

# BOARD OF COUNTY COMMISSIONERS LEON COUNTY, FLORIDA

## AGENDA

### REGULAR MEETING

County Commission Chambers  
Leon County Courthouse, Fifth Floor  
301 South Monroe Street  
Tallahassee, FL 32301

**Tuesday, January 24, 2017  
3:00 p.m.**

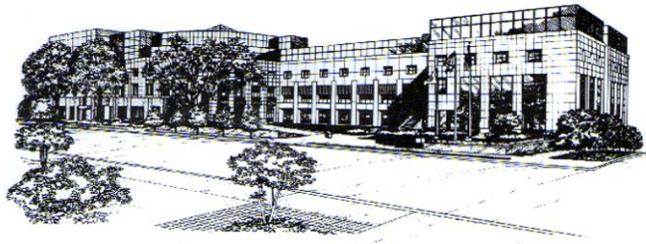
### COUNTY COMMISSIONERS

John E. Dailey, Chairman  
District 3

Bill Proctor  
District 1

Bryan Desloge  
District 4

Mary Ann Lindley  
At-Large



Jimbo Jackson  
District 2

Kristin Dozier  
District 5

Nick Maddox, Vice Chair  
At-Large

Vincent S. Long  
County Administrator

Herbert W. A. Thiele  
County Attorney

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The Leon County Commission meets the second and fourth Tuesday of each month. Regularly scheduled meetings are held at 3:00 p.m. The meetings are televised on Comcast Channel 16. A tentative schedule of meetings and workshops is attached to this agenda as a "Public Notice." Commission Meeting Agendas are available on the Leon County Home Page at: [www.leoncountyfl.gov](http://www.leoncountyfl.gov). Minutes of County Commission meetings may be found at the Clerk of Courts Home Page at [www.clerk.leon.fl.us](http://www.clerk.leon.fl.us).

Please be advised that if a person decides to appeal any decision made by the Board of County Commissioners with respect to any matter considered at this meeting or hearing, such person will need a record of these proceedings, and for this purpose, such person may need to ensure that verbatim record of the proceeding is made, which record includes the testimony and evidence upon which the appeal is to be based. The County does not provide or prepare such record (Sec. 286.0105, Florida Statutes).

In accordance with Section 286.26, Florida Statutes, persons needing a special accommodation to participate in this proceeding should contact the ADA Coordinator by written or oral request at least 48 hours prior to the proceeding, at 850-606-5011 or Facilities Management at 850-606-5000, or 7-1-1 (TTY and Voice) via Florida Relay Service. Accommodation Request Forms are available on the website [www.LeonCountyFL.gov/ADA](http://www.LeonCountyFL.gov/ADA).

# **Board of County Commissioners**

**Leon County, Florida**

## **Agenda**

**Regular Public Meeting**

**Tuesday, January 24, 2017, 3:00 p.m.**

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### **INVOCATION AND PLEDGE OF ALLEGIANCE**

Invocation and Pledge of Allegiance by Commissioner Kristin Dozier

### **AWARDS AND PRESENTATIONS**

- Proclamation Recognizing the Woodville Jaguars as the Pop Warner Southeast Regional Champions  
(Commissioner Proctor)
- Proclamation Honoring Rikki, the Gold Retriever Therapy Dog, on her Retirement  
(Commissioner Dozier)

### **CONSENT**

1. Approval of Minutes: December 7, 2015 Board Retreat; November 22, 2016 Installation Ceremony, Board Reorganization and Regular Meeting, and December 13, 2016 Regular Meeting  
(Clerk of the Court/ Finance/ Board Secretary)
2. Approval of Settlement Claims Matter  
(County Attorney/ County Administrator)
3. Adoption of Resolution Approving Performance Bonds for the Sheriff and Deputy Sheriffs and Acceptance of Performance Bonds and Amounts from the Clerk of the Circuit Court and Comptroller, Supervisor of Elections, Tax Collector, and Property Appraiser  
(County Attorney/ County Administrator)
4. Approval of Payment of Bills and Vouchers Submitted for January 24, 2017 and Pre-Approval of Payment of Bills and Vouchers for the Period of January 25 through February 6, 2017  
(County Administrator/ Office of Financial Stewardship/ Office of Management & Budget)
5. Approval of the Fiscal Year 2017/2018 Budget Calendar  
(County Administrator/ Office of Financial Stewardship/ Office of Management & Budget)
6. Adoption of Proposed Resolution to Reauthorize the Strategic Team for Amphitheater Grand Entertainment (STAGE) Advisory Committee  
(County Administrator/ County Administration/ Tourism Development)
7. Authorization to Proceed with the Analysis of Residential Preservation Zoned Parcels Outside Recorded and Unrecorded Subdivisions within the Urban Service Area to Determine the Appropriate Site Specific Residential Zoning Designation  
(County Administrator/ DSEM/ Development Services)

8. Ratification of Actions Taken at the December 13, 2016 Workshop on the Hurricane Hermine After-Action Report  
(County Administrator/ County Administration)
9. Request to Schedule a Workshop on Establishing the Citizens Charter Review Committee for Tuesday, April 4, 2017 at 1:30 pm.  
(County Administrator/ County Administration)
10. Approval to Enter into an Agreement with the Florida Housing Coalition for Research and Analysis in Support of the Tallahassee-Leon County Affordable Housing Workgroup, to be funded equally by Leon County and the City of Tallahassee  
(County Administrator/ Office of Human Services & Community Partnerships/ Housing Services)

Status Reports: *(These items are included under Consent.)*

11. Acceptance of the 2016 Tallahassee-Leon County Board of Adjustment and Appeals Annual Report  
(County Administrator/ Development Support & Environmental Management/ Development Services)
12. Acceptance of Status Report on 2016 Transfers of Leon County Surplus Computing Equipment to Goodwill Industries  
(County Administrator/ Office of Technology & Information)

### **CONSENT ITEMS PULLED FOR DISCUSSION**

### **CITIZENS TO BE HEARD ON NON-AGENDAED ITEMS**

3-minute limit per speaker; there will not be any discussion by the Commission

### **GENERAL BUSINESS**

13. Ratification of Board Actions Taken at the December 12, 2016 Annual Retreat and Approval of the FY 2017 – FY 2021 Leon County Strategic Plan  
(County Administrator/County Administration)
14. Acceptance of the Status Report on Building Permitting and Approval of a Five-Year Target to Reduce Single Family Building Permit Review Timeframes for New Construction by 30% in the County's Updated FY 2017 – FY 2021 Strategic Plan  
(County Administration/ Development Support & Environmental Management)
15. Consideration of Returning the Day-to-Day Oversight of the Emergency Management Function to Leon County Government  
(County Administrator/County Administration)

### **SCHEDULED PUBLIC HEARINGS, 6:00 P.M.**

16. First and Only Public Hearing to Consider an Ordinance Amending Chapter 10 of the Leon County Code of Laws to Correct Scrivener's Errors and Inadvertent Inconsistencies  
(County Administrator/ DSEM/ Development Services)

**CITIZENS TO BE HEARD ON NON-AGENDAED ITEMS**

3-minute limit per speaker; Commission may discuss issues that are brought forth by speakers.

**COMMENTS/DISCUSSION ITEMS**

Items from the County Attorney

Items from the County Administrator

Discussion Items by Commissioners

**RECEIPT AND FILE**

- Public Notice of Pollution – City of Tallahassee Media Advisory December 7, 2016
- Capital Region Community Development District Meeting Minutes September 8, 2016
- Capital Region Community Development District Meeting Minutes October 13, 2016

**ADJOURN**

*The next Regular Board of County Commissioner's Meeting is scheduled for  
Tuesday, February 7, 2017 at 3:00 p.m.*

**All lobbyists appearing before the Board must pay a \$25 annual registration fee. For registration forms and/or additional information, please see the Board Secretary or visit the County website at [www.leoncountyfl.gov](http://www.leoncountyfl.gov)**

**2017**  
**Leon County Board of County Commission**  
**Meeting Schedule**

**JANUARY**

S	M	T	W	T	F	S
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8	9	10	11	12	13	14
15	16	17	18	19	20	21
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29	30	31				

**FEBRUARY**

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**MARCH**

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**APRIL**

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**MAY**

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**JUNE**

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**JULY**

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**AUGUST**

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**SEPTEMBER**

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**OCTOBER**

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**NOVEMBER**

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**DECEMBER**

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**PUBLIC NOTICE**

**Leon County Board of County Commission  
 2017 Tentative Schedule**

**All Workshops, Meetings, and Public Hearings are subject to change**

All sessions are held in the Commission Chambers, 5<sup>th</sup> Floor, Leon County Courthouse unless otherwise indicated. Workshops are scheduled as needed on Tuesdays preceding the Commission meeting.

