florida, approved a budget for fiscal year 2016/2017; 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 25th day of April, 2017.

LEON COUNTY, FLORIDA

BY: \_\_\_\_\_  
John E. Dailey, Chairman  
Board of County Commissioners

ATTEST:  
Gwen Marshall, Clerk of the Court and Comptroller  
Leon County, Florida

BY: \_\_\_\_\_  
Gwen Marshall, Clerk

Approved as to Form:  
Leon County Attorney's Office

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

# FISCAL YEAR 2016/2017

## BUDGET AMENDMENT REQUEST

No: BAB17017  
Date: 4/12/2017

Agenda Item No: \_\_\_\_\_  
Agenda Item Date: 04/25/2017

County Administrator

Deputy County Administrator

\_\_\_\_\_  
Vincent S. Long

\_\_\_\_\_  
Alan Rosenzweig

### Request Detail:

#### Revenues

Account Information					Current Budget	Change	Adjusted Budget
<i>Fund</i>	<i>Org</i>	<i>Acct</i>	<i>Prog</i>	<i>Title</i>			
401	000	343456	000	Liquidated Damages	-	21,553	21,553
							-
							-
<b>Subtotal:</b>						21,553	

#### Expenditures

Account Information					Current Budget	Change	Adjusted Budget
<i>Fund</i>	<i>Org</i>	<i>Acct</i>	<i>Prog</i>	<i>Title</i>			
401	441	51200	534	Regular Salaries and Wages	468,082	13,290	481,372
401	441	52100	534	FICA Taxes	34,991	1,017	36,008
401	441	52200	534	Retirement Contribution	37,504	1,051	38,555
401	441	52300	534	Life & Health Insurance	118,131	4,885	123,016
401	441	52400	534	Workers Compensation	23,768	1,310	25,078
<b>Subtotal:</b>						21,553	21,553

### Purpose of Request:

This budget amendment allocates \$21,553 in liquidated damages from Waste Pro for non-performance issues related to their service contract. These funds will be used to offset the hiring of a new Solid Waste Collection Compliance Specialist position to monitor the County's contract with Waste Pro.

Group/Program Director

\_\_\_\_\_  
Budget Manager

\_\_\_\_\_  
Scott Ross, Director, Office of Financial Stewardship

Approved By: Resolution ☒ Motion ☐ Administrator ☐

**Leon County**  
**Board of County Commissioners**  
**Notes for Budget Workshop Item #9**

# Leon County Board of County Commissioners

## Budget Workshop Item #9

April 25, 2017

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

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

**Title:** Authorization for the Florida Public Service Commission to Regulate Private Water and Wastewater Utilities

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

### **Statement of Issue:**

Consistent with Chapter 367, Florida Statutes, this item recommends authorizing the Florida Public Service Commission (PSC) to regulate private water and wastewater utilities in Leon County. As the current regulator, the Board of County Commissioners is responsible to review and consider proposed rate increases from regulated private water and wastewater utility providers.

### **Fiscal Impact:**

This item has a potential fiscal impact. A review of other Counties that regulate private utility companies indicates that each individual rate review could cost up to \$100,000. The County can avoid these costs if the PSC regulates the private water and wastewater utilities located in the unincorporated area of the county.

### **Staff Recommendation:**

Option #1: Direct staff to schedule the first and only public hearing for May 23, 2017, at 6:00 p.m authorizing the Florida Public Service Commission to regulate private water and wastewater utilities.

## **Report and Discussion**

### **Background:**

The Leon County Board of County Commissioners presently regulates private water and wastewater systems utilities pursuant to its authority as a charter county and Chapter 367, Florida Statutes. This includes regulation of the transfer of water and sewer franchise areas and setting utility system rates. The County's 'Public Water and Sewage Disposal Systems' ordinance further outlines the County's authority to fix rates, fees, and other charges related to private water and wastewater systems (Attachment #1).

However, under Chapter 367, Florida Statutes, neither Leon County, nor the PSC, has regulatory control over City of Tallahassee Utilities or Talquin Electric Cooperative. Section 367.022, Florida Statutes exempts systems owned/operated by a governmental authority (City of Tallahassee Utilities) and systems owned/operated by cooperatives providing service solely to members who own and control the cooperative (Talquin Electric Cooperative).

Additionally, F.S. 367.022 exempts systems with the capacity to serve 100 or fewer persons, such as a well serving a very small neighborhood. Leon County currently has regulatory authority nine utility systems. Six of the systems are owned by one owner (Attachment #2).

### **Analysis:**

Leon County recently received a request from a private utility provider, Seminole Water Works, to impose a rate increase (Attachment #3). Before any private utility can raise its rates, Leon County must approve the rate change. Leon County must follow the same detailed statutory rules as the PSC in considering any proposed rate increases, which would include the evaluation of a formal rate study. Utility rate making is a highly technical and specialized process that would require industry professionals to assist the County in evaluating any proposed rate increases. A review of other jurisdictions indicates that a water-wastewater utility rate evaluation could cost the County upwards of \$100,000.

Alternatively, Florida Law allows counties to authorize the PSC to regulate private utilities in their jurisdiction. The PSC then manages the regulatory responsibility for water and wastewater utilities, including the responsibility for review and approval of rate changes.

Currently, 37 of 67 Florida counties (Attachment #4) have authorized the PSC to regulate private water and wastewater utilities in their counties. As reflected in Attachment #3, the vast majority of mid and large size counties are regulated by the PSC. The PSC is a five member board that regulates investor-owned electric, natural gas, water, and wastewater utilities throughout the state. The PSC exercises regulatory authority over utilities in one or more of three key areas: rate base/economic regulation; competitive market oversight; and monitoring of safety, reliability, and service issues.

As a charter county, Chapter 367, Florida Statutes (Water and Wastewater Systems), specifically excludes Leon County from PSC jurisdiction. However, by adoption of a resolution, the Board may choose to subject Leon County to all provisions of Chapter 367, including delegating its

Title: Authorization for the Florida Public Service Commission to Regulate Private Water and Wastewater Utilities

April 25, 2017

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authority to regulate private water and wastewater systems utilities to the PSC. Such authorization may be rescinded after a period of ten year period.

In order to authorize the PSC with regulatory control of private water/wastewater utilities in unincorporated Leon County, the County's Public Water and Sewage Disposal Systems Ordinance would need to be modified and a resolution adopted at a public hearing.

**Options:**

1. Direct staff to schedule the first and only public hearing for May 23, 2017, at 6:00 p.m. authorizing the Florida Public Service Commission to regulate private water and wastewater utilities.
2. Do not direct staff to schedule the first and only public hearing.
3. Board Direction.

**Recommendation:**

Option #1.

**Attachments:**

1. Leon County Public Water and Sewage Disposal Systems Ordinance.
2. Leon County regulated private water and wastewater systems
3. Rate increase request from Seminole Waterworks, Inc.
4. PSC regulated and non-regulated Florida Counties

## ARTICLE II. - PUBLIC WATER AND SEWAGE DISPOSAL SYSTEMS<sup>[2]</sup>

Footnotes:

--- (2) ---

**Cross reference**— Health and human services, ch. 8.

**State Law reference**— State regulation of water and systems, F.S. §§ 381.261, 403.850 et seq.; pollution control, F.S. § 403.011 et seq.

### DIVISION 1. - GENERALLY

#### Sec. 18-26. - Definitions.

The following words, terms and phrases, when used in this article, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

*Depreciation* shall mean depreciation on a straight-line basis over the useful life of the asset, unless the term of the authorization is less than the useful life of the asset, in which event the county may authorize depreciation over the term of the authorization.

*General obligation bonds* shall mean general obligations of the county which are payable from unlimited ad valorem taxes or from such taxes and additionally secured by a pledge of water service charges or sewer service charges or special assessments, or all of them.

*Public water system* or *public sewage disposal system* shall mean any water or sewage disposal system serving more than eight residential, commercial or industrial units.

*Revenue bonds* shall mean special obligations of the county which are payable solely from water and sewage disposal service charges and which shall in no way pledge the property, credit or general tax revenue of the county.

*Service revenue* shall mean all revenues received by the system owner from users of the system for water and sewage disposal services, including systems charges.

*Sewage* shall include any substance that contains any of the waste products, excrement or other discharge from the bodies of human beings or animals as well as such other wastes as normally emanate from dwellings, or commercial or industrial establishments.

*Sewage disposal system* shall mean and shall include any plant, system, facility or property used or useful or having the present capacity for future use in connection with the collection, treatment, purification or disposal of sewage, and, without limiting the generality of the foregoing definition, shall embrace treatment plants, pumping stations, intercepting sewers, pressure lines, mains, and all necessary appurtenances and equipment and shall include all property, rights, easements and franchises relating to any such system and deemed necessary or convenient for the operation thereof. The term "sewage disposal system" shall also include all sanitary sewers within the county and shall embrace sewer mains and laterals for the reception of sewage from premises connected therewith and for carrying such sewage to some part of the sewage disposal system.

*Sewage treatment plant* shall mean that part of a sewage disposal system which is used in connection with the treatment or purification of sewage.

*Water system* shall mean and shall include any plant, wells, pipes, tanks, reservoirs, system, facility or property used or useful or having the present capacity for future use in connection with the obtaining and supplying water for human consumption, fire protection, irrigation, consumption by business, or



consumption by industry, and, without limiting the generality of the foregoing definition, shall embrace all necessary appurtenances and equipment and shall include all property, rights, easements and franchises relating to any such system and deemed necessary or convenient for the operation thereof. The term "water system" shall also include all water pipes or lines, valves, meters and other water-supplying equipment within the county and shall embrace water mains and laterals for the carrying of water to the premises connected therewith and for carrying such water from some part of the water supply system.

(Code 1980, § 22-2)

**Cross reference**— Definitions and rules of construction generally, § 1-2.

Sec. 18-27. - Authority for implementation.