<u>Month</u>	<u>Day</u>	<u>Time</u>	<u>Meeting Type</u>
January 2017	Monday 2	Offices Closed	NEW YEAR'S DAY Observed
	Tuesday 10	No Meeting	BOARD RECESS
	Monday 16	Offices Closed	MARTIN LUTHER KING, JR. DAY
	Tuesday 17	1:00 p.m.	Capital Region Transportation Planning Agency City Commission Chambers
	<u>Thursday 19</u>	<u>5:30 – 8 p.m.</u>	<u>Leon County Legislative Delegation Meeting</u> <u>County Courthouse, 5<sup>th</sup> Floor Commission</u> <u>Chambers</u>
	Tuesday 24	3:00 p.m.	Regular Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
		6:00 p.m.	First & Only Public Hearing to Consider an Ordinance Amending Chapter 10 of the Leon County Code of Laws to Correct Scrivener's Errors and Inadvertent Inconsistencies
	Thursday 26	9:30 a.m.	Community Redevelopment Agency City Commission Chambers
	Tuesday 31	9:00 a.m.	Community Legislative Dialogue Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
<b>February 2017</b>	<u>Wednesday 1 &amp; Thursday 2</u>	<u>FAC New Commissioner Workshop</u>	<u>Seminar for Newly Elected Commissioners</u> <u>Alachua County; Gainesville, FL</u>
	Thursday 2 & Friday 3	FAC Advanced County Commissioner Program	Seminar 2 of 3 Alachua County; Gainesville, FL
	Tuesday 7	12:00 – 1:30 p.m.	Workshop on the Impact of the Passage of the Medical Marijuana Amendment
		1:30 – 3:00 p.m.	Workshop on Event Funding Programs and Processes through the Division of Tourism Development
		3:00 p.m.	Regular Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
	Tuesday 21	1:00 p.m.	Capital Region Transportation Planning Agency City Commission Chambers
	Tuesday 21	3:00 – 6:00 p.m.	Blueprint Intergovernmental Agency City Commission Chambers

<u>Month</u>	<u>Day</u>	<u>Time</u>	<u>Meeting Type</u>
<b>February 2017 (cont.)</b>	<i>Saturday 25 – Wed., March 1</i>	<i>NACO Legislative Conference</i>	<i>Washington, DC</i>
<b>March 2017</b>	Tuesday 7	1:30 p.m.	Joint City/County Workshop on Cycle 2017 Comprehensive Plan Amendments
		3:00 p.m.	Regular Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
	Tuesday 21	1:00 p.m.	Capital Region Transportation Planning Agency City Commission Chambers
	Thursday 23	9:30 a.m.	Community Redevelopment Agency City Commission Chambers
	Tuesday 28	9:00 a.m.	Community Legislative Dialogue Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
<b>April 2017</b>	<b><u>Tuesday 4</u> <i>tentative</i></b>	<b><u>1:30 - 3:00 p.m.</u></b>	<b><u>Workshop on Establishing the Citizens Charter Review Committee</u></b>
		3:00 p.m.	Regular Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
		6:00 p.m.	Joint City/County Transmittal Hearing on Cycle 2017 Comprehensive Plan Amendments
	<i>Wednesday 5</i>	<i>FAC Legislative Day</i>	<i>FSU Turnbull Conference Center Tallahassee, FL</i>
	Tuesday 18	9:00 a.m. – 11:00 a.m.	Capital Region Transportation Planning Agency Workshop / Retreat; TBD
	<b><u>Tuesday 25</u> <i>tentative</i></b>	<b><u>9:00 a.m. – 3:00 p.m.</u></b>	<b><u>Budget Policy Workshop</u></b>
		3:00 p.m.	Regular Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
	<i>Thursday 27 &amp; Friday 28</i>	<i>FAC Advanced County Commissioner Program</i>	<i>Seminar 3 of 3: Alachua County; Gainesville, FL</i>
<b>May 2017</b>	Tuesday 9	3:00 p.m.	Regular Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
	Tuesday 16	9:00 a.m.	Community Legislative Dialogue Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
	Tuesday 16	1:00 p.m.	Capital Region Transportation Planning Agency City Commission Chambers
	Tuesday 23	3:00 p.m.	Regular Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
		6:00 p.m.	Joint City/County Adoption Hearing on Cycle 2017 Comprehensive Plan Amendments

<u>Month</u>	<u>Day</u>	<u>Time</u>	<u>Meeting Type</u>
<b>May 2017</b> (cont.)	Thursday 25	9:30 a.m.	Community Redevelopment Agency City Commission Chambers
	<b>Monday 29</b>	<b>Offices Closed</b>	<b>MEMORIAL DAY</b>
<b>June 2017</b>	Tuesday 13	9:00 a.m. – 3:00 p.m.	Budget Workshop
		3:00 p.m.	Regular Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
	Tuesday 20	1:00 p.m.	Capital Region Transportation Planning Agency City Commission Chambers
		3:00 – 6:00 p.m.	Blueprint Intergovernmental Agency City Commission Chambers
	<b>Tuesday 27</b>	<b>No Meeting</b>	<b>NO MEETING</b>
	<i>Tuesday 27 - Friday 30</i>	<i>FAC Annual Conference &amp; Educational Exposition</i>	<i>Palm Beach County West Palm Beach, FL</i>
<b>July 2017</b>	<b>Tuesday 4</b>	<b>Offices Closed</b>	<b>JULY 4<sup>TH</sup> HOLIDAY OBSERVED</b>
	Tuesday 11	3:00 p.m.	Regular Meeting County Courthouse, 5th Floor Commission Chambers
	Thursday 13	9:30 a.m.	Community Redevelopment Agency City Commission Chambers
	<i>Friday 21 - Tuesday 24</i>	<i>NACo Annual Conference</i>	<i>Franklin County Columbus, OH</i>
	<b>Tuesday 25</b>	<b>No Meeting</b>	<b>BOARD RECESS</b>
	<i>Wednesday 26 – Saturday 29</i>	<i>National Urban League Annual Conference</i>	<i>St. Louis, MO</i>
<b>August 2017</b>	<b>Tuesday 8</b>	<b>No Meeting</b>	<b>BOARD RECESS</b>
	<i>Thursday 10 - Sunday 13</i>	<i>Chamber of Commerce Annual Conference</i>	<i>Amelia Island, FL</i>
	<b>Tuesday 22</b>	<b>No Meeting</b>	<b>BOARD RECESS</b>
<b>September 2017</b>	<b>Monday 4</b>	<b>Offices Closed</b>	<b>LABOR DAY HOLIDAY</b>
	Tuesday 12	3:00 p.m.	Regular Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
		6:00 p.m.	Public Hearing Regarding Tentative Millage Rates and Tentative Budgets for FY 17/18*
	<i>Wednesday 13- Thursday 14</i>	<i>FAC Policy Committee Conference and County Commissioner Workshops</i>	<i>Central Florida - TBD</i>
	Tuesday 19	1:00 p.m.	Capital Region Transportation Planning Agency City Commission Chambers

<u>Month</u>	<u>Day</u>	<u>Time</u>	<u>Meeting Type</u>
<b>September 2017</b> (cont.)	Tuesday 19	5:00 – 9:00 p.m.	Blueprint Intergovernmental Agency Meeting & Public Hearing, City Commission Chambers
	<i>TBD</i> (typically mid-September)	<i>Congressional Black Caucus Annual Legislative Conference</i>	<i>Washington, D.C.</i>
	Tuesday 26	3:00 p.m.	Regular Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
	Tuesday 26	6:00 p.m.	Public Hearing on Adoption of Millage Rates and Budgets for FY 17/18*
	Thursday 28	4:00 p.m.	Community Redevelopment Agency Meeting & Public Hearing at 6 p.m., City Commission Chambers
<i>* These public hearing dates may change because of the School Board's scheduling of its budget adoption public hearings.</i>			
<b>October 2017</b>	Tuesday 10	3:00 p.m.	Regular Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
	Tuesday 17	9:00 a.m. - 11:00 a.m.	Capital Region Transportation Planning Agency Retreat / Workshop; TBD
	<i>Sunday 22 - Wednesday 25</i>	<i>ICMA Annual Conference</i>	<i>Bexar County San Antonio, Texas</i>
	Tuesday 24	3:00 p.m.	Regular Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
<b>November 2017</b>	Thursday 9	9:30 a.m.	Community Redevelopment Agency City Commission Chambers
	<b>Friday 10</b>	<b>Offices Closed</b>	<b>VETERAN'S DAY OBSERVED</b>
	Tuesday 14	3:00 p.m.	Regular Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
	<i>Wednesday 15 – Friday 17</i>	<i>FAC Legislative Conference</i>	<i>Sarasota County Sarasota, FL</i>
	Tuesday 21	1:00 p.m.	Capital Region Transportation Planning Agency City Commission Chambers
	<b>Thursday 23</b>	<b>Offices Closed</b>	<b>THANKSGIVING DAY</b>
	<b>Friday 24</b>	<b>Offices Closed</b>	<b>FRIDAY AFTER THANKSGIVING DAY</b>
	Tuesday 28	3:00 p.m.	Regular Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
<b>December 2017</b>	Tuesday 5	3:00 – 6:00 p.m.	Blueprint Intergovernmental Agency City Commission Chambers
	Monday 11	9:00 a.m. – 4:00 p.m.	Board Retreat TBD
	Tuesday 12	3:00 p.m.	Regular Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers

<u>Month</u>	<u>Day</u>	<u>Time</u>	<u>Meeting Type</u>
<b>December 2017 (cont.)</b>	Tuesday 19	1:00 p.m.	Capital Region Transportation Planning Agency City Commission Chambers
	<b>Monday 25</b>	<b>Offices Closed</b>	<b>CHRISTMAS DAY OBSERVED</b>
	<b>Tuesday 26</b>	<b>No Meeting</b>	<b>BOARD RECESS</b>
<b>January 2018</b>	<b>Monday 1</b>	<b>Offices Closed</b>	
	<b>Tuesday 9</b>	<b>No Meeting</b>	<b>Board Recess</b>
	Tuesday 23	3:00 p.m.	Regular Meeting

## **Citizen Committees, Boards, and Authorities** **2017 Expirations and Vacancies**

[www.leoncountyfl.gov/committees/list.asp](http://www.leoncountyfl.gov/committees/list.asp)

### **VACANCIES**

#### **CareerSource Capital Region**

Board of County Commissioners (1 appointment)

(Representative of the private sector, who shall be owners of business concerns, executives, or chief operating officers of non-governmental employers, or other private sector executives who have substantial management or policy responsibility)

#### **Water Resources Committee**

Commissioner - District I: Proctor, Bill (1 appointment)

### **UPCOMING EXPIRATIONS**

#### **JANUARY 31, 2017**

##### **Minority, Women & Small Business Enterprise Committee**

Commissioner - District I: Proctor, Bill (1 appointment)  
Commissioner - District III: Dailey, John (1 appointment)  
Commissioner - District IV: Desloge, Bryan (1 appointment)  
Commissioner - District V: Dozier, Kristin (1 appointment)

#### **FEBRUARY 28, 2017**

##### **Value Adjustment Board**

Board of County Commissioners (1 appointment)