The county is hereby authorized and empowered:

- (1) To purchase or construct and to improve, extend, enlarge and reconstruct a water system or systems or sewage disposal system or systems, or both, within such county and any adjoining county or counties and to operate, manage and control all such systems purchased or constructed and all properties pertaining thereto, and to furnish and supply water and sewage collection and disposal services to any of such counties and to any governmental entity and any person in any of such counties.
- (2) To issue water revenue bonds and/or sewer revenue bonds or general obligation bonds of the county to pay all or a part of the cost of such purchase and/or construction or reconstruction.
- (3) To fix and collect rates, fees and other charges for the service and facilities furnished by any such water supply system or water system improvements and sewage disposal system or sewer improvements and to fix and collect charges for making connections with such water systems and sewage disposal systems.
- (4) To receive and accept from the federal government or any agency thereof grants for or in aid of the planning, purchase, construction, reconstruction or financing of any facility, and to receive and accept contributions from any source of money, property, labor or other things of value to be held, used and applied only for the purpose for which such grants and contributions may be made.
- (5) To acquire in the name of the county by gift, purchase as hereinafter provided or by the exercise of the right of eminent domain, such lands and rights and interests therein, including lands under water and riparian rights, and to acquire such personal property as it may deem necessary for the efficient operation or for the extension of or the improvement of any facility purchased or constructed under the provisions of this article and to hold and dispose of all real and personal property under its control.
- (6) To make and enter into all contracts and agreements necessary or incidental to the performance of its duties and the execution of its powers under this article and to employ such consulting and other engineers, superintendents, managers, construction and accounting experts and attorneys and such other employees and agents as it may deem necessary in its judgment and to fix their compensation.
- (7) To enter into contracts with the government of the United States or any agency or instrumentality thereof or with any other county or with any governmental entity, private corporation, copartnership, association, or individual providing for or relating to the acquisition and supplying of water and the collection, treatment and disposal of sewage.
- (8) To acquire by gift or purchase at a price to be mutually agreed upon or the exercise of the right of eminent domain, any of the facility or portions thereof, provided for by this article, which shall, prior to such acquisition, have been owned by any person.

- (9) To enter into agreements and contracts with building contractors erecting improvements within any subdivision within the county, the terms of which such agreements or contracts may provide that such building contractors shall install within such subdivision water systems and sewage disposal systems, to be approved by the county or to run the mains and lines of such systems to a point or location to be agreed upon, at which said point or location such mains and lines shall be connected to the water system or to the sewage disposal system owned or authorized by the county. In the event such agreements or contracts are entered into, they shall provide that the systems or the connection of the mains or lines within the subdivision to the water or sewer facilities owned or authorized by the county such systems, mains, lines and equipment running to the various privately owned parcels of land within such subdivision shall become the property of the county and shall become a part of the county water system or sewage disposal system.
- (10) To restrain, enjoin or otherwise prevent any person or corporation, public or private, from contaminating or polluting (as defined in F.S. § 387.08) any source of water supply from which is obtained water for human consumption to be used in any water supply system or water system improvement as authorized by this article, and to restrain, enjoin or otherwise prevent the violation of any provision of this article or any resolution, rule or regulation adopted pursuant to the powers granted by this article.
- (11) To acquire by gift or purchase, at such price and upon such deferred or other terms as may be mutually agreed upon, all the capital stock of any domestic or foreign corporation which, prior to such acquisition, shall have owned or operated any of the facilities or portions thereof provided for by this article; to pledge the revenues from the facilities as security for payment of the purchase price for such stock; and to operate the facilities through the corporation so acquired or to dissolve such corporation and operate the facilities in any other manner authorized by law.

(Code 1980, § 22-1)

Sec. 18-28. - Authorization to operate public water and sewage disposal systems.

- (a) *County sole authority.* The county has determined that it will be the sole local governmental entity to authorize the planning, construction and operation of water systems and sewage disposal systems within the unincorporated area of the county and will provide such services when it deems it appropriate. No authorization for the construction or operation of any water or sewage disposal system within the unincorporated area of the county shall be granted unless the county specifically determines that it is in the best interest of the citizens of the county.
- (b) *Nature of authorization.* An authorization under this section:
  - (1) Shall be granted for such time as may be established by the county.
  - (2) Unless specifically stated otherwise by the county, shall grant to the water or sewage disposal system owner the exclusive right within a specific geographical area to own, acquire, construct, operate and maintain the system specified in the authorization. The owner of such authorized system shall be required to serve upon request any owner, tenant, occupant on each parcel of land within the authorized area which abuts upon a public easement or right-of-way wherein is constructed, or pursuant to the terms of the authorization, will be constructed a public water or sewage disposal system.
  - (3) May be made nonexclusive upon such reasonable terms and conditions as are established by the county.
  - (4) Acceptance by the owner of the authorization for the system from the county conveys to the county, in the event of default by the owner, the right to enter upon the premises, possess, keep and maintain all system records, operate the system and perform such repairs and maintenance of the system as are necessary to provide the services required by the system. At such time as

the county assumes the operation of the system, it shall become the owner of the system and thereafter shall receive all revenues from the system.

(Code 1980, § 22-3)

Sec. 18-29. - Application procedure for construction, operation, etc., of system.

- (a) *Submission of preapplication.* Any person who desires to construct, operate or own a water system or sewage disposal system within the unincorporated area of the county shall first submit a preapplication to the county administrator.
- (b) *Required information.* The following data shall be submitted with the preapplication:
  - (1) A boundary description on a copy of the county property appraiser's map of the geographical area for which authorization to operate such system is sought.
  - (2) A copy of the most recent assessment roll of the county property appraiser showing the name, address, item number and description of all property within the area for which authorization is sought.
  - (3) Conceptual drawings indicating tentatively the system to be constructed, plant location, location of collection system, implementation schedule and any other general information that will determine when and where services will be supplied within the area described.
  - (4) Information as to the proposed method of financing the water or sewage system for which authorization to construct or operate such system is sought.
- (c) *Fee.* A preapplication fee shall be paid to the county prior to the scheduling of a public hearing on the preapplication. The required preapplication fee shall be set forth in a resolution duly adopted by the board of county commissioners.
- (d) *Service of notice by mail.* All property owners within the area for which authorization is sought shall be notified of such preapplication and of the time and place set for public hearing thereon at least ten days prior to the date of the hearing by mail to the address shown on the property appraiser's assessment roll.
- (e) *Public notice of hearing.* Public notice of the hearing on the preapplication shall be published once each week for two successive weeks in a newspaper of general circulation published in the county, the first publication to be no sooner than 20 days prior to the hearing and in substantially the following form:

Notice is hereby given that \_\_\_\_\_ has applied to the Board of County Commissioners of Leon County, Florida, for authorization to operate a water/sewage disposal system, embracing the following described lands in Leon County, Florida, to wit:

(Description of area by public road, street, or landmark)

Said Board of County Commissioners will hold a public hearing at \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ o'clock \_\_\_\_\_ .m., on said application in the meeting room of the Board of County Commissioners of Leon County, Florida, on the \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ day of \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_, 20\_\_\_\_\_, and all person affected or interested in such application are invited to be present at said time and place to voice their approval or disapproval of said application.

Dated this \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ day of \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_, 20\_\_\_\_\_. .

Chairman, Board of County Commissioners,  
Leon County, Florida

- (f) *Submission of application, fee.* Upon completion of the preapplication procedure and upon receiving approval of the conceptual plans by the county administrator, the applicant may proceed to submit an application for authorization to construct and operate a water or sewage disposal system in the area for which a preapplication has been approved or any portion thereof in the unincorporated area of the county, along with an application fee. The required application fee shall be set forth in a resolution duly adopted by the board of county commissioners.
- (g) *Required information.* The following data shall be submitted with the application:
  - (1) Legal descriptions of all properties upon which treatment facilities, wells, life stations, pump stations or other portions of the water or sewage disposal systems will be located other than mains and lines.
  - (2) A description of the facilities to be provided, including a construction schedule showing dates upon which the facilities will be constructed in each portion of the geographical area for which authorization is sought.
  - (3) A set of plans and specifications prepared under the direction and supervision of a registered professional engineer for the system to be built, together with a copy of the operating procedures for such system.
  - (4) A list of the proposed rates and fees to be charged to users of the system.
  - (5) An estimate of operating costs and revenues on an annual basis for the first three years of operation.
  - (6) An estimate of the total capital requirements of the system and the amount of anticipated indebtedness, terms for the repayment of the indebtedness, and the security required therefor.
  - (7) Copies of any agreements between the system owner and other persons relating to the construction or operation of the system.
  - (8) Instruments of transfer in the event the system is to be transferred to the county at the end of the authorization period.
  - (9) Such other data as the county may deem appropriate.
- (h) *Exemption.* The provisions of this section shall not apply to applications to construct, operate or own a water system or sewage disposal system within the unincorporated area of the county, which rights are granted pursuant to a validly adopted and properly executed interlocal agreement with another governmental entity.

(Code 1980, § 22-4; Ord. No. 04-37, § 1, 10-12-04; Ord. No. 05-16, § 1, 5-10-05)

Sec. 18-30. - Construction plans.

- (a) All construction must be in accordance with the approved application. No substantial deviation shall be authorized unless approved in advance in writing by the county.
- (b) Prior to the commencement of construction, the owner shall obtain and deliver to the county a performance bond in an amount to be determined by the county and with a surety approved by the county or other acceptable security which shall guarantee the completion of all construction and the payment for all labor and materials used in such construction. The county may waive the requirement for a performance bond upon the receipt of other adequate assurance of the owner's ability to perform its obligations under the authorization.
- (c) Within 90 days following completion of any construction authorized by the county, the owner shall submit as-built plans certified by the owner that the system as installed is in substantial compliance

with the approved application and meets or exceeds the minimum construction standards set forth in section 18-35.

- (d) When all of the requirements hereof are met, the county shall issue a written authorization to place the system in service. No system shall be placed in service until such authorization is obtained.

(Code 1980, § 22-5)

Sec. 18-31. - Operation of system, generally.

- (a) *Office.* Each water or sewage disposal system owner shall maintain an office in the county, in which shall be kept the following:
  - (1) A current record of customer accounts.
  - (2) A record of all interruptions of service affecting ten percent or more of its system users, including the date, time, duration and cause of the interruption and the steps taken to prevent its recurrence.
  - (3) A record of each complaint received showing the name and address of the complainant, the telephone number, nature of the complaint, date received, the disposition of the complaint and the date thereof.
  - (4) A telephone through which the system owner is able to respond to emergency situations on a 24-hour-a-day basis.
- (b) *Bookkeeping.* Each system owner shall maintain its records in accordance with generally accepted accounting principles.