#### **MARCH 31, 2017**

##### **Contractors Licensing and Examination Board**

Commissioner - At-large II: Maddox, Nick (1 appointment)  
Commissioner - District IV: Desloge, Bryan (1 appointment)  
Commissioner - District V: Dozier, Kristin (1 appointment)

##### **Science Advisory Committee**

Commissioner - District I: Proctor, Bill (1 appointment)  
Commissioner - District II: Jackson, Jimbo (1 appointment)  
Commissioner - District V: Dozier, Kristin (1 appointment)

#### **APRIL 30, 2017**

##### **Tallahassee Sports Council**

Board of County Commissioners (2 appointments)

#### **MAY 31, 2017**

##### **Minority, Women & Small Business Enterprise Citizens Advisory Committee**

Commissioner - At-large I: Lindley, Mary Ann (1 appointment)

**JUNE 30, 2017**

**Board of Adjustment and Appeals**

Board of County Commissioners (2 appointments)

**CareerSource Capital Region**

Board of County Commissioners (2 appointments)

**Planning Commission**

Board of County Commissioners (1 appointment)

**JULY 31, 2017**

**Strategic Team for Amphitheater Grand Entertainment (STAGE)**

Board of County Commissioners (5 appointments)

**Water Resources Committee**

Commissioner - At-large II: Maddox, Nick (1 appointment)

Commissioner - District V: Dozier, Kristin (1 appointment)

**AUGUST 31, 2017**

**Code Enforcement Board**

Commissioner - At-large I: Lindley, Mary Ann (1 appointment)

Commissioner - At-large II: Maddox, Nick (1 appointment)

Commissioner - District II: Jackson, Jimbo (1 appointment)

**SEPTEMBER 30, 2017**

**Animal Shelter Advisory Board**

Board of County Commissioners (3 appointments)

**Community Development Block Grant Citizen's Task Force**

Board of County Commissioners (2 appointments)

Commissioner - At-large II: Maddox, Nick (1 appointment)

Commissioner - District I: Proctor, Bill (1 appointment)

Commissioner - District III: Dailey, John (1 appointment)

**Community Health Coordinating Committee**

Board of County Commissioners (9 appointments)

**Council on Culture & Arts**

Board of County Commissioners (2 appointments)

**Development Support & Environmental Management Citizens User Group**

Commissioner - District II: Jackson, Jimbo (1 appointment)

Commissioner - District V: Dozier, Kristin (1 appointment)

**Housing Finance Authority of Leon County**

Commissioner - At-large II: Maddox, Nick (1 appointment)

Commissioner - District I: Proctor, Bill (1 appointment)

Commissioner - District III: Dailey, John (1 appointment)

**Tallahassee-Leon County Commission on the Status of Women & Girls**

Board of County Commissioners (3 appointments)

Commissioner - At-large I: Lindley, Mary Ann (1 appointment)

Commissioner - At-large II: Maddox, Nick (1 appointment)

Commissioner - District II: Jackson, Jimbo (1 appointment)

Commissioner - District IV: Desloge, Bryan (1 appointment)

**Leon County  
Board of County Commissioners**

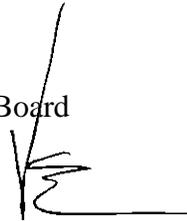
**Notes for Agenda Item #1**

# Leon County Board of County Commissioners

## Cover Sheet for Agenda #1

January 24, 2017

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: Approval of Minutes: December 7, 2015 Board Retreat; November 22, 2016 Installation Ceremony, Board Reorganization and Regular Meeting, and December 13, 2016 Regular Meeting

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<b>County Administrator Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Kim Ferrell, Finance Director, Clerk of the Court & Comptroller
<b>Lead Staff/ Project Team:</b>	Rebecca Vause, Board Secretary

**Fiscal Impact:**

This item has no fiscal impact to the County.

**Staff Recommendation:**

Option #1: Approve the minutes of the December 7, 2015 Board Retreat; November 22, 2016 Installation Ceremony, Board Reorganization and Regular Meeting, and December 13, 2016 Regular Meeting

**Attachments:**

1. December 7, 2015 Board Retreat Minutes
2. November 22, 2016 Installation Ceremony, Board Reorganization and Regular Meeting Minutes
3. December 13, 2016 Regular Meeting Minutes

**Board of County Commissioners  
Leon County Florida  
FY 2015/16 Strategic Planning Retreat  
Tallahassee Antique Automobile Museum  
December 7, 2015**

The Leon County Board of County Commissioners met for its FY 2015/16 Strategic Planning Retreat at the Tallahassee Antique Automobile Museum on December 7, 2015 at 9:00 a.m.

Present were Chairman Bill Proctor, Vice-Chairman John Dailey and Commissioners Mary Ann Lindley, Bryan Desloge, Nick Maddox, Kristin Dozier, and Jane Sauls. Also present were County Administrator Vince Long, County Attorney Herb Thiele and Board Secretary Rebecca Vause.

Chairman Proctor delivered the invocation.

Chairman Proctor called the Retreat to order and offered welcoming and opening remarks.

Remarks were provided by County Administrator Long; who then gave an overview of the day's agenda. He conveyed that the retreat would provide an opportunity for the Board to review, affirm, or further amend its Strategic Plan and to provide direction to staff on any other issues. He also provided highlights of the Strategic Initiatives Status Report, which was included in the Retreat materials. He noted that, of the 136 Strategic Initiatives currently approved by the Board, 124 (91%) were completed with work continuing on the remaining 12 initiatives. He noted that that categorizing a Strategic Initiative as completed did not necessarily mean that work was completed, but rather the completion of a Strategic Initiative often leads to an ongoing program and ongoing support. County Administrator Long mentioned that this year served as the last in a five-year cycle in guiding the Strategic Plan and that next year's Board Retreat would serve as a renewal year and would provide an opportunity for the development of FY 2017-2021 Strategic Plan.

**SECTION ONE: Shaping our Community**

**Board Retreat Issues**

County Administrator Long shared that the Board had requested six issues be included as part of the Retreat agenda: 1) Strengthening the Community Human Service Partnership; 2) Development of the Community Paramedic Program; 3) Opportunities to Further Enhance the Cascades Amphitheater; 4) Crafting the LIFE Program Guidelines; 5) Planning Ahead: The Urban Services Boundary, and 6) Examining Essential Components of Our Economic Vitality. A detailed analysis of each issue was provided in the Board's Retreat packet which incorporated potential new strategic initiatives for FY 2015, for the Board's consideration. He reminded the Board that a super majority vote was needed to add a new initiative.

- Strengthening the Community Human Service Partnership (CHSP)

County Administrator Long introduced the item and Eryn Calabro, Director, Human Services & Community Partnerships, provided a detailed presentation on this topic.

The presentation resulted in considerable Board discussion. Commissioner Dozier offered her insights as the Board's representative on the JPB and indicated that she could support the elimination of the JPB, if replaced with something "good and thoughtful". She mentioned that she was very supportive of the CHSP process, and while she was willing to look at the inclusion of agencies not providing direct services, needed more information. She also opined that the on-line application did not go as far as the JPB anticipated. Commissioner Desloge noted that there is no change in the amount of money going into the system and supported keeping the

process competitive and non-political. Commissioner Lindley supported keeping the 7.5 for new comers and Commissioner Maddox suggested the County establish the annual CHSP funding commitment early as a set amount (not as a maximum funding level).

*Commissioner Dozier moved, duly seconded by Commissioner Maddox, to:*

1. *Eliminate the existing JPB and establish a very clear, concise and efficient new governance process for CHSP, which would include a Technical Review Team (details to be worked out) that would look at priorities, trends and make recommendations.*
2. *Establish the annual County CHSP funding commitment early in the budget process as a set amount (not as a maximum funding level).*
3. *Receive more information on the schedule and governance process.*
4. *Further analysis on inclusion of indirect services category.*

*The motion carried 7-0.*

- Development of the Community Paramedic Program

County Administrator Long introduced the item and Chad Abrams, EMS Director, provided a detailed presentation on this topic.

*Commissioner Lindley moved, duly seconded by Commissioner Dailey, to accept staff's recommended new Strategic Initiative: "(Q2, Q3) - Engage vested community partners in the development of a Community Paramedic Program that includes program parameters designed to meet local needs and a sustainable economic model to be presented for consideration during the FY 2017 budget process (2012) (rev.2016)"*

While the Board voiced its support for the endeavor, there were questions brought forward by the Board. Commissioner Dozier asked how mental health issues would be handled and Commissioner Desloge inquired if partnering discussions had been held with the City and neighboring counties. Commissioner Maddox expressed concerns about funding, collections, and sustainability.

County Administrator Long shared that when the issue comes back at the Budget Workshop information would be provided to address these pending issues.

*The motion carried 7-0*

- Opportunities to Further Enhance the Cascades Amphitheater

County Administrator Long introduced the item and Lee Daniel, Tourist Development Director, provided a detailed presentation on this topic.

Commissioner Desloge opined that this was an appropriate and creative use of BP settlement funds. He suggested that a staggering amount of money and time has been spent on noise mitigation to placate a vocal minority and suggested that Cascade Park would have a positive impact on property values in the area.

*Commissioner Desloge moved, duly seconded by Commissioner Lindley, to accept staff's recommended new Strategic Initiatives:*

- *Revision of the following current strategic initiative utilizing \$160,000 from the BP settlement:  
1) (Q4, EC4) – Pursue programming for the Capital City Amphitheater at Cascades Park to include subsidies for two to four concerts over the next two years in order to put on marquee*

*events featuring well known headlining artists and events that would otherwise be viewed as cost prohibitive, and*

- *(Q4, EC4) – Identify design concepts and cost estimates for weatherization of the stage and shade for the permanent seating area with the funding priority being the stage utilizing \$586,692 from the BP settlement. These design concepts should also contemplate sound mitigation elements to further alleviate neighborhood concerns.*

Commissioner Maddox established that there were no restrictions on the use of the settlement dollars. He asked that a membership program be initiated “sooner, rather than later” and suggested it include priority parking as well as some input from members into the type of concerts that are scheduled. Mr. Daniel responded that he would include those recommendations on the next Stage Committee meeting agenda.