(Code 1980, § 22-6; Ord. No. 03-25, § 1, 8-26-03)

Sec. 18-32. - Reserved.

**Editor's note**— Ord. No. 03-25, § 2, repealed § 18-32 in its entirety. Formerly, said section pertained to annual fees, as enacted by Code 1980, § 22-7.

Sec. 18-33. - Default.

- (a) The following shall constitute default by the owner of an authorized system:
  - (1) The failure to meet or exceed the minimum construction or operation standards set forth in sections 18-35 and 18-36.
  - (2) The violation of the lawful order of the county or other applicable regulatory agency pertaining to the operation and maintenance of such system.
  - (3) The failure to meet construction schedules submitted as part of the application procedure.
  - (4) Refusal to provide service required by the authorization granted.
  - (5) Such other action or inaction as will substantially affect the general health, safety and welfare of the citizens residing in or whose property is located within the authorized area.
- (b) In the event of such default, the county shall give written notice of such default to the owner of the system. Unless such default is cured within 30 days of receipt of such written notice of default, or if such cure cannot be reasonably accomplished within 30 days and is not being actively and expeditiously pursued, then such authorization may be revoked. Upon such revocation, such system shall become the property of the county in accordance with section 22-28(b)(4).

(Code 1980, § 22-8; Ord. No. 03-25, § 3, 8-26-03)

Sec. 18-34. - Authorization for existing systems.

- (a) Any water system or sewage disposal system existing and operating on the date of the adoption hereof, or any system for which an application and final construction drawings have been submitted to the state department of environmental regulation prior to noon May 6, 1980, and for which a permit is issued by the state department of environmental regulation within 120 days of this date, shall, upon application and submission of the information required by the county, be authorized to operate in the specific geographical area in which the system is operating or for which such application was originally filed.
- (b) Such application for authorization must be submitted to the county within 60 days from the adoption hereof or such system shall not be authorized to continue to operate. Continued operation without authorization shall be deemed a violation of section 18-40.
- (c) Such application must be accompanied by plans, specifications, and drawings depicting the system together with such other information as may be required by the county.
- (d) No fee shall be required to accompany the application for systems sought to be authorized pursuant to the terms of this section.
- (e) No system authorized hereunder shall be appropriated by the county under the provisions of section 18-34 unless full compensation therefor be paid to the owner thereof.

(Code 1980, § 22-9)

Sec. 18-35. - Minimum standards—Construction.

- (a) *Water systems.* Water systems shall be of a design which will ensure an adequate, safe supply of water at all times. All design and construction shall be under the supervision of a registered professional engineer. All design and construction shall be in accordance with the policies, standards and specifications for water systems in the county and all other applicable regulatory agencies, according to generally accepted engineering practices.
  - (1) Water shall be obtained from a source which, in its natural state or with the treatment prescribed, shall meet or exceed the minimum standards for drinking water established by the state department of environmental regulation.
  - (2) All water supplies shall be disinfected by chlorination or other approved method before distribution to the user. All parts of the water system in contact with the water to be distributed shall be disinfected before being placed in operation. Disinfection shall be in accordance with the requirements of the state department of environmental regulation.
  - (3) All necessary meters shall be furnished by the public system owner and shall remain the property of the public system owner.
- (b) *Sewage disposal systems.* Sewage disposal systems shall be designed by a registered professional engineer and shall be in accordance with the policies, standards and specifications for sewage disposal systems of the county and all other applicable regulatory agencies according to generally accepted engineering practices.
  - (1) No sewage treatment plant may be constructed within 300 feet of an existing residential or commercial structure.
  - (2) Disposal of sewage disposal system effluent and sludge shall be in accordance with the regulations of the state department of environmental regulation.

(Code 1980, § 22-10)

Sec. 18-36. - Same—Operations.

- (a) *Water systems.* Water supplied from a public water system shall be satisfactory for drinking, culinary and domestic purposes meeting the quality standards of the state department of environmental regulation and all other applicable regulatory agencies.
  - (1) Copies of the analysis results made pursuant to the regulations of the state department of environmental regulation or any other applicable regulatory agency shall be made available for public inspection.
  - (2) The county shall be immediately notified by the system owner of the results of all tests failing to meet the applicable standards.
  - (3) All public water systems shall be operated by a person licensed by the state department of environmental regulation for the operation of such public water system.
- (b) *Sewage disposal systems.* All sewage disposal systems shall be operated by a person licensed by the state department of environmental regulation for the operation of such sewage disposal system.
  - (1) All sewage disposal systems shall be operated in accordance with the standards for the operation of such systems as established by the state department of environmental regulation or any other applicable regulatory agency.
  - (2) The treatment and discharge of industrial and toxic wastes will be in accordance with the United States Environmental Protection Agency's rules and regulations for pretreatment of existing and new sources of pollution.

(Code 1980, § 22-11)

Sec. 18-37. - Connections to public water and sewage disposal systems.

- (a) No use shall be made of a public water or sewage disposal system until application for such use is made to the system owner and payment of security deposit and a connection or reconnection charge, and where appropriate, a capital facilities charge.
- (b) Security deposits shall be held by the system owner until the use of the system is terminated, at which time such deposit shall be applied against any water or sewage disposal bill due the system owner, and any unused portion shall be then refunded to the user. In the event service is terminated and the user does not claim the funds within 12 months after service is discontinued, such unclaimed deposit shall become the property of the system owner.
- (c) A system owner may refuse service to any person who is delinquent in payments otherwise owed to the system owner.
- (d) At the request of a user, water or sewage disposal services may be temporarily disconnected to accommodate the user's temporary absence. Should the duration of such temporary disconnection exceed eight months, reconnection shall be permissible only upon a renewed application and payment of the appropriate application fee.
- (e) Temporary services such as for circuses, fairs, carnivals, construction activities, and the like shall be granted upon written application and accompanied by a deposit sufficient to cover the system owner's estimate of the costs of water or sewage disposal services to be utilized by the user.

(Code 1980, § 22-12)

Sec. 18-38. - Billing and meter reading procedures.

- (a) Services for water and sewage disposal facility usage shall be billed periodically by the system owner, where applicable, based on meters which are read periodically and, where not applicable, based on standard charges on file with the county.
- (b) Where meters are used in water or sewage disposal systems, the bill shall include the following:
  - (1) The meter reading at the commencement of the period.
  - (2) The meter reading at the end of the period.
  - (3) The quantity of usage during the period.
  - (4) The charge and date of billing.
- (c) Where a meter is utilized and such meter is destroyed, the user will be billed based on his average usage for the previous six months.
- (d) Where a user receives both water service and sewage disposal service from a single system owner, all bills for services rendered by such owner shall be contained on a single bill.
- (e) If a user requests that the accuracy of a meter be checked and the meter is found to be accurate, the expense of the test shall be born by the user. If the meter is found not to be accurate within three percent, the expense of the test shall be born by the system owner and billing adjustments for a period not to exceed six months will be made.

(Code 1980, § 22-13)

Sec. 18-39. - Complaints and appeals.

- (a) *Complaint procedure.* Each system owner shall maintain a capability for responding to user complaints within 24 hours after receipt of the complaint. Each authorized owner shall file with the county its established procedures for receiving, acting upon and resolving user complaints.
  - (1) This procedure shall be utilized for handling all complaints with regard to terminations of service, refusals to grant or extend service, unsatisfactory or poor quality of water, failure to comply with terms of the authorization, billing errors or errors dealing with meter readings.
  - (2) In the event that a user complaint is not resolved to the mutual satisfaction of a user and the system owner, either the user or the system owner may request that the matter be resolved by a person designated by the county for such purpose.
  - (3) All other complaints not specifically designated in subsection (b) of this section shall be handled in the manner set forth above.
- (b) *Appeals.* Any aggrieved person may appeal a decision by the county administrator to declare a water or sewage system in default of its authorization, the refusal to grant a rate increase hearing, disagreement regarding the plans, documents and specifications submitted with an application for a system authorization, or the applicability of section 18-34.
  - (1) The procedure for such appeal shall be as follows:
    - a. The aggrieved party shall, in writing, request an appeal to the Board of County Commissioners designating the specific activity of the county administrator sought to be reviewed.
    - b. At least 20 days' notice of the time and place of the hearing shall be given. Each party at such hearing shall have the opportunity to present evidence, cross-examine witnesses and submit such information as they deem appropriate supporting their respective positions. Any party is entitled to be represented by an attorney at such hearing.
    - c. In lieu of hearing the appeal itself, the Board of County Commissioners may appoint a hearing examiner who shall promptly render to the Board of County Commissioners written findings of fact and conclusions of law with regard to the issue presented.



- d. Probative effect shall be given to evidence which would be admissible in civil proceedings in the courts of this state; but in receiving such evidence, the exclusionary rules of evidence shall not be used to prevent the receipt of evidence having substantial probative effect.
  - e. When the appeal is heard by the Board of County Commissioners, the Board of County Commissioners shall render its final order in writing within 90 days of the final hearing; or in the event that the matter was heard by a hearing examiner, the Board of County Commissioners shall render its final order within 45 days of the receipt of the hearing examiner's findings of fact and conclusions of law.
- (2) An aggrieved party will be deemed to have exhausted his administrative remedies upon the rendition of the final order of the Board of County Commissioners.

(Code 1980, § 22-14)

Sec. 18-40. - Unlawful acts.

It shall be unlawful:

- (1) For any person to remain in or enter into the business of constructing or operating a water system or sewage disposal system within the unincorporated area of the county without first complying with the terms of this article.
- (2) To interconnect a privately owned water system or sewage disposal system to a public water or sewage disposal system without proper authorization.
- (3) To reconnect to the public water or sewage disposal system without first complying with the terms of this article.
- (4) For any person to tap, cut-in, connect to, or in any manner use any line or part of a public water or sewage disposal system without proper authorization.
- (5) To prevent or impede an authorized employee access to any portion of a water or sewage disposal system including meters.
- (6) To construct or operate a water or sewage disposal system without first having obtained all permits required by other regulatory agencies.
- (7) To allow septic tank and portable toilet waste to be introduced into a public sewage disposal system except when specifically authorized by the system owner.
- (8) To maintain any privy, sewage disposal system pipe or drain so as to dispose or discharge the contents thereof into the atmosphere or on the surface of the ground, or so as to endanger any source of drinking water; nor shall any person discharge into any watercourse, storm sewer, drain or body of water any sewage or sewage effluent unless a permit for such discharge shall have been issued therefor by the county.
- (9) To introduce into a sewage disposal system any material in such quantity as will be harmful to the system.

(Code 1980, § 22-15)

Sec. 18-41. - Emergency restrictions on water.

In time of emergency, the county may restrict or suspend the use of water systems.

(Code 1980, § 22-16)

Sec. 18-42. - Penalties.

- (a) Upon failure of any water or sewage disposal system user to pay, when required, all authorized charges, the use of such systems may be discontinued.
- (b) Any person violating this article shall be punished in accordance with section 1-9.
- (c) Any person may seek an injunction against the violation of any provision of this article.

(Code 1980, § 22-17)

Sec. 18-43. - Water franchise areas.

- (a) The Board of County Commissioners hereby reaffirms and grants water franchise areas to the City of Tallahassee in an area or areas as specifically designated on the attached Exhibit A, which is adopted and incorporated into this ordinance by reference hereto.
- (b) The Board of County Commissioners hereby reaffirms the granting of the water franchises to various franchises other than the City of Tallahassee within the unincorporated areas of Leon County, Florida, in their current configuration, and in an area or areas as specifically designated on the attached map, Exhibit A, which is adopted and incorporated into this ordinance by reference hereto.
- (c) Any and all other previously granted water franchises and/or franchise areas claimed by providers which are not specifically set forth in the Exhibit A, which is attached hereto and made a part hereof, are specifically hereby repealed and deleted in their entirety.
- (d) The Board of County Commissioners of Leon County, Florida, hereby cancels, rejects and/or repeals all previous service area or zone awards and confirms that there exists no other agreement, either verbal or written, between Leon County and any other party or parties which would affect or grant such franchise areas or provide for the restrictions, regulations, and/or procedures for the use of such franchise areas.
- (e) All current franchises and applicants for future franchise areas must fully comply with all provisions set forth in sections 18-26 through 18-60, Leon County Code of Laws, concerning such franchises.

(Ord. No. 93-7, § 1, 4-27-93)

Sec. 18-44. - Sewer franchise areas.

- (a) The Board of County Commissioners hereby reaffirms and grants sewer franchise areas to the City of Tallahassee in an area or areas as specifically designated on the attached map, Exhibit A, which is adopted and incorporated into this ordinance by reference hereto.
- (b) The Board of County Commissioners hereby reaffirms the granting of the sewer franchises to various franchisees other than the City of Tallahassee within the unincorporated areas of Leon County, Florida, in their current configuration, and in an area or areas as specifically designated on the attached map Exhibit A, which is adopted and incorporated into this ordinance by reference hereto.
- (c) Any and all other previously granted sewer franchises and/or franchise areas claimed by providers which are not specifically set forth in the Exhibit A, which is attached hereto and made a part hereof, are specifically hereby repealed and deleted in their entirety.
- (d) The Board of County Commissioners of Leon County, Florida, hereby cancels, rejects and/or repeals all previous service area or zone awards and confirms that there exists no other agreement, either verbal or written, between Leon County and any other party or parties which would affect or grant such franchise areas or provide for the restrictions, regulations, and/or procedures for the use of such franchise areas.

- (e) All current franchisees and applicants for future franchise areas must fully comply with all provisions set forth in sections 18-26 through 18-60, Leon County Code of Laws concerning such franchises.

(Ord. No. 93-8, § 1, 4-27-93)

Sec. 18-45. - Procedure for transfer of water and sewer franchise areas.

- (a) *General.* The board of county commissioners hereby delegates to the county administrator, or his designee, the authority to grant transfers of the authorization to provide water and/or sewer service from a current franchise area holder to another person where all of the following conditions are met:
  - (1) The authorization to provide water and/or sewer service for a specific geographical area has been previously granted by the county to the current franchise area holder;
  - (2) The current franchise area holder agrees to relinquish any and all rights to provide water and/or sewer service for the specific geographic area, yet there are property owner(s) in that area in need of such service;
  - (3) Another utility provider (hereinafter "applicant") is willing to provide water and/or sewer service in the subject geographical area;
  - (4) The applicant has an established service area on property adjoining, adjacent or appurtenant to the subject geographical area.
- (b) *Required information.* The following information shall be submitted with the application for franchise area transfer:
  - (1) Written confirmation from the originally authorized franchise area holder relinquishing any and all rights to provide water and/or sewer service for the subject geographical area.
  - (2) Written confirmation from the applicant that they are willing to add the geographical area in question to their existing authorized franchise area and provide water and/or sewer service to property owner(s) in need of such services.
  - (3) A boundary description on a copy of the county property appraiser's map of the geographical area to be transferred.
  - (4) A copy of the most recent assessment roll of the county property appraiser showing the name, address, item number and description to all property within the area for which authorization is sought.
  - (5) Conceptual drawings indicating tentatively the system to be constructed, plant location, location of collection system, implementation schedule and any other general information that will determine when and where services will be supplied within the area described.
  - (6) Written consent of the property owner(s) of all property subject to the franchise area transfer.

(Ord. No. 07-17, § 1, 5-22-07)

DIVISION 2. - IMPROVEMENTS TO WATER AND SEWAGE DISPOSAL SYSTEMS<sup>[3]</sup>

Footnotes:

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**Editor's note**— Section 2 of Ord. No. 13-10, adopted May 14, 2013, amended div. 2, in its entirety to read as herein set out. Former div. 2, §§ 18-46—18-56, pertained to improvements, and derived from Ord. No. 93-6, § 2, adopted April 27, 1993.

#### Sec. 18-46. - Definitions.

The following words and phrases when used in this division shall have the following meaning, except in those instances where the context clearly indicates a different meaning:

*Board* shall mean the Board of County Commissioners of Leon County, Florida.

*County* shall mean, as indicated by the context used, either Leon County, Florida, as a geographic location, or Leon County, Florida, a charter county and political subdivision of the State of Florida, as a legal entity.

*County staff* shall mean the staff employed by the county in the real estate division of the department of facilities management.

*Donation* shall mean a conveyance by gift to the county of good and marketable title to real property or any interest therein. Such title shall be free from encumbrances and material defects, except those deemed by the county to be acceptable, shall be free from any doubt as to its validity, and shall make it reasonably certain that such title will not be called into question in the future so as to subject the county to litigation with regard thereto.

*Non-ad valorem assessment* shall mean a special assessment which is not based upon millage and which can become a lien against a homestead as permitted in Section 4, Article X, Florida Constitution.

*Owner* shall mean any part owner, joint owner, tenant in common, tenant in partnership, joint tenant, or tenant by the entirety, of the whole or a part of parcel.

*Parcel* shall mean any piece of real property in the unincorporated area of the county that has a single parcel identification number assigned to it by the county property appraiser; provided, however, that if such parcel identification number is associated with multiple pieces of real property as depicted on the cadastral map maintained by the county property appraiser, each one of such multiple pieces shall be deemed to be a separate parcel unless otherwise determined by county staff.

*Pending special assessment* shall mean a special assessment in a pending amount, with such amount to be determined by the Board in accordance with this division, after the completion of the requested water and sewer improvements.

*Request for water and sewer improvements* shall mean a written request, in a form approved by county staff, properly executed by the requisite number of parcel owners requesting the Board to consider making water and sewer improvements that would serve their parcels. A request for water and sewer improvements shall provide the name and contact information of a designated representative of such parcel owners, describe the proposed water and sewer improvements, identify all of the parcels that would be served by the proposed water and sewer improvements, and contain a clear and plain statement that the parcel owners, by executing such request, acknowledge that the conveyance to the county of any right-of-way needed for the water and sewer improvements shall be by donation.

*Right-of-way* shall mean land in which the county owns the fee or has an easement devoted to or required for use in constructing and maintaining water and sewer improvements.

*Serve, or served,* shall mean the act of providing availability to a parcel for obtaining service from adjacent water and sewer improvements, regardless of whether such parcel is directly connected to such water and sewer improvements.

*Special assessment* shall mean a levy upon a parcel served by a water and sewer improvements project to defray the cost thereof. A valid special assessment must satisfy a two-prong test: (i) the parcel burdened by the special assessment must derive a special benefit from the water and sewer

improvements provided by such special assessment; and (ii) the special assessment must be properly apportioned among the parcels receiving such special benefit.

*Special benefit* shall mean the benefit derived by a parcel from being served by a water and sewer improvements project. In evaluating whether a parcel has derived a special benefit, the test is not whether such benefit derived by the served parcels is unique or is different in type or degree from the benefit provided to the community as a whole; rather the test is whether there is a logical relationship between the water and sewer improvements and the benefit derived therefrom by the served parcels.

*Water and sewer improvements* shall mean the construction or installation of a water system or a sewage disposal system, as those terms are defined in division 1 of this article, or any combination of a water system and sewage disposal system, undertaken by the Board.

(Ord. No. 13-10, § 2, 5-14-13)

Sec. 18-47. - Provisions cumulative.

This division is declared to provide a supplemental and alternative method of making local water and sewer improvements in the unincorporated areas of the county and shall not operate to repeal any existing law.

(Ord. No. 13-10, § 2, 5-14-13)

Sec. 18-48. - Request for water and sewer improvements; donation of right-of-way.

Upon receipt by county staff of a request for water and sewer improvements from the owners of not less than two-thirds of the parcels that would be served by a water and sewer improvements project being proposed by such owners, the Board shall, in accordance with requirements in this division, consider the request for water and sewer improvements at a public hearing during a regular meeting of the Board and consider the extent to which the served parcels would derive a special benefit from the requested water and sewer improvements.

The request for water and sewer improvements shall contain in a clear and plain statement the requirement that any right-of-way needed for the water and sewer improvements shall be conveyed to the county by donation.

If, upon the withdrawal of an owner's name from the request for water and sewer improvements, the number of owners on such request for water and sewer improvements falls below the requisite two-thirds of the served parcels, the water and sewer improvements project shall cease. The water and sewer improvements project may be recommenced with the addition to the original request for water and sewer improvements of an owner of a parcel served by the water and sewer improvements project; provided, however, that such addition must be made no later than 20 days after the water and sewer improvements project ceased, and the additional owner must be associated with a parcel not included in the original request for water and sewer improvements.