Commissioner Dozier offered the following amendments to the motion:

1. Request the CRA to fund any shortfall related to the weatherization project from Performing Arts Center monies. (Accepted by the maker of the motion).
2. Consider moving ahead with sky boxes. (Not accepted by the maker of the motion).

Commissioner Maddox agreed that it was appropriate for the CRA to be involved. He asked that the City be contacted to partner with the County on the weatherization project as he did not feel that it should fall to the County to solely fund the project.

*The motion as amended carried 7-0.*

- *Crafting the LIFE Program Guidelines*

County Administrator Long introduced the item and Scott Ross, Office of Financial Stewardship Director, provided a detailed presentation on this topic.

Commissioner Sauls expressed her full support for the LIFE program and the positive impact it could have on the rural community.

*Commissioner Sauls moved, duly seconded by Commissioner Maddox to accept staff's recommended new Strategic Initiative:*

- *(Q2, Q5) – Develop a selection and implementation policy for the LIFE sales tax category funding for consideration during the FY 2017 budget process.*

Commissioner Lindley wanted to ensure that the projects are not too high-end and would achieve the intent.

Commissioner Maddox mentioned that he had voiced an interest in the development of a Miccosukee Sector plan and ascertained from County Administrator Long that many of the planning activities included in the plan are useful tools in identifying infrastructure needs and that LIFE funds would be an opportunity to fund some of these needs. Commissioner Maddox added that the Miccosukee plan could be useful as a model for a future Ft. Braden area Sector Plan.

Chairman Proctor asked the status of the paving of Proctor Road mentioning that at one time residents were divided on this enhancement. He learned from County Administrator Long that the road may be subject to Settlement Agreement, whereby it is agreed to not pave the road for a certain period of time. Commissioner Desloge added that there is resident support for paving of the road.

Chairman Proctor asked that there be geographic balance in projects identified for the LIFE funding.

The motion carried 7-0.

- Planning Ahead: The Urban Services Boundary and Available Future Housing

County Administrator Long introduced the item and invited Cherie Bryant, Tallahassee-Leon County Planning Department to provide a detailed presentation on this topic.

*Commissioner Maddox moved, duly seconded by Commissioner Lindley, to accept staff's recommended updated Strategic Initiative:*

- *(EN2, Q6) – As part of the inclusionary housing review being conducted with the Land Use Element Rewrite, evaluate potential impediments or opportunities to infill housing development, particularly within the Southern Strategy Area.*

Commissioner Lindley expressed her support and mentioned that the initiative was compatible with some CRA projects.

Commissioner Dozier spoke of the effects of neighborhood diversity and commented on the importance of the City and County to be committed to their zoning decisions and vision for a particular area.

The motion carried 7-0.

Chairman Proctor brought up several topics that he would like to discuss at some point during the Retreat. These included:

- Fracking;
- New Federal Transportation Bill;
- Splitting of Leon County into two Congressional Districts, and
- Commissioner Desloge transition to NACo President.

Chairman Proctor recessed the Board for lunch at 12:29 p.m. and reconvened at 1:25 p.m.

The Board continued its discussion of Board Retreat Issues.

- Examining Essential Components of Our Economic Vitality

County Administrator Long introduced the item and invited Christina Paredes, Office of Economic Vitality, to provide a detailed presentation on this topic.

Commissioner Maddox asked if there were plans to promote or expand opportunities for sports tourism. County Administrator Long shared that the County is working with its partners to further develop this market.

Commissioner Dailey indicated that while he would support a motion to accept staff's recommended new strategic initiatives, went on record with his concerns over the convention center proposal. He stated that the County had already dedicated ¼ penny to the operation of the center and now an additional penny is being pursued on top of that. He noted that this is a property that would be built and operated by Florida State University. Commissioner Dailey reiterated that he would support as new initiative; however could not, at this time, commit to future support without more information and detail. He added that he was not interested in bonding out the project financing and recalled that at a previous Blueprint meeting there was a unanimous vote to not bond. He stated that without interest rate improvement and a better

economic outlook, and based on previous information provided he would have a hard time supporting.

Chairman Proctor echoed Commissioner Dailey's sentiment, however, was amenable to keeping the options open.

Commissioner Desloge stated that while he tended to agree with Commissioner Dailey, he was willing to move forward but would also need more information. He expressed some concerns about the financial stability of a convention center. He also brought up potential funding for sports tourism and noted the success of the Apalachee Park.

Commissioner Lindley discussed her interest in the Leon Works and its continuance. She appreciated staff's outreach efforts and the County's support of an apprenticeship program. Commissioner Lindley mentioned the summer youth employment program and encouraged staff to reach out to the School Board and City to determine if some consolidation was possible.

Commissioner Dozier while appreciative of the caution, remarked it was a bed tax, which she offered was different from a sales tax increase. She added that the conference center could benefit the Mag Lab as a space to hold conferences to discuss research. She expressed her support for the convention center, believed it essential for the Board to be involved and would like to keep the idea on the table.

Commissioner Dozier also discussed the need to coordinate with community partners in collection/analyzing emerging and existing cluster data which would be used to populate and maintain an economic development layer in GIS. County Administrator Long responded that staff was already working on this; however, a budget discussion item would be prepared if needed.

*Commissioner Dozier moved, duly seconded by Commissioner Lindley, to accept staff's recommended new Strategic Initiatives:*

- *Entrepreneurism:*  
(EC2, EC7, G2 - Formalize the **Leon Investment For Thriving Startups (LIFTS)** program and continue to engage and work with local entrepreneurs and the startup community to identify ways to provide assistance by giving these businesses a lift.
- *Convention Center:*  
(EC3, EC4, EC7) - Support the revision of Sec. 125.0104, F.S. to modify the eligibility for levying the local option High Tourism Impact Tax to include counties that are home to Preeminent State Research Universities in order to levy a sixth cent to support the convention center and arena district.
- *Blueprint 2020:*  
(G5) - Develop a unified contract detailing the role of the EDC in administering, staffing needs, and adequate funding, for the implementation of the Blueprint 2020 Economic Development of the sales tax.
- *Leon Works:*  
(EC2, EC6) - Create a proposed structure for an apprenticeship-like program for the Board's consideration during the budget process in support of local existing academic programs in skilled career fields such as fleet management, building maintenance/construction, computer technology, graphic design, public safety, and other fields that require more than a high school diploma but less than a four year degree.

*(EC2, EC3, EC6) - Engage community partners, such as Leon County Schools and CareerSource, to host the Leon Works Expo in 2016.*

*The motion carried 7-0.*

## **SECTION TWO: Serving Our Citizens: Executing Our Plan**

### **Vision Statement:**

No action was taken by the Board to affirm or amend the current Vision Statement.

### **Strategic Priorities:**

County Administrator Long provided a brief overview of the Board's current Strategic Plan, including current Strategic Priorities.

### **Strategic Initiatives:**

*Commissioner Maddox moved, duly seconded by Commissioner Dailey to add the following Strategic Initiatives:*

- \*1. Engage the City and United Way to expand the eligibility for CHSP and to establish a new funding category for non-direct human service providers.  
\*Commissioner Dozier noted for the record that her original motion did not include non-direct, but would support the motion as presented.*
- 2. Establish the annual County CHSP funding commitment early in the budget process as a set amount (not as a maximum funding level).*
- 3. Establish a formalized approach to utilize the CHSP Executive Committee, as the lead entity for the on-going implementation of the CHSP process by:
  - Eliminating the existing JPB and associated Leadership Team committee.*
  - Working with the City and United Way, prepare the appropriate documents for Board consideration that establishes the committee's and governing partners' responsibilities, including, but not limited to: meeting schedule to provide certainty for continuous agency input; process for making changes to CHSP policies and procedures; establish a technical review committee to evaluate trends and community data for possible recommendations to the Executive Committee.**
- 4. Implement strategies to improve medical outcomes and survival rates including: continue to pursue funding for community paramedic telemedicine; and engage vested community partners in the development of a Community Paramedic Program that includes program parameters designed to meet local needs and a sustainable economic model to be presented for consideration during the FY17 budget process.*
- 5. Through utilization of \$160,000 in BP settlement funds pursue programming for the Capital City Amphitheater at Cascades Park to include subsidies for two to four concerts over the next two years in order to put on marquee events featuring well known headlining artists and events that would otherwise be viewed as cost prohibitive.*
- 6. Identify design concepts and cost estimates for weatherization of the stage and shade for the permanent seating area with the funding priority being the stage utilizing \$586,692 from the BP settlement. Request the CRA to fund any shortfall related to the weatherization project from the existing \$5.0 million in Tourism Development Tax allocation. These design concepts should also contemplate sound mitigation elements to further alleviate neighborhood concerns.*
- 7. Develop a selection and implementation policy for the LIFE sales tax category funding for consideration during the FY2017 budget process.*
- 8. As part of the inclusionary housing review being conducted with the Land Use Element rewrite, evaluate potential impediments or opportunities to infill housing development, particularly within the Southern Strategy Area.*
- 9. Formalize the Leon Investment for Thriving Startups (LIFTS) program. Continue to engage with local entrepreneurs and the startup community to identify ways to provide assistance by giving these businesses a lift.*

10. Support the revision of Sec. 125.0104, F.S. to modify the eligibility for levying the local option High Tourism Impact Tax to include counties that are home to Preeminent State Research Universities in order to levy a sixth cent to support the convention center and arena district.
11. Develop a unified contract detailing the role of the EDC in administering, staffing needs, and adequate funding, for the implementation of the Blueprint 2020 Economic Development of the sales tax.
12. Create a proposed structure for an apprenticeship-like program for the Board's consideration during the budget process in support of local existing academic programs in skilled career fields such as fleet management, building maintenance/construction, computer technology, graphic design, public safety and other fields that require more than a high school diploma but less than a four year degree.
13. Engage community partners such as Leon County Schools and CareerSource, to host the Leon Works Expo in 2016.