(Ord. No. 13-10, § 2, 5-14-13)

Sec. 18-49. - Notice to public; first public hearing; resolution.

Prior to the public hearing to consider a request for water and sewer improvements, the Board shall publish a notice, at least once, in a newspaper of general circulation in the county, stating that at a regular meeting of the Board on a date and time certain, to be held at least 20 days after the date of first publication, the Board will conduct a public hearing to hear all interested persons on the requested water and sewer improvements.

The notice shall further state in general terms a description of the proposed water and sewer improvements, and the locations thereof, the initial cost estimate thereof, a description of the served parcels against which a special assessment is proposed to be made, and a statement that a donation of real property from the owners of such served parcels may be necessary for the county to acquire the right-of-way needed to complete the water and sewer improvements. A copy of the notice shall be mailed by certified mail to the record owners of such served parcels at the address shown on the most recent county property appraiser's ad valorem tax assessment roll, such notice to be mailed at least 20 days prior to the public hearing.

At the time designated in the notice, the Board shall hear all interested persons, and may then or thereafter reject the request for water and sewer improvements or, by resolution, approve all or any part of the requested water and sewer improvements direct that a pending special assessment lien be imposed upon each of the served parcels that derive a special benefit from the requested water and sewer improvements.

The resolution shall contain the name of each owner of each parcel upon which the pending special assessment lien is imposed, along with a description of each such parcel. Such resolution shall also contain Board direction that prohibits the water and sewer improvements from being commenced until the donations of all needed right-of-way have been obtained, and further that, if such donations cannot be obtained within 180 days after the documentation identifying the needed right-of-way is provided to county staff, the water and sewer improvements project shall be terminated. The burden shall be on the owner, at the owner's expense, to provide good and marketable title to the needed right-of-way including, but not limited to, curing any material defects deemed by the county to be unacceptable. The 180-day deadline for obtaining such donations may be extended for good cause at the discretion of the county administrator.

An executed copy of such resolution shall, no later than ten days after its adoption, be recorded in the official records of the county in a manner that will allow the discovery of the resolution through a search of any of the owners' names contained therein. Upon such recordation, the resolution shall thereafter constitute a pending special assessment lien on each such parcel contained therein. The failure to timely record the resolution shall not be deemed to invalidate such resolution.

(Ord. No. 13-10, § 2, 5-14-13)

Sec. 18-50. - Significant cost increase; special assessment roll; second public hearing; resolution.

If, at any time prior to commencing construction of the water and sewer improvements, the initial cost estimate for the water and sewer improvements increases by more than 15 percent, the water and sewer improvements project shall thereafter cease upon the delivery to the designated owners' representative, in person or by certified mail, of written notification of such increase. Any recommencement of such water and sewer improvements project shall require the receipt by county staff of a new request for water and sewer improvements from the owners of not less than two-thirds of the parcels served by such water and sewer improvements. Such new request for water and sewer improvements shall be delivered to county staff no later than 30 days after the water and sewer improvements project ceases, and shall thereafter be presented to the Board for reconsideration on the general business agenda during a regular meeting of the Board. At least 20 days prior to such reconsideration by the Board, a letter shall be mailed by regular mail to the record owners of the parcels against which a pending special assessment lien was imposed at the address shown on the most recent county property appraiser's ad valorem tax assessment roll, notifying such owners of the increased cost estimate for the water and sewer improvements project and that at a regular meeting of the Board, on the date and time to be provided in such letter, the Board will hear all interested persons on the reconsideration of the requested water and sewer improvements project. At such designated date and time, after hearing all interested persons, the Board may, by resolution, authorize the recommencement of the project by approving the new request for water and sewer improvements, reject the new request for water and sewer improvements and terminate the project, or take such other action it deems appropriate.

Within such time as the Board may determine following the completion of the water and sewer improvements and the determination of the total cost thereof, county staff shall prepare a special assessment roll containing the parcel descriptions, the amount of the special benefit to each parcel, and the amount of the special assessment to be imposed against each parcel served by such water and sewer improvements or otherwise deriving a special benefit therefrom. In addition, if such special assessment is to be paid in installments, the special assessment roll shall contain the number of annual installments into which the special assessment is to be divided.

Upon completion of the special assessment roll, the Board shall publish a notice, at least once, in a newspaper of general circulation in the county, stating that such special assessment roll has been completed and is on file and open to public inspection, and that at a regular meeting of the Board on a date and time certain, to be held at least 20 days after the date of first publication, the Board will conduct a public hearing to hear all interested persons on the proposed special assessments.

Such notice shall further state in brief and general terms a description of the water and sewer improvements and the location thereof. A copy of the notice shall be mailed by certified mail to the record owners of such parcels at the address shown on the most recent county property appraiser's ad valorem tax assessment roll, such notice to be mailed at least 20 days prior to the public hearing.

At such public hearing or at a definite time thereafter announced at such hearing, the Board shall hear all interested persons, and may then or thereafter annul, sustain or modify, in whole or in part, the special assessment roll according to the Board's determination of the special benefits derived by each parcel from such water and sewer improvements.

The Board may apportion the costs of such water and sewer improvements as a special assessment based on the front or square footage of each parcel or on an alternative methodology, provided the amount of the special assessment for each parcel is not in excess of the proportional special benefits as compared to the special assessments on the other parcels contained in such special assessment roll.

Upon the Board's acceptance and approval of the special assessment roll, it shall adopt a resolution which establishes the amount of the special assessment liens against those parcels contained in the approved special assessment roll, and which authorizes the issuance of special assessment lien certificates as hereinafter provided.

Such resolution shall include the name of each owner of each parcel subject to the special assessment lien, along with a description of the parcel and the amount of the special assessment lien, as set forth in the approved special assessment roll. It shall also state that all such special assessment liens shall become due and payable at the office of the county tax collector on a date as determined by the Board, which date shall not be before 30 days after the recording of such resolution in the official records of the county, and that the amount not paid within such period shall become payable in equal annual installments for a period of years, and at a rate of interest, as determined by the Board; provided, however, that any special assessment lien becoming so payable in installments may be paid at any time together with any accrued interest. Such resolution shall also state that such special assessment liens are subject to modification in accordance with the provisions of this division.

An executed copy of such resolution shall, no later than ten days after its adoption, be recorded in the official records of the county in a manner that will allow the discovery of the resolution through a search of any of the owners' names contained therein. Upon such recordation, the resolution shall thereafter constitute a special assessment lien on each such parcel contained therein, which lien shall supersede, cancel, and replace the pending special assessment lien imposed pursuant to section 18-49 of this division.

(Ord. No. 13-10, § 2, 5-14-13)

Sec. 18-51. - Collection; uniform method for the levy, collection, and enforcement of non-ad valorem assessments.

The collection of any special assessments imposed pursuant to this division shall be accomplished by the uniform method for the levy, collection, and enforcement of non-ad valorem assessments, as set forth in F.S. § 197.3632, or as such section may hereinafter be amended. This section shall not be deemed to prohibit the Board from ordering, by resolution, an alternative method for the collection of special assessments.

(Ord. No. 13-10, § 2, 5-14-13)

Sec. 18-52. - Lien for preliminary costs when water and sewer improvements not constructed.

If for any reason, prior to adopting the resolution establishing the amount of the special assessment liens pursuant to section 18-50 of this division including, but not limited to, the Board's annulment of a special assessment roll or the failure to obtain the donations of all needed right-of-way, it is determined that the water and sewer improvements will not be constructed, the incidental costs associated with the water and sewer improvements project, including but not limited to preliminary and other surveys, preparation of plans, specifications, and estimates, printing and publishing of notice and proceedings, authorization of special assessment lien certificates, legal services, engineering services, right-of-way transaction and closing fees, and any other expenses necessary or proper in connection therewith, may be imposed as a special assessment against the parcels contained in the resolution that ordered such water and sewer improvements to proceed as requested. The imposition of such special assessments shall be subject to, and shall satisfy, the same requirements and conditions as set forth in sections 18-49 through 18-50 of this division with regard to special assessments for water and sewer improvements, and the special assessment liens created thereby shall be of the same nature as set forth in section 18-54 of this division.

(Ord. No. 13-10, § 2, 5-14-13)

Sec. 18-53. - Donation of right-of-way; costs of acquisition.

If, to construct the requested water and sewer improvements, it is necessary to acquire rights-of-way such acquisition shall be by donation to the county. Upon preparation of the special assessment roll, county staff shall include in the total costs for the water and sewer improvements any and all incidental costs incurred by the county to complete such donation of right-of-way, including but not limited to the costs for title insurance, documentary stamp tax, recording, miscellaneous closing fees, and any attorney's fees and court costs for quieting title to such right-of-way.

(Ord. No. 13-10, § 2, 5-14-13)

Sec. 18-54. - Nature of special assessment liens.

All special assessments imposed under the provisions of this division shall constitute liens upon the parcels contained in the resolutions imposing such special assessments from the date of the recordation of such resolutions in the official records of the county, and shall be of the same nature and to the same extent as liens for general county taxes, and shall be collectible in the same manner with the same fees, interest and penalties for default in payment, and under the same provisions as to sale and forfeiture as apply to general county taxes. If the Board, by resolution, decides to not use the uniform method for the levy, collection, and enforcement of non-ad valorem assessments, an alternative method for collection of special assessment liens, with such interest and penalties and with a reasonable attorney's fee, may also be by suit for foreclosure, and it shall not be unlawful to join in any such suit for foreclosure any one or more parcels, by whomsoever owned, upon which such special assessment liens are delinquent, if imposed for water and sewer improvements made under the provisions of this division.

In such instances when the Board, by resolution, decides to not use the uniform method for the levy, collection, and enforcement of non-ad valorem assessments, the failure to pay any installment of principal



or interest of any special assessment lien when such installment becomes due shall, without notice or other proceedings, cause all installments of principal remaining to be forthwith due and payable with interest due thereon at the date of default; but if, before the sale of the parcel for delinquent special assessment lien payments, the amount of such delinquency is paid, together with all penalties, interest, costs and attorney's fees, any further installments of principal shall cease to become due and payable and shall be due and payable at the times at which the same would be due if no such default had occurred.

(Ord. No. 13-10, § 2, 5-14-13)

Sec. 18-55. - Sale of special assessment liens certificates.

For the purpose of financing any of the water and sewer improvements authorized under the provisions of this division, the Board may sell any or all of the special assessment liens imposed against the parcels deriving a special benefit from such water and sewer improvements. Such special assessment liens shall be evidenced by special assessment lien certificates signed by the Chairman of the Board and attested to by its clerk or deputy clerk. The clerk, as directed by the Board, may sell, dispose of or assign any such certificate to any person offering to buy same; such sale, however, is to be made at not less than par of the principal of such certificate or certificates remaining then unpaid, together with accrued interest accumulated and computed to the date of sale or assignment. All payments on such special assessment lien certificates shall be made directly to the county and the responsibility for enforcement of such liens may be that of the holder of the certificate or that of the Board in the manner provided herein, as determined by resolution of the Board. The holders of such special assessment lien certificates may sue in their own name or on behalf of the county to enforce such liens. Nothing in this division shall be deemed to prohibit the Board from appointing an officer of the county to serve as paying agent and/or registrar with respect to any special assessment lien certificates issued pursuant hereto.

(Ord. No. 13-10, § 2, 5-14-13)

Sec. 18-56. - Labor and loans.

The Board may furnish the services, labor, material and equipment necessary for the water and sewer improvements to be made, or it may contract therefor with private parties. The Board may pay out of its general funds or out of any special fund that may be provided for that purpose such portion of the cost of any water and sewer improvements as it may deem proper. The Board is authorized to borrow from any available source such sums of money as are necessary to defray the entire cost of such water and sewer improvements; provided, however, the only security for such loan shall be the assignment of the special assessment lien certificates to be issued for such water and sewer improvements.

(Ord. No. 13-10, § 2, 5-14-13)

Sec. 18-57. - Error on special assessment roll.

In case of any omission, error or mistake in the special assessment roll, imposing special assessment liens, or in issuing special assessment lien certificates, the Board may, at any time, correct such omission, error or mistake by resolution, upon its own motion, provided such correction does not impose a greater special assessment lien on any such parcel. Any correction which increases any special assessment lien on any parcel or which adds any special assessment lien on any additional parcels shall, in the absence of written consent by the owners of the parcels involved in such correction, be made only by reaccomplishing each and every procedural requirement of this division subsequent to the occurrence of such omission, error or mistake. Such procedure shall be required with regard only to those parcels for which a special assessment lien is increased or initially established.

(Ord. No. 13-10, § 2, 5-14-13)

Secs. 18-58—18-60. - Reserved.

**Leon County Regulated Private Water and Wastewater Systems**

Type	Company	Franchise Location
Wastewater	Lake Bradford Partners LLC	Lake Bradford Estates
Wastewater	Grand Village Mobile Home Park LLC	Grand Village Mobile Home Park
Wastewater	Western Estates Mobile Home Park LLC	Western Estates Mobile Home Park
Water	Seminole Waterworks Inc.	Meadow Hills Subdivision Sedgefield Subdivision Brewster Subdivision Buck Lake Estates Subdivision North Lake Meadow Subdivision Plantation Estates Subdivision
Water	Lake Bradford Partners LLC	Lake Bradford Estates
Water	Twin Lakes Mobile Home Park LLC	Twin Lakes Mobile Home Park

# SEMINOLE WATERWORKS, INC.

April 14, 2017

Leon County Board of County Commissioners  
301 S. Monroe Street, 5th Floor  
Tallahassee, FL. 32301

**RE: Seminole Waterworks, Inc. request for rate increase**

Dear Commissioners:

On January 29, 2016, Seminole Waterworks, Inc. (Seminole) purchased Rowe Utilities' water assets for the existing water systems within Leon County, Florida. On March 8, 2016, the Leon County Board of County Commissioners approved the transfer of the existing franchises from Rowe Utilities to Seminole at its regularly scheduled board meeting.

The owners of Seminole are Water and Wastewater Industry Professionals; they have over 30 years of experience in providing water and wastewater services to customers throughout the State of Florida. USWSC is a Florida based contract operating company providing services to more than 1,000 systems statewide, with customers such as; McDill AFB, the FGUA, City of North Lauderdale, Hillsborough County, and a host of other systems.

In addition to Seminole, the owners of the utility also own sixteen (16) water and wastewater utilities regulated by the Florida Public Service Commission located throughout the State of Florida.

Pursuant to Section 367.171(3), Florida Statutes (F.S.):

(3) In consideration of the variance of powers, duties, responsibilities, population, and size of municipalities of the several counties and in consideration of the fact that every county varies from every other county and thereby affects the functions, duties, and responsibilities required of its county officers and the scope of responsibilities which each county may, at this time, undertake, the Counties of Alachua, Baker, Bradford, Calhoun, Charlotte, Collier, Dixie, Escambia, Flagler, Gadsden, Gilchrist, Glades, Hamilton, Hardee, Hendry, Hernando, Hillsborough, Holmes, Indian River, Jefferson, Lafayette, Leon, Liberty, Madison, Manatee, Miami-Dade, Okaloosa, Okeechobee, Polk, St. Lucie, Santa Rosa, Sarasota, Suwannee, Taylor, Union, Wakulla, and Walton are excluded from the provisions of this chapter until such time as the board of county commissioners of any such county, acting pursuant to the provisions of subsection (1), makes this chapter applicable to such county or until the Legislature, by appropriate act, removes one or more of such counties from this exclusion. (emphasis added)

In reference to the rate setting provisions of Chapter 367, F.S., Section 367.171(8), F.S. hereby states:

(8) Each county which is excluded from the provisions of this chapter shall regulate the rates of all utilities in that county which would otherwise be subject to regulation by the

April 14, 2017

Letter to Leon County Board of County Commissioners

commission pursuant to s. 367.081(1), (2), (3), and (6). The county shall not regulate the rates or charges of any system or facility which would otherwise be exempt from commission regulation pursuant to s. 367.022(2). For this purpose the county or its agency shall proceed as though the county or agency is the commission.

To our knowledge, Leon County has not adopted any regulation ordinances related to the ratemaking provisions contained in Section 387.081, F.S. Without any established rules, regulations, or procedures to follow to allow a private water utility to recover its prudent costs, the utility is at a disadvantage to recover these costs.

Seminole operates these water systems under the same rules and regulations prescribed by the Florida Public Service Commission. The rates were not changed due to the change in ownership.

Since purchasing the utility, Seminole Waterworks, Inc. has incurred significant capital costs and extraordinary expenses. As a result of the hurricane that hit the Tallahassee area, Seminole incurred over \$2,300 in expenses related to generator rentals and repairs. In addition since purchasing the utility, Seminole experienced several water well failures due to well motors breaking and needing to be replaced. Since January 2016, Seminole has incurred capital expenditures of **\$61,270** in unanticipated repairs and/or replacements. The support documentation is readily available for review. Again, without an approved established procedure to request rate relief, Seminole has no way to recover these costs.

Prior to the purchase of the utility by Seminole, the former owner (Rowe Utilities) did implement regular rate increases by sending notices to its customers. The most recent increase occurred in December 2015, prior to the purchase. The increase at that time was an across the board nine percent (9%) increase. Prior to that time, the previous increase occurred in 2013. (See attached notices) Rowe Utilities indicated that it regularly increased rates by three percent (3%) on an annual basis for inflationary increases in expenses.

In early February 2017, Seminole sent a customer notice to its customer indicating the water rates would go up by 2.7% effective March 1, 2017. At the request of Mr. Tony Parks, Seminole subsequently sent a notice to its customer indicating that the rate increase would not go into effect. Seminole hereby requests that the Board of County Commissioner of Leon County approve this 2.7% increase in order for the utility to recover its prudent investments and increased operating expenses. This increase is less than the previous owner's prior increases, and the rates have not changed in over a year.

If you'd like to discuss further, please do not hesitate to contact me at (727) 848-8292.

Respectfully Submitted,



Troy Rendell

Manager of Regulated Utilities

// for Seminole Waterworks, Inc.

## **ROWE UTILITIES, LLC**

P.O. DRAWER 1389  
TALLAHASSEE, FL 32302  
Phone: (850) 576-1271

To all Rowe Utilities, LLC customers:

The following rates will be in effect starting December 1, 2015.

This increase will appear on your January 1, 2016 bill.

### **MONTHLY WATER RATES**

Basic Service	\$21.00
0 – 5000 Gallons	\$ 2.64 per 1,000 gals used
5001- 20000 Gallons	\$ 2.92 per 1,000 gals used
20001 and over	\$ 3.25 per 1,000 gals used

Disconnect/Reconnection Fee: \$165.00 (This is the fee for non-payment shutoff and reconnect)

Return Check Fee: \$25.00 (if check value is <\$50.00)  
\$30.00 (if check value is between \$50.00 and \$300.00)

Our late fee structure will remain at 10%, calculated on the total bill owed. Feel free to call our office @ 576-1271 with any questions you may have.

## **ROWE UTILITIES, LLC**

P.O. DRAWER 1389  
TALLAHASSEE, FL 32302  
Phone: (850) 576-1271

To all Rowe Utilities, LLC customers:

Effective January 1, 2013 Rowe Utilities will be increasing our rates and fees, due to the increase in the costs of maintaining our systems. (The changes are in bold)

This increase will appear on your February 1, 2013 bill.

### **MONTHLY WATER RATES**

Basic Service	<b>\$19.25</b>
0 – 5000 Gallons	\$ 2.40 per 1,000 gals used
5001- 20000 Gallons	\$ 2.65 per 1,000 gals used
20001 and over	\$ 2.95 per 1,000 gals used

Disconnect/Reconnection Fee : **\$150.00** (This is the fee for non-payment shutoff and reconnect)

Return Check Fee: \$25.00

Our late fee structure will remain at 10%, calculated on the total bill owed. Feel free to call our office @ 576-1271 with any questions you may have.



# SEMINOLE WATERWORKS, INC.

## NOTICE TO CUSTOMERS OF SEMINOLE WATERWORKS, INC.

The existing water rates will be increased effective March 1, 2017. This adjustment in rates are affected by increases in non-controllable expenses subject to inflationary pressures, such as chemicals, purchased power, and other general operation and maintenance costs. In addition, the Violation Reconnection Charge is being lowered down to \$95.00 and the customer deposit amount is being increased to \$65.00.