The motion carried 7-0.

#### Commissioner Desloge NACo Update

Commissioner Desloge updated the Board on NACo activities and his role as NACo President. He mentioned the NACo Fourth Quarter Board Meeting would be held in Tallahassee and that it would provide an opportunity for County leaders throughout the country to visit and learn about our community. Commissioner Desloge also shared that as NACo President he has an opportunity introduce his "Presidential Initiatives" and conveyed that his focus would be on "sharing best practices". He mentioned the 2016 NACo Annual Conference to be held in Los Angeles County July 22-25, 2016, where he would be sworn in as NACo President. He invited fellow Commissioners to attend and share this experience with him.

#### **Commissioner Added Strategic Initiatives:**

##### Chairman Proctor:

1. Support Commissioner Desloge during his term as NACo President. (Accepted as a new initiative without objection).
2. Spoke on the need for additional mental health treatment facilities.
  - Commissioner Desloge suggested that more information is needed with input from Mark O'Bryan (TMH) and Jay Reeve (Apalachee Community Mental Health).
  - *Commissioner Desloge moved, duly seconded by Commissioner Dozier, to direct staff to prepare an agenda item that includes: a) A status report on the crisis intervention and adult civil citation program and b) A review of mental health treatment services and capacity, as well as the County's role in support of such facilities, i.e., mental health and residential treatment facility.*  
The motion carried 7-0.

##### Commissioner Lindley:

1. Expressed her angst regarding current national unrest especially in race relations and gun violence. She welcomed suggestions on how the County could be proactive on this issue.
  - County Administrator Long conveyed that an upcoming agenda item proposes a *Club of Honest Citizens* event to promote discussion on race relations.
  - Commissioner Dozier suggested that in lieu of a new initiative that the issue be posed to the Citizen Engagement or Club of Honest Citizens events to ascertain the public's suggestions or ideas on ways to improve race relations in Leon County.
  - Commissioner Maddox urged a forum where honest feeling can be verbalized without worrying about political correctness.

##### Commissioner Desloge:

1. *Commissioner Desloge moved, duly seconded by Commissioner Maddox, to accept as a new Strategic Initiative: Work with the federal Bureau of Prisons to utilize a portion of the federal prison land for the expansion of Tom Brown Park ballfields. The motion carried 7-0.*
2. Asked for an agenda item to evaluate creating regulations allowing dogs at appropriate restaurant outdoor areas. (Approved without objection).
3. *Commissioner Desloge moved, duly seconded by Commissioner Lindley, to request a budget discussion item for possible trails at the Northeast Park property. Approved without objection.*
4. *Commissioner Desloge moved, duly seconded by Commissioner Lindley, to request an agenda item that provides an analysis on the status of the Market Street/Square project including opportunities for the County to assist in related projects. The motion carried 7-0.*

Commissioner Maddox:

1. *Commissioner Maddox moved, duly seconded by Commissioner Dailey, to accept as a new Strategic Initiative: Perform a Sense of Place study for the Miccosukee Community. The motion carried 7-0.*
2. *Commissioner Maddox moved to direct staff to bring back an agenda item exploring ways (with United Way, Chamber) to identify and assist those residents who have moved off of government assistance, but their income is not commiserate with the loss of assistance they were receiving. The motion carried 7-0.*

Commissioner Dozier:

1. *Commissioner Dozier moved, duly seconded by Commissioner Desloge, to accept as a new Strategic Initiative: Reevaluate current market conditions for the opportunity for the County to institute a residential PACE program. The motion carried 7-0.*
2. *Commissioner Dozier moved, duly seconded by Commissioner Desloge, to accept as a new Strategic Initiative: Develop a public education campaign on bicycle and pedestrian safety with community partners. The motion carried 7-0.*
3. *Commissioner Dozier moved, duly seconded by Commissioner Maddox, to direct staff to bring back an agenda item evaluating the airing of Commission meetings through public access and/or WCOT. The motion carried 7-0.*

Commissioner Dailey:

1. Requested staff aggressively pursue the installation of sidewalks pursuant to the County's sidewalk prioritization list.
2. Complimented the work being done at the 27 North Lake Jackson landing. He encouraged the continuous re-evaluation of County landings to ensure they are being maximized to their full usefulness and determine if any improvements are needed.
3. *Commissioner Dailey moved, duly seconded by Commissioner Lindley, to accept as a new Strategic Initiative: Coordinate with partners in the creation of a North Monroe Corridor Task Force for the purposes of revitalization. The motion carried 7-0.*

Chairman Proctor:

1. Requested that the County explore ways to increase its interaction and establish better lines of communication with State government partners.
  - *Commissioner Lindley moved, duly seconded by Commissioner Dozier, to direct staff to bring back an agenda item on how the County can better engage its State government partners, to include, but not limited to invitations to regular meetings, welcome packets, etc. (Charm Offensive). The motion carried 7-0.*
2. Requested staff look at urban core capital projects and ongoing initiatives in support of the Southside. He also discussed the need for a new high school on the Southside. (The gavel was transferred to Vice-Chairman Dailey)
  - Commissioner Dailey voiced his interest in learning the County's role in the establishment of a new school.

- County Administrator Long shared that the School Board Planning Committee, which includes representatives from the County, City and School Board, will meet soon on the issue of a new Southside school. He mentioned that this process requires that an analysis be conducted and sent to the respective commissions.
- *Commissioner Proctor moved, duly seconded by Commissioner Dailey, to direct staff to bring back an agenda item that reviews core capital projects and ongoing initiatives in support of the Southside including the County's specific role and responsibilities related to the citing of a new Southside school. The motion carried 7-0.*

This concluded the Board's Retreat agenda.

The Board commented on a great meeting and expressed its appreciation to staff for its hard work in planning the retreat.

Chairman Proctor adjourned the meeting at 3:20 p.m.

LEON COUNTY, FLORIDA

ATTEST:

BY: \_\_\_\_\_

John E. Dailey, Chairman  
Board of County Commissioners

BY: \_\_\_\_\_

Gwendolyn Marshall, Clerk of Court  
& Comptroller, Leon County, Florida

**BOARD OF COUNTY COMMISSIONERS  
LEON COUNTY, FLORIDA  
Installation Ceremony and Board Reorganization  
Regular Meeting  
November 22, 2016**

The Board of County Commissioners of Leon County, Florida, met in regular session at 3:00 p.m. with Chairman Bill Proctor presiding. Present were Vice-Chairman John Dailey and Commissioners Bill Proctor, Nick Maddox, John Dailey, Bryan Desloge, and Jane Sauls. Commissioner Jimbo Jackson joined the Board upon his installation into office. Also present were County Administrator Vincent Long, County Attorney Herb Thiele, Finance Director Kim Ferrell and Board Secretary Rebecca Vause.

Chairman Proctor called the meeting to order at 3:00 p.m.

**Invocation and Pledge of Allegiance**

The invocation was provided by Elder Ervin Donaldson, Pastor of Zion Hill Primitive Baptist Church, Sopchoppy. Chairman Bill Proctor then led the Pledge of Allegiance.

**INSTALLATION CEREMONY AND BOARD REORGANIZATION**

**Installation**

Chairman Proctor recognized the Honorable Chief Judge Jonathan Sjostrom, who presided over the Installation Ceremony.

**Remarks and Presentation**

Chief Judge Sjostrom provided introductory remarks and introduced current Commissioners.

- **Presentation to Outgoing Chairman Bill Proctor**

Vice Chairman John Dailey, on behalf of the Board, presented Chairman Proctor a plaque recognizing his tenure as Chairman and expressed appreciation for his leadership during a great, but challenging year.

County Administrator Long, on behalf of all County employees, presented Chairman Proctor with a collage representing various events he attended and presided over during the past year.

Commissioners and staff individually shared outgoing comments to Chairman Proctor acknowledging and thanking him for his humor, hard work, guidance and leadership.

- **Remarks by Outgoing Chairman Bill Proctor**

Chairman Proctor welcomed newly elected Commissioner Jimbo Jackson and then reflected on his tenure as Chairman. He cited the many accomplishments and awards received by fellow Commissioners, County staff, other community leaders and partners along with the historic events and milestones that occurred in the community over the past year. A copy of Chairman Proctor's comments was provided for inclusion in the public record and area attached. Chairman Proctor also submitted for the public record a copy of a letter he sent to President Obama praising him for the leadership he provided during his two terms as President.

### **Installation of Commissioners and Administration of the Oath of Office**

- Chief Judge Sjostrom administered the Oath of Office to re-elected District 4 Commissioner Bryan Desloge.
- Chief Judge Sjostrom administered the Oath of Office to re-elected At-Large Commissioner Mary Ann Lindley.
- Chief Judge Sjostrom administered the Oath of Office to newly elected District 2 Commissioner Jimbo Jackson.

### **Reorganization**

The Honorable Bob Inzer, Clerk of Court and Comptroller, presided over the Reorganization of the Board of County Commissioners of Leon County, Florida. He recognized outgoing State Attorney Willie Meggs, newly elected Supervisor of Elections Mark Earley and re-elected City Commissioner Scott Maddox.

Clerk Inzer called for nominations for Chairman of the Board of County Commissioners for the 2016/2017 year.

- *Commissioner Maddox moved the nomination of Commissioner John Dailey as Chairman of the County Commission, which was duly seconded by Commissioner Bryan Desloge. The motion carried 7-0.*

Clerk Inzer called for nominations for Vice-Chairman of the Board of County Commissioners for the 2016/2017 year.

- *Commissioner Desloge moved the nomination of Commissioner Nick Maddox for Vice-Chairman, which was duly seconded by Commissioner Kristin Dozier. The motion carried 7-0.*

Clerk Inzer administered the Oath of Office to newly elected Chairman John Dailey.

### **Incoming Chairman's Remarks**

Chairman Dailey recognized his wife Virginia, children Tommy and Henry, mother Sarah Ann, and other members of the Dailey family. He thanked his colleagues for allowing him to serve as Chairman, expressing his honor and gratitude for their support. Chairman Dailey also thanked his Commission Aide Andy Harrison and welcomed to the Chambers Reverend Brad Clayton and his family. He then acknowledged newly elected Commissioner Jackson. Chairman Dailey remarked that as a "proud member" of the County Commission, he was honored and humbled to be chosen as its Chairman. He stated that his goal was to make Leon County a better place and looked forward to the upcoming Board Retreat whereby goals would be discussed for the upcoming year.

### **Benediction**

The Benediction was provided by Reverend Brad Clayton, Senior Pastor of Faith Presbyterian Church.

### **Recess for Reception**

Chairman Dailey announced that a small reception would be held in the 5<sup>th</sup> floor reception area and invited all to attend. Commissioners were reminded that the Board would reconvene at 4:30 p.m. to conduct its regular meeting.

This concluded the Installation Ceremony and Board Reorganization.

## **BOARD MEETING AGENDA**

Chairman Dailey called the Leon County Board of County Commissioners meeting back to order at 4:30 p.m.

Chairman Dailey recognized Tallahassee Democrat reporter Sean Rossman and announced that he would be relocating to join USA Today. Chairman Dailey thanked Mr. Rossman for his fair reporting of Leon County government and wished him luck in his new endeavor.

Chairman Dailey offered Commissioner Jackson an opportunity to provide comment. Commissioner Jackson thanked his fellow Commissioners and staff for their helpfulness and for making him feel so welcome.

### **AWARDS AND PRESENTATIONS**

- None

### **CONSENT:**

*Commissioner Maddox moved, duly seconded by Commissioner Dozier to approve the Consent Agenda, as presented. The motion carried 7-0.*

#### **1. Approval of Minutes: October 18, 2016 Regular Meeting**

*The Board approved Option 1: Approve the minutes of the October 18, 2016 Regular Meeting.*

#### **2. Approval of Required Bonds for Newly Elected Commissioners**

*The Board approved Option 1: Approve the Bonds for Commissioners Bryan Desloge, Mary Ann Lindley and Jimbo Jackson in the amount of \$2,000.*

#### **3. Approval of Payment of Bills and Voucher Submitted for November 22, 2016, and Pre-Approval of Payment of Bills and Vouchers for the Period of November 23 through December 12, 2016**

*The Board approved Option 1: Approve the payment of bills and vouchers submitted for November 22, 2016, and Pre-Approval of Payment of Bills and Vouchers for the Period of November 23 through December 12, 2016.*

#### **4. Adoption of Proposed New Policy, "Leon Works Junior Apprenticeship Program"**

*The Board approved Option 1: Adopt the proposed new Leon Works Junior Apprenticeship Policy.*

#### **5. Approve to Submit a Substance Abuse and Mental Health Services Administration (SAMHSA) Grant application to Expand and Enhance Leon County's Felony Drug Court and Veterans Treatment Court**

*The Board approved Option 1: Approve the submittal of a Substance Abuse and Mental Health Services Administration (SAMHSA) Grant Application to Expand and Enhance Leon County's Felony Drug Court and Veterans Treatment Court.*

**6. Approval to Submit an Application to Host the Americas Competitiveness Exchange Tour in Fall 2017**

*The Board approved Options 1 & 2: 1) Approve the submission of an application to host the fall 2017 Americas Competitiveness Exchange Tour, and 2) Authorize the County Administrator, if awarded, to expend up to \$10,000 from the Tourism Fund Balance to host the fall 2017 Americas Competitiveness Exchange Tour and approve the appropriate budget resolution and associated amendment.*

**7. Ratification of Actions Taken at the Joint City-County Affordable Housing Workshop and Adoption of the Proposed Enabling Resolution Establishing the Tallahassee-Leon County Affordable Housing Workgroup**

*The Board approved Options 1 & 2: 1) Ratify the actions taken at the October 27, 2016 Joint City-County Affordable Housing Workshop, and 2) Adopt the proposed Enabling Resolution for the creation of the Tallahassee-Leon County Affordable Housing Workgroup.*

**8. Approval to Renew the Agreement Between Leon County and Apalachee Center, Inc. for the Provision of State-Mandated Baker Act and Marchman Act Services for FY 2017**

*The Board approved Option 1: Approve the renewal of the Agreement with Apalachee Center, Inc. for Baker and Marchman Act mandated services in the amount of \$638,156 for FY 2017, and authorize the County Administrator to execute.*

**9. Approval of the 2017 Citizen Engagement Series, Club of Honest Citizens, and Village Square Events**

*The Board approved Options 1 & 2: 1) Approve the continued relationship with the Village Square and Club of Honest Citizens program, and authorize the County Administrator to execute an agreement, in a form approved by the County Attorney, and 2) Approve the tentative schedule of events for the 2017 Citizen Engagement Series, Club of Honest Citizens, and Village Square events.*

**10. Ratification of Board Actions Taken at the October 18, 2016 Workshop on the 2017 State and Federal Legislative Priorities**

*The Board approved Options 1 & 2: 1) Ratify Board Actions taken at the October 18, 2016 Workshop on the 2017 State and Federal Legislative Priorities, and 2) Schedule Community Legislative Dialogue Meetings for: Tuesday, January 31, 2017 at 9:00 a.m.; Tuesday, March 28, 2017 at 9:00 a.m. and Tuesday, May 16, 2017 at 9:00 a.m.*

**CITIZENS TO BE HEARD ON NON-AGENDAED ITEMS**

- Chairman Dailey confirmed there were no citizens to be heard on non-agendaed items.

**GENERAL BUSINESS**

**11. Consideration of Full Board Appointments to the Audit Advisory Committee, the Educational Facilities Authority and the Tourist Development Council**

County Administrator Long introduced the item.

- Audit Advisory Committee  
*Commissioner Desloge moved, duly seconded by Commissioner Maddox, the reappointment of James Mathews to the Audit Advisory Committee for a two-year term ending December 31, 2018. The motion carried 7-0.*

- Educational Facilities Authority  
*Commissioner Desloge moved, duly seconded by Commissioner Lindley, the appointment of Ramsay Sims to the Educational Facilities Authority for a term ending July 31, 2020. The motion carried 7-0.*
- Tourist Development Council  
*Commissioner Maddox moved, duly seconded by Commissioner Dozier, the appointment of Satish Patel to the Tourist Development Council for the remainder of an unexpired term ending October 31, 2018. The motion carried 7-0.*

#### **CITIZENS TO BE HEARD ON NON-AGENDAED ITEMS**

- Chairman Dailey confirmed there were no citizens to be heard on non-agendaed items.

#### **COMMENTS/DISCUSSION ITEMS**

##### **County Attorney Thiele:**

- Congratulated Commissioners Desloge and Lindley on their re-election and welcomed Commissioner Jackson.

##### **County Administrator Long:**

- On behalf of all County employees, echoed congratulations to Commissioners Desloge, Lindley and Jackson.
- Congratulated Chairman Dailey and Maddox on being appointed Chairman and Vice Chairman, respectively.

##### **Commissioner Discussion Items**

##### **Commissioner Desloge:**

- Welcomed newly elected Commissioner Jackson.
- Thanked staff for their efforts to coordinate the NACo Fall Board Meeting and invited Commissioners to attend various activities during the event.
- Thanked fellow Commissioners for their continued support and tolerance as he serves as President of NACo.

##### **Commissioner Proctor:**

- Welcomed newly elected Commissioner Jackson.
- Wished all a Happy Thanksgiving.

##### **Commissioner Dozier:**

- Welcomed newly elected Commissioner Jackson and commented on a great County team.
- Reflected on the Employee Recognition Breakfast and staff's many accomplishments throughout the year.
- Commented on the recently held fund-raiser "Over the Edge" and thanked Commissioner Desloge for his coaching.
- Commented on the great year of phenomenal events, such as the Veterans Day Breakfast.

##### **Commissioner Jackson:**

- Wished everyone a Happy Thanksgiving.
- Thanked the Board and staff for their efforts to make him feel welcome and stated that he looked forward to working with the Board to help make the County a better place to live for the citizens.

**Commissioner Lindley:**

- Also welcomed Commissioner Jackson and stated that she looks forward to hearing his ideas and thoughts.
- Extended congratulations to Chairman Dailey and Vice-Chairman Maddox.
- Wished all a Happy Thanksgiving.

**Vice-Chairman Maddox**

- Thanked the Board for allowing him to serve as Vice-Chairman.
- Welcomed newly elected Commissioner Jackson.
- Extended sympathies to the family of FSU great Monk Bonasorte on his recent passing.
- Mentioned that the Florida Association of Counties (FAC) would be holding a one-day conference at the end of January to discuss the impacts of the legalization of medical marijuana and invited fellow Commissioners to attend.
  - Suggested the Board schedule a workshop in early February for the Board to also discuss this issue.
  - *Commissioner Maddox moved, duly seconded by Commissioner Lindley, to direct staff to schedule a workshop to discuss the impact of the legalization of medical marijuana, including a potential cannabis business ordinance in early February. The motion carried 7-0.*
- Shared that after the last Board meeting (October 25, 2016) he learned of a Florida Association of Counties (FAC) Sayfie Review's Florida Leaders Summit in Orlando that he needed to attend and that policy requires Board approval for his use of Commission funds for the travel.
  - *Commissioner Maddox moved, duly seconded by Commissioner Dailey, to retroactively approve the use of funds from Commissioner Maddox's Commission account for travel to the FAC SAYFIE Conference in Orlando held on November 17-18, 2016. The motion carried 7-0.*
  - Regarding the summit, he shared that a lot of beneficial information was shared and it appears to be a tough legislative year for local governments. He mentioned that it was important for local leaders to talk to their legislatures about their priorities. He also suggested that fellow Commissioners consider attending this summit next year.