Water rates will increase by 2.7% effective March 1, 2017. The utility's existing rates and new rates based on monthly billing are contained in this notice below.

If you should have any questions, you may call the utility at 888-228-2134. Please be sure to have your account number handy for quick reference.

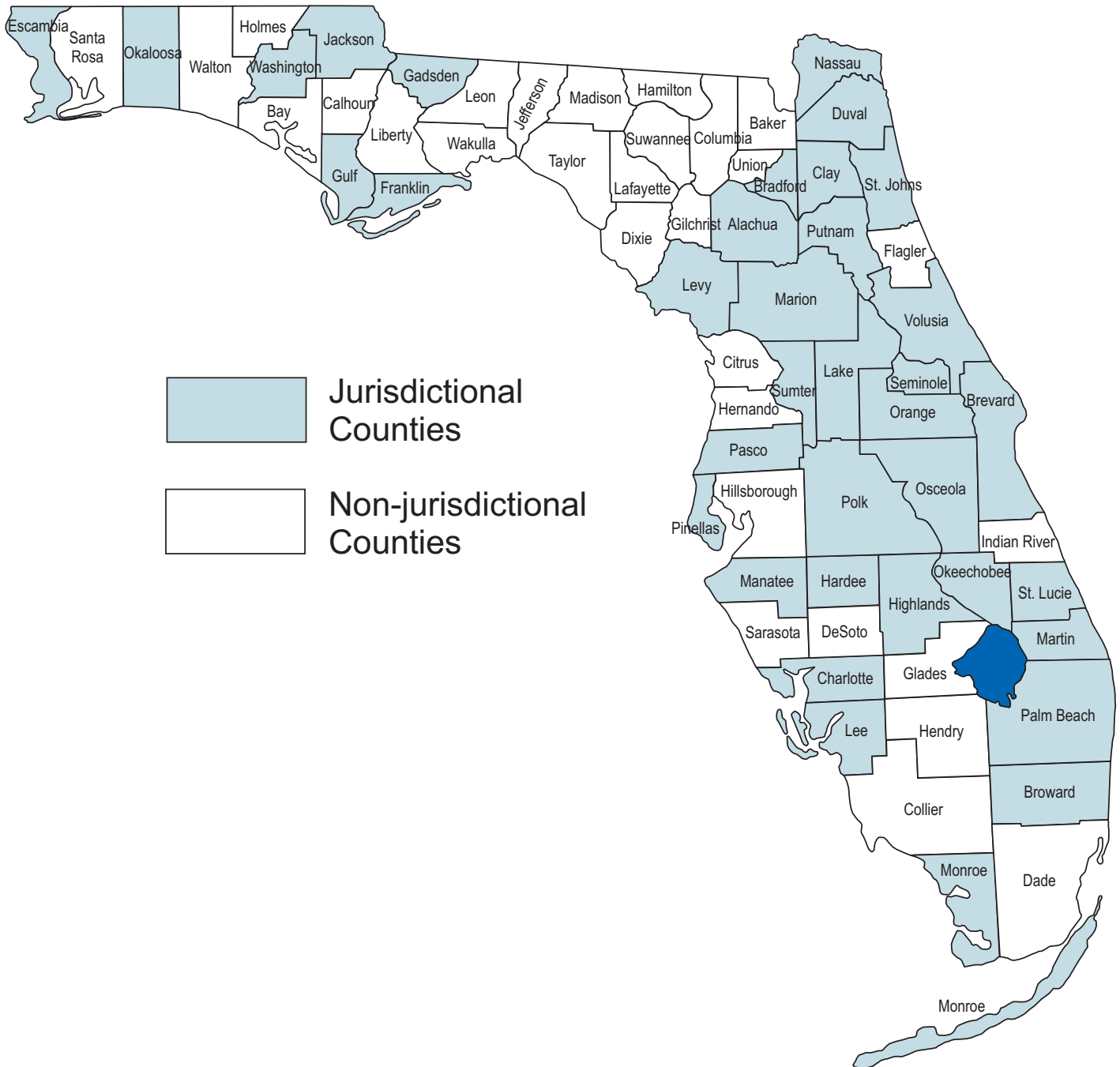
### SEMINOLE WATERWORKS, INC. RATE INCREASE EFFECTIVE MARCH 1, 2017

<u>Water Monthly Rates</u>	<u>Existing Rate</u>	<u>New Rates</u>
<u>Base Facility Charge:</u>		
5/8 X 3/4" meter	\$ 21.00	\$ 21.57
<u>Gallonge Charges:</u>		
0 - 5,000 gallons	\$ 2.64	\$ 2.71
5,001 - 20,000 gallons	\$ 2.92	\$ 3.00
Over 20,000 gallons	\$ 3.25	\$ 3.34
<u>Misc. Charges/Fees:</u>		
Returned Check Charge - NSF	\$ 25.00	(if check value < \$50.00)
	\$ 30.00	(if check value > \$50.00 and \$300.00)
	\$ 40.00	(or 5% greater amount if check value > \$300)
Violation Reconnection Fee:	\$ 165.00	\$ 95.00
(This is a fee for non-payment shutoff and reconnect)		
Late Fees:	10%	(calculated on bill owed)
Set Up Fee:	\$ 50.00	
Credit Card Convenience:	\$ 2.60	
Deposits:	\$ 50.00	\$ 65.00



WATER & WASTEWATER

# 37 Jurisdictional Counties



WATER AND WASTEWATER

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**PSC JURISDICTIONAL AND NON-JURISDICTIONAL COUNTIES**

**JURISDICTIONAL  
COUNTIES  
(37)**

ALACHUA  
BRADFORD  
BREVARD  
BROWARD  
CHARLOTTE  
CLAY  
DUVAL  
ESCAMBIA  
FRANKLIN  
GADSDEN  
GULF  
HARDEE  
HIGHLANDS  
JACKSON  
LAKE  
LEE  
LEVY  
MANATEE  
MARION  
MARTIN  
MONROE  
NASSAU  
OKALOOSA  
OKEECHOBEE  
ORANGE  
OSCEOLA  
PALM BEACH  
PASCO  
PINELLAS  
POLK  
PUTNAM  
SEMINOLE  
ST. JOHNS  
ST. LUCIE  
SUMTER  
VOLUSIA  
WASHINGTON

**NON-JURISDICTIONAL  
COUNTIES  
(30)**

BAKER  
BAY  
CALHOUN  
CITRUS  
COLLIER  
COLUMBIA  
DADE  
DESOTO  
DIXIE  
FLAGLER  
GILCHRIST  
GLADES  
HAMILTON  
HENDRY  
HERNANDO  
HILLSBOROUGH  
HOLMES  
INDIAN RIVER  
JEFFERSON  
LAFAYETTE  
LEON  
LIBERTY  
MADISON  
SANTA ROSA  
SARASOTA  
SUWANEE  
TAYLOR  
UNION  
WAKULLA  
WALTON

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

**Notes for Budget Workshop Item #10**

# Leon County Board of County Commissioners

## Budget Workshop Item #10

April 25, 2017

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

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

**Title:** Consideration of Funding to Support the County's Five-Year Target to Plant 1,000 Trees in Canopy Roads

<b>Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator Tony Park, Director, Public Works Scott Ross, Director, Financial Stewardship
<b>Lead Staff/ Project Team:</b>	Tom Jackson, Right-of-Way Management Mindy Mohrman, Urban Forester Heather Peeples, Special Projects Coordinator

### **Statement of Issue:**

This item seeks the Board's consideration of funding to support the County's five-year Target to plant 1,000 trees in canopy roads.

### **Fiscal Impact:**

This item proposes that \$75,000 per year be allocated for the next four years (FY18-FY21) to partner with the Canopy Roads Citizen Committee in implementing an aggressive long term tree planting program that will support the County's Target to plant 1,000 trees along the canopy roads by the end of FY 2021.

### **Staff Recommendation:**

Option #1: Include \$75,000 in the FY 2018 preliminary budget to develop an active tree planting program that will support the County's Target to plant 1,000 of trees in canopy roads.

## **Report and Discussion**

### **Background:**

On January 24, 2017, the Board adopted the County's FY2017-FY2021 Strategic Plan, which included a five-year Target to plant 15,000 trees including 1,000 in canopy roads. This and other adopted Targets are aligned with the four priority areas (Economy, Environment, Quality of Life, and Governance) and are intended to communicate to the public and staff the specific results that the County expects to achieve through the collective execution of our Strategic Initiatives.

During the June 14, 2016 Budget Workshop, all current and future Tree Bank revenues were allocated in support of the Canopy Roads Citizens Committee's Canopy Roads Management Plan implementation and the County's annual Adopt-A-Tree program. Additionally, the budget reallocated \$14,205 in unexpended wildlife preservation revenue to the Tree Bank account. Tree Bank revenues provide some initial funding in support of the County's Target for tree plantings. To ensure that the County will achieve the five-year Target of 1,000 trees planted in canopy roads, staff is recommending that \$75,000 per year be allocated for the next four years (FY18-FY21) to develop an aggressive active tree planting program.

Providing reoccurring funding to support the planting of trees in the canopy roads is essential to the following FY2017-FY2021 Strategic Initiative and Target that the Board approved at the January 24, 2017 meeting:

- In partnership with the Canopy Roads Committee, update the long term management plan for the Canopy Roads including an active tree planting program. (2016- 17)
- Plant 15,000 trees including 1,000 in canopy roads.

This particular Strategic Initiative aligns with the Board's Environment Strategic Priority:

- (EN3) Promote orderly growth and sustainable practices.

### **Analysis:**

The County's five-year Target to plant 15,000 trees will be achieved primarily through reforestation efforts, Arbor Day plantings, and other park landscaping, as well as the County's Adopt-a-Tree program. The remaining 1,000 tree plantings in canopy roads will be achieved through a partnership with the Canopy Roads Citizen Committee in the implementation of a canopy road replanting program.

As stated earlier, the Board previously allocated all future revenues collected to the Tree Bank and reallocated \$14,250 from the Wildlife Preservation Fund for Canopy Roads Management Plan implementation and the County's annual Adopt-A-Tree program (Attachment #1). The funds received by the Tree Bank are collected by the Department of Development Support and Environmental Services (DSEM) as part of the permitting process. Funds collected for the Tree Bank vary from less than a \$1,000 to \$5,000 per year. Infrequently, there will be larger

contributions to the Tree Bank, usually associated with road projects where the required trees cannot be replanted on site.