**Chairman Dailey:**

- On behalf of Chairman Dailey: *Commissioner Lindley moved, duly seconded by Commissioner Maddox, approval for a Proclamation recognizing January 20, 2017 as Arbor Day, to be presented at the December 13, 2016 Board meeting. The motion carried 7-0.*

**Receipt and File:**

- None.

The meeting was adjourned at 4:53 p.m.

ATTESTED BY:

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

By: \_\_\_\_\_  
Gwendolyn Marshall, Clerk of Court  
and Comptroller, Leon County, Florida

**BOARD OF COUNTY COMMISSIONERS  
LEON COUNTY, FLORIDA  
REGULAR MEETING  
December 13, 2016**

The Board of County Commissioners of Leon County, Florida met in regular session at 3:00 p.m. with Chairman John Dailey presiding. Present were Vice Chairman Nick Maddox, and Commissioners Bill Proctor, Kristin Dozier, Bryan Desloge, Mary Ann Lindley, and Jane Sauls. Also present were County Administrator Vincent Long, County Attorney Herb Thiele, Finance Director Kim Ferrell and Board Secretary Rebecca Vause.

Chairman Dailey called the meeting to order at 3:00 p.m.

**INVOCATION AND PLEDGE OF ALLEGIANCE**

The Invocation was provided by Commissioner Bryan Desloge, who then led the Pledge of Allegiance.

**AWARDS AND PRESENTATIONS**

- Chairman John Dailey presented Service pins to Regina Glee (Aide to Commissioner Bill Proctor) and Brenda Tanner (Aid to Commissioner Bryan Desloge) for their 10 years of service to the citizens of Leon County. He noted that pins would also be given to Commissioner Bill Proctor (20 years), Commissioner Bryan Desloge (10 years) and Commissioner John Dailey (10 years).
- Commissioner Mary Ann Lindley presented a Proclamation designating January 21, 2017 as Arbor Day. Representatives from the Canopy Roads Committee were on hand to accept the Proclamation and expressed a need for the County to maintain canopies and park lands.

**Presentation and Acceptance of \$100,000 Donation from the Friends of the Library.**

1. Cay Hohmeister introduced representatives from the Friends of the Library Julie Lovelace and Marcia Labat, and Carole Fiore, Library Advisory Board. She then invited Ms. Lovelace to make presentation to the Board. Ms. Lovelace thanked the Board for its support of a "stellar" library system and conveyed that the monies collected by the Friends are intended to enhance library programs and selections and promote the library system. She then presented a \$100,000 check to Leon County on behalf of the Friends of the Library.

***The Board approved Option 1: Accept the \$100,000 donation from the Friends of the Library, and approve the Resolution and associated Budget Amendment Request.***

**CONSENT**

***Commissioner Desloge moved, duly seconded by Commissioner Dozier to approve the Consent Agenda, as presented. The motion carried 7-0***

2. Approval of Minutes: October 18, 2016 Workshop on 2017 State and Federal Legislative Priorities and October 25 Regular Meeting

***The Board approved Option #1: Approve the minutes of the October 18, 2016 Workshop on 2017 State and Federal Legislative Priorities and October 25 Regular Meeting.***

3. Approval of the Third Amended Interlocal Agreement Between Leon County, Florida and Gulf Consortium Regarding Procurement Services

**The Board approved Option #1: Approve the proposed Third Amended Interlocal Agreement between Leon County, Florida and Gulf Consortium and authorize Chairman to execute same.**

4. Approval of Payment of Bills and Vouchers Submitted for December 13, 2016 and Pre-Approval of Payment of Bills and Vouchers for the Period of December 14, 2016 through January 23, 2017

**The Board approved Option #1: Approve the payment of bills and vouchers submitted for December 13, 2016, and pre-approve the payment of bills and vouchers for the period of December 14, 2016 through January 23, 2017.**

5. Acceptance of the FY 2015-2016 County Grant Program Leveraging Status Report

**The Board approved Option #1: Accept the FY 2015-2016 County Grant Program Leveraging Status Report.**

6. Authorization for the Carry Forward of FY 2016 Adjustments into the FY 2017 Budget

**The Board approved Option #1: Authorize the carry forward of FY 2016 adjustments into the FY 2017 budget by adopting the associated resolution and budget amendment.**

7. Adoption of Proposed Revised Policy No. 01-03, Volunteer Fire Department Annual Budget Allocation and Approval of Volunteer Fire Services Agreement

**The Board approved Options 1 & 2: 1) Adopt the proposed revised Volunteer Fire Department Annual Budget Allocation Policy; and 2: Approve the proposed amended Volunteer Fire Services Agreement and Authorize the County Administrator to Execute.**

8. Approval of a Below Market Lease and Related Resolution with World Ballet, Inc. for 1,800 Rentable Square Feet (RSF) Unit 202 in the Lake Jackson Town Center

**The Board approved Options 1 & 2: Approve the Below Market Lease for use of unit 202 by World Ballet, Inc. for a period of three (3) years commencing January 1, 2017 and ending December 31, 2019, with one (1) additional three (3) year Continuation Period, and Authorize the County Administrator to Execute; and 2: Adopt the Associated Resolution, and authorize the Chairman to Execute.**

9. Ratification of Commissioner Appointments to the Human Services Grant Review Committee and the Library Advisory Board

**The Board approved Options & 2:**

- 1) Ratify Commissioners' appointments to the Human Services Grant Review Committee for two-year terms, ending December 31, 2018, as follows:**
- a. Commissioner Dailey reappoints Ralph DeMeo**
  - b. Commissioner Desloge reappoints Corbin DeNagy**
  - c. Commissioner Dozier reappoints Andrea Jones**
  - d. Commissioner Lindley appoints Sarah Young**
  - e. Commissioner Maddox reappoints Amber Tynan**
  - f. Commissioner Proctor reappoints Lauri Hunter**
  - g. Commissioner Jackson reappoints David Jacobsen, and**

- 2) **Ratify Commissioners' appointments to the Library Advisory Board for two-year terms expiring on December 31, 2018, as follows:**
  - a. **Commissioner Dozier reappoints Carole Fiore**
  - b. **Commissioner Maddox reappoints Marcia Labat**
  - c. **Commissioner Proctor reappoints Eddie Jackson**

10. Adoption of the Proposed Revised Policy No. 11-2, "Membership on Boards, Committees, Councils, and Authorities"

**The Board approved Option 1: Adoption of the Proposed Revised Policy No. 11-2, "Commissioner Membership on Boards, Committees, Councils, and Authorities".**

11. Acceptance of Domi's FY 2016 Annual Report and Authorization for the County Administrator to Modify Exhibits C & D of the County's Business Incubator Facility Lease Agreement with Domi

**The Board approved Options 1 & 2: 1) Accept Domi's FY 2016 Annual Report; and 2) Authorize the County Administrator to modify, and execute, Exhibits C & D of the County's existing Business Incubator Facility Lease Agreement with Domi to include the County's operational support for broadband services through FY 2018 and references to the Tallahassee-Leon County Office of Economic Vitality, in a form to be approved by the County Attorney.**

12. Acceptance of the Miccosukee Rural Community Sense of Place Study

**The Board approved Option 1: Accept the status report on the Miccosukee Rural Community Sense of Place Study.**

13. Approval of the Initiation of a Comprehensive Plan Map Amendment for Thomas Park Subdivision

**The Board approved Option 1: Approve the initiation of a comprehensive plan map amendment from Urban Residential-2 to Suburban for the Thomas Park Subdivision.**

14. Acceptance of Affordable Housing Advisory Committee's 2017 Report of Recommendations

**The Board approved Option 1: Accept the Affordable Housing Advisory Committee's 2017 Triennial Report of Recommendations.**

15. Adoption of a Resolution Approving the Agreement for Legal Services between the Housing Finance Authority of Leon County and Knowles & Randolph, P.A., and Request to Schedule the First and Only Public Hearing to Consider Proposed Amendments to the Housing Finance Authority Ordinance

**The Board approved Options 1 & 2: 1) Adopt the Resolution Approving the Agreement for Legal Services between the Housing Finance Authority of Leon County and Knowles & Randolph, P.A., and 2) Schedule the first and only Public Hearing for January 24, 2017, at 6:00 p.m. to consider the proposed Ordinance amending Chapter 2, Article III of the Code of Laws of Leon County, Florida, regarding Housing Finance Authority Administration.**

16. Approval of Budget Amendment Requests to Realize Revenue in the Amount of \$302,517 in State Housing Initiatives Partnership (SHIP) Disaster Funds and \$13,899 in SHIP Housing Counseling Funds from the Florida Housing Finance Corporation

**The Board approved Options 1 & 2: 1) Approve the resolution and associated Budget Amendment Request to realize \$302,571 in State Housing Initiatives Partnership (SHIP) Disaster Funds from the Florida Housing Finance Corporation, and 2) Approve the resolution and associated Budget Amendment Request to realize \$13,899 in State Housing Initiatives Partnership (SHIP) Housing Counseling Funds from the Florida Housing Finance Corporation.**

17. Approval to Amend Section 5.01 of the Leon County Human Resources Policies & Procedures Manual and Approval of Effective Date of October 1, 2016

**The Board approved Option 1: Approval of amendment to Section 5.01 of the Leon County Human Resources Policies & Procedures Manual with an effective implementation date of October 1, 2016, thereby allowing for employees impacted during the current fiscal year to be eligible for the non-recurring pay adjustment.**

18. Request to Schedule the First and Only Public Hearing to Consider an Ordinance Amending Chapter 10 to Correct Scrivener's Errors and Inadvertent Inconsistencies for January 24, 2017 at 6:00 p.m.