In accordance with the FY2017-FY2021 Strategic Plan, staff will partner with the Canopy Roads Committee to update the long term management plan for the Canopy Roads including the development of an active tree planting program. The allocation of \$75,000 per year will fund the planting of approximately 200 to 300 trees in the canopy roads annually for a total of 800 to 1,200 trees by the end of FY 2021. To maximize the funds available for the purchase and planting of trees, staff will engage and leverage partnerships with neighborhood organizations to maintain newly planted trees in the canopy roads.

Status updates on this and all other Targets will be provided to the Board biannually at both the June Budget Workshops and Annual Board Retreat. Funding for the canopy roads replanting program will also be reassessed annually as revenues collected to the Tree Bank vary.

**Options:**

1. Include \$75,000 in the FY 2018 preliminary budget to develop an active tree planting program that will support the County's Target to plant 1,000 of trees in canopy roads.
2. Do not provide \$75,000 in the FY 2018 preliminary budget to develop an active tree planting program that will support the County's Target to plant 1,000 of trees in canopy roads.
3. Board direction.

**Recommendation:**

Option #1.

**Attachment:**

1. June 14, 2016 Budget Workshop Item

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

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

**Notes for Budget Workshop Item #11**

# Leon County Board of County Commissioners

## Budget Workshop Item #11

April 25, 2017

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

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

**Title:** Signature Landscaping Feature for County Parks

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<b>Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Maggie Theriot, Director, Office of Resource Stewardship Scott Ross, Director, Office of Financial Stewardship
<b>Lead Staff/ Project Team:</b>	Leigh Davis, Director, Parks and Recreation

### **Statement of Issue:**

This item recommends implementing a signature landscaping feature with a regular blooming season (southern crab apple trees) at Pedrick Park adjacent to the Eastside Branch Library.

### **Fiscal Impact:**

This item will have a fiscal impact. The initial program can be started with a \$35,000 budget allocation.

### **Staff Recommendation:**

Option #1: Include \$35,000 in the FY 2018 budget to establish a signature landscape feature, with a regular blooming season at Pedrick Pond Park.

## **Report and Discussion**

### **Background:**

At the December 12, 2016 Board retreat, the Board discussed a new strategic initiative to develop a program establishing a signature landscaping feature with a regular blooming season that would not only serve to beautify the community, but also have the potential to bring visitors to Leon County. That initiative was subsequently adopted as part of the Strategic Plan at the January 24, 2017 meeting.

The proposed new program is essential to the following FY2017 - FY2021 Strategic Initiatives:

- Continue to expand recreational amenities to include: Develop a program to establish a signature landscaping feature with a regular blooming season (2016-24B).

This particular Strategic Initiative aligns with the Board's Strategic Priorities for Quality of Life, and potentially for Economy.

- (Q1) Maintain and enhance our parks and recreational offerings and green spaces
- (Q6) Promote livability, health and sense of community by enhancing mobility, encouraging human scale development and creating public spaces for people
- (EC4) Grow our tourism economy, its diversity, competitiveness and economic impact

### **Analysis:**

In addition to solely visual appeal, staff examined various landscape approaches which could maximize the benefits of a signature planting.

Considerations included:

- Visual appeal
- Native plant species
- Level of required maintenance
- Purposes of restoration, landscaping or tourist attraction
- Sustainable/environmental purpose and benefit that can be achieved
- Compatibility with objectives of the Land Management Plans of various parks

Staff engaged several experts and agencies including Scott Davis, Ranger and Biologist with St. Marks National Wildlife Refuge; Jennifer Carver and David Copps with Florida Communities Trust (FCT), Florida Department of Environmental Protection; University of Florida/IFAS; and the City/County Urban Forester to vet ideas and approaches for successful implementation.

Given the parameters, an ideal candidate for the signature planting would be the southern crab apple tree, which provides significant blooming appeal and is tolerant of a wide variety of soils.

Staff explored several opportunities for a pilot project including Pedrick Pond Park, Apalachee Regional Park, Fred George Greenway and Park, and Martha Wellman Park. The recommended site is Pedrick Pond.

Pedrick Pond Park is located on the corner of Mahan and Pedrick and adjacent to the eastside library. The library is built and landscaped to LEED standards, and has native landscaping planted around the library grounds, and near the adjacent Pedrick Pond.

The pond at Pedrick Park has a 0.7 mile, crushed shell trail that surrounds the pond with a span of boardwalk and a bridge. Planting southern crab apples as a signature landscape bloom will enhance the park landscaping, provide visual appeal from Mahan Drive, Pedrick Road, and the north side of library during the trees spring bloom. The trees will be planted on both sides of the walking trail in a manner that will provide the maximum visual impact during the spring and shade for the trail in the summer. The cost of the planting includes the trees and an irrigation source. It is estimated that the total planting will cost approximately \$35,000.

The Board may wish to consider funding signature plantings at other County parks in future budget cycles.

**Options:**

1. Include \$35,000 in the FY 2018 budget to establish a signature landscape feature, with a regular blooming season at Pedrick Pond Park.
2. Board direction.

**Recommendation:**

Option #1.

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

**Notes for Budget Workshop Item #12**

# Leon County Board of County Commissioners

## Budget Workshop Item #12

April 25, 2017

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

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

**Title:** Pilot Mobile Hotspot Library Lending Program

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<b>Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Wanda Hunter, Assistant County Administrator Scott Ross, Director, Office of Financial Stewardship
<b>Lead Staff/ Project Team:</b>	Debra Sears, Library Services Manager Cay Hohmeister, Library Director

### **Statement of Issue:**

This item recommends establishing a Pilot Mobile Hotspots Library Lending Program. This pilot program allows checking out hotspots for library users without internet access at home.

### **Fiscal Impact:**

This item has a fiscal impact. The initial budget impact for FY2018 would be \$13,250. Twenty-five mobile hot spot devices will have an annual service charge cost of \$12,000. The one-time cost to purchase the devices is \$1,250. In addition, staff will pursue grant opportunities to assist in funding this program.

### **Staff Recommendation:**

Option # 1: Include \$13,250 in the Proposed FY 2018 for a Pilot Mobile Hotspot Library Lending Program.



## **Report and Discussion**

### **Background:**

This Pilot Mobile Hotspot Library Lending Program is essential to the following FY2017-FY2020 Strategic Initiative that the Board approved at the January 24, 2017 meeting:

- Explore opportunities to increase high-speed internet access through a “mobile hotspot” library lending program. (2016-35)

This particular Strategic Initiative aligns with the Board’s Quality of Life Priority:

- Provide relevant library offerings which promote literacy, life-long learning and social equity.

### **Analysis:**

Free internet access has been an essential library service for over 20 years. Across the United States, almost all public libraries offer free internet access and 97% offer free wifi. In Leon County, free public-access PCs, the loaning of netbook computers in the library, and wifi are offered at the Main Library and all branch libraries. The Pilot Mobile Hotspot Library Lending Program gives the Library the opportunity to explore the feasibility of checking out hotspots for library users without internet access at home.

Library users will find a wide variety of uses for mobile hotspots. For example: hotspots would allow longer, uninterrupted time to study at home for exams and placement tests and vocational certifications; to apply for jobs, college, vocational or graduate school; and allow library users more Internet time for a special project and completing term assignments. Library users would find them useful while traveling, avoiding the need to find wifi in unfamiliar surroundings.

Mobile hotspots are rechargeable devices about the size of a deck of cards that create wifi by using cell phone data service. A mobile hotspot works wherever a cell phone can receive service. Mobile hotspots are a boon for those who do not have cable services available but can receive cell phone service. Mobile hotspots can be used for internet access with devices like tablets and laptops.

Libraries through-out the Country have developed a variety of models for lending hotspots. Attachment #1 shows specific Florida examples. Beginning in FY 2018, the Library proposes purchasing 25 devices. Each device would be available for a loan period of up to 3 weeks. Just like books and videos, library users will be able to place holds on the devices through the library online catalog, in-person or by phone.

The Library will monitor the use, reserve list, successes and difficulties of the pilot program to determine if the program should be offered permanently. The pilot program will run through FY 2018, and a report will be provided during the development of the FY 2019 budget. In addition, staff will pursue grant opportunities to assist in funding this program.

**Options:**

1. Include \$13,250 in the Proposed FY 2018 for a Pilot Mobile Hotspot Library Lending Program.
2. Do not include \$13,250 in the Proposed FY 2018 for a Pilot Mobile Hotspot Library Lending Program.
3. Board direction.

**Recommendation:**

Option #1.

**Attachment:**

1. Examples of mobile hotspot library lending programs in Florida

### Mobile Hotspot Library Lending Programs Examples in Florida

Library	Hotspot program launched	Number of units available to public	Loan period	Renewable?	Notes
Lakeland Public Library	March 2015	43	2 weeks	Yes, in person only (if not reserved)	T-Mobile 4-G LTE, unlimited data A flat rate of \$5 per 2 week checkout is due at the time of receipt. Additional \$5 fee is due at time of renewal. No refunds if device is returned early. The hotspots are provided through the Serena Bailey Foundation, a foundation that provides grants for reference and special collection services for the Lakeland libraries.
Leesburg Public Library	April 2016	6	3 weeks	Yes, once (unless reserved)	T-Mobile 4-G LTE Reserve and pick up at this location only; but may be returned to any Lake County Library.
W.T. Bland Public Library (Mt. Dora, FL)	November 2015	7	3 weeks	Yes, once (unless reserved)	T-Mobile 4-G LTE Hotspot Z915 Digital literacy project underwritten by Mount Dora Library Association and Ross Stores Foundation.
Washington County Public Library	May 2015	9	3 weeks	Yes	Established with PLAN innovation grant. Purchased mobile hotspot devices at local Walmart, pre-loaded with 1 gig; ongoing cost for all 9 is \$135/month. Recommends going low-tech like this or very high tech with vendor that may offer data plan
Winter Haven Public Library	March 2015	18	2 weeks	Yes, in person only (if not reserved)	T-Mobile 4-G LTE, unlimited data A flat rate of \$5 per 2 week checkout is due at the time of receipt. Additional \$5 fee is due at time of renewal. No refunds if device is returned early.

April 2017 DS