**The Board approved Option 1: Schedule the first and only public hearing to consider an Ordinance amending Chapter 10 to correct scrivener's errors and inadvertent inconsistencies for January 24, 2017 at 6:00 p.m.**

19. Adoption of a Resolution in Support of a Grant Application to Construct Sidewalks on Three County Maintained Roads

**The Board approved Option 1: Adopt the Resolution in support of a Grant Application to construct sidewalks on Lakeshore Drive between Mays Road and Litchfield Road, Westway Road between Crawfordville Highway and Capital Circle Southwest, and Chaires Cross Road between Green Oak Drive and Boykin Road, and authorize the Chairman to execute.**

20. Acceptance of a Status Update on the BP Settlement Funding to Enhance Marquee Concerts at the Capital City Amphitheater

**The Board approved Option 1: Accept the status update on the BP settlement funding to enhance marquee concerts at the Capital City Amphitheater.**

21. Authorization to Negotiate for the Consultant for Disaster Recovery Services

**The Board approved Option 1: Authorize the County Administrator to execute a contract in a form approved by the County Attorney with the successful Disaster Recovery Services proposer(s) selected consistent with FEMA's "Public Assistance Grantee and Subgrantee Procurement Requirements."**

22. Acceptance of the Status Update on the 2016 Leon Work Expo

**The Board approved Options 1 & 2: 1) Accept the Status Report on the 2016 Leon Works Expo; and 2) Direct staff to prepare a Budget Discussion Item to consider continuing to host the Leon Works Expo in 2017 and on an annual basis thereafter.**

23. Acceptance of a Status Report on Lake Munson

**The Board approved Option 1: Accept the Status Report on Lake Munson and direct staff to update the Lake Munson Action Plan with primary assistance from the Science Advisory Committee and as needed input from the Water Resources Committee.**

24. Ratification of the July 12, 2016 Workshop on the Existing Court Diversion Programs and Acceptance of the Status Report on Data Sharing Among Court Diversion Programs

**The Board approved Option 1: Ratify the July 12, 2016 Workshop on the Existing Court Diversion Programs and accept the Status Report on Data Sharing among Court Diversion Program.**

#### **CITIZENS TO BE HEARD ON NON-AGENDAED ITEMS**

##### **Speakers:**

- Tom Jackson, Crooked Road, discussed the issue of speeding and waste discharge from WastePro trucks and the need for trash pick-up before mowing in the right-of-way.
- Mickey Britt, expressed concern for County and City policies regarding tree removal; encouraged the Board to refinance any outstanding bonds; suggested the County bond the financing of sewer expansion; asked that the time allotted for citizens to speak be extended, and opined that Commissioners should be more readily available to citizens during the day.

#### **GENERAL BUSINESS**

25. Authorization to Negotiate an Agreement with Advanced Data Processing, Inc. D/B/A Intermedix Corporation for Emergency Medical Services Patient Accounts Receivable Services

County Administrator Long introduced the item. He conveyed that the new contract is expected to save \$100,000 annually.

**Commissioner Dozier moved, seconded by Commissioner Desloge to approve Option 1: Authorize staff to negotiate an agreement for Emergency Medical Services patient accounts receivable services with Advanced Data Processing, Inc., D/B/A Intermedix Corporation and authorize the County Administrator to execute an agreement in a form approved by the County Attorney. The motion carried 7-0**

26. Approval of FY16/17 Insurance Coverages

County Administrator Long introduced the item. He announced that the recommended insurance renewals are over \$50,000 lower than for FY 15/16.

**Commissioner Maddox moved, seconded by Commissioner Desloge to approve Option 1: Approve the FY16/17 insurance coverages and authorize the County Administrator to place insurance coverages for Property; Excess Workers' Compensation; and General Liability as specified in renewal Option 1.**

- **Property Insurance (total insured value \$351,181,305); Zurich: \$722,340.**
- **Excess Workers' Compensation; Florida Municipal Insurance Trust: \$162,934**
- **General Liability (including Public Official; Employment Practices Liability; Excess Liability; Auto and Medical Malpractice); Travelers \$421,252 and Admiral Ins. Co. \$10,880.**

- **Cyber Security; Chubb, \$14,121.**
- **As the provider for General Liability, authorize Brown & Brown to place Pollution; Accidental Death & Dismemberment; Crime; and Aviation Liability Coverages.**

Commissioner Desloge ascertained from County Administrator Long that staff continuously reviews the County's insurance coverage to ensure that adequate and responsible levels of insurance is maintained.

**The motion carried 7-0**

27. Acceptance of the Fiscal Year 2016 Annual Performance and Financial Report

County Administrator Long introduced the item. He indicated that Scott Ross, Director of Financial Stewardship was available to provide a presentation to the Board if desired.

**Commissioner Maddox moved, duly seconded by Commissioner Lindley to approve Option 1: Accept the FY 2016 Annual Performance and Financial Report. The motion carried 7-0**

28. Acceptance of a Status Report on Emerging Wireless Communication Facilities and Adoption of a Resolution Instituting a Six Month Moratorium to Review Communication Antenna Support Structures (CASS) Deployment in the County's Right-of-Way (ROW)

County Administrator Long introduced and provided a brief overview of the item. He mentioned that the County currently does not have a regulatory framework in place for permitting these structures; thus, staff is recommending the six-month moratorium to allow staff an opportunity to develop such a framework. He noted that the moratorium would only apply to requests to locate in the County's ROW and would not restrict the siting of communication antennas on privately owned property or public facilities as currently allowed by County Ordinance. He also pointed out that numerous counties throughout Florida have been confronted with this issue and have enacted moratoriums.

Commissioner Lindley confirmed with County Attorney Thiele that an agenda item would be brought to the Board before the end of the six months.

**Commissioner Lindley moved, duly seconded by Commissioner Dozier to approve Options 1 & 2: 1) Accept Status Report on Emerging Wireless Communication Facilities; and 2) Adopt the Resolution enacting a six month moratorium on Communication Antenna Support Structures (CASS) deployment in the County's ROW and direct staff to develop regulatory guidelines embracing CASS technology for the Board's consideration. The motion carried 7-0.**

29. Consideration of Contracted Federal Lobbying Services

County Administrator Long introduced the item and provided an overview of the RFP process and staff's recommendation. He suggested that, with the uncertainty surrounding the administration and direction of the newly elected President and Congress, it would be prudent at this time to reject all the bids for federal lobbying services, and authorize the use of previously-budgeted funds to support in-house federal legislative advocacy activities. He added that this would provide the County the ability to continue evaluating the federal political landscape during this transition time.

**Commissioner Maddox moved, seconded by Commissioner Desloge to approve Options 1 & 2: 1) Reject all bids for federal lobbying services and allow the County's current contract with Squire Patton Boggs to expire; and 2) Authorize funds previously budgeted in FY 2016-17 for federal lobbying services to be used as described in this item.**

Commissioner Desloge asked if there was a timeframe for reassessing the need for contracted federal lobbying services and if the firm had been contacted. County Administrator Long responded that staff had not reached out to Patton Boggs as they were awaiting Board direction. Additionally, he advised that staff would continue to monitor federal activities for any actions that require Board attention.

Commissioner Dozier remarked that she was inclined to disagree and may consider a substitute motion. She spoke of the need for contracted federal lobbying services and mentioned that Patton Boggs had been beneficial to the County, not only on appropriations, but also in areas such as grant applications.

County Administrator Long agreed with Commissioner Dozier and reiterated that there were many benefits to having on-site representation at the federal level. He indicated that this really was a "Board preference" issue and staff could go either way on this.

**Commissioner Dozier offered a substitute motion, duly seconded by Commissioner Proctor, to approve the selection of Squire Patton Boggs to provide federal lobbying services to Leon County and authorize the County Administrator to negotiate the scope of the agreement.**

Commissioner Lindley voiced her opposition to spending \$100,000 with such political uncertainty. She suggested that the focus be more on the State Legislature whose actions have much more of an impact at the local level and mentioned that she unaware of any specific issues at the federal level that needed lobbyist attention at this time.

Commissioner Proctor offered that the Board should not eliminate the process that had proven successful for the County. He too mentioned the uncertain political climate on the Federal level and suggested that the County could not afford to not be represented at this time. He expressed his support for the substitute motion.

Commissioner Maddox expressed confidence in staff's recommendation and restated his support for delaying the contracting for federal lobbying services.

Commissioner Desloge advocated for the original motion and added that a six-month delay was a prudent decision and was confident that should something critical happen at the federal level staff would bring it to the attention of the Board.

Commissioner Dozier reiterated that uncertainty at the federal level was the reason representation was needed. She asked for clarification regarding Option 2 and the use of funds for travel. County Administrator Long explained that the option maintains the original line item, but provides flexibility to utilize the funds should the Board identify issues that needed attention.

Commissioner Dozier discussed with County Administrator Long the possibility of holding the bid award for 90 days to ascertain the need for a federal lobbyist. County Attorney Thiele responded that this could be done, so long as the successful bidder would agree to hold their bid. Commissioner Dozier strongly suggested that the Board consider putting the RFP "on hold" and revisit the issue after 90 days.

Commissioner Jackson confirmed that the amount of the contract would be prorated or be extended should the Board decide to delay the award for the 90 days.

Commissioner Proctor established that current staff would continue to represent the County on federal issues.

**The substitute motion failed 2-5 (Commissioners Maddox, Lindley, Desloge Dailey and Jackson in opposition).**

*Commissioner Dozier offered a friendly amendment that staff be directed to bring back a status report in 90 days. Commissioner Maddox as the maker of the motion accepted the friendly amendment.*

**The original motion as amended carried 7-0.**

30. Acceptance of the Killearn Lakes Unit 1 Drainage Improvements Status Report and Approval of the Amendment to the Construction Agreement

County Administrator Long introduced the item. He recalled that the Board had initiated the project to address chronic flooding conditions in Killearn Lakes and the recommended amendment would ensure the long term viability of the project, the intended performance of the overall system improvements are accomplished and the maximum useful life of the project is achieved. He noted that, while there is a fiscal impact, funds are sufficient in the existing Killearn Lakes Stormwater capital project to effectuate the contract amendment.

***Commissioner Desloge moved, duly seconded by Commissioner Maddox to approve Option 1: Accept the Killearn Lakes Unit 1 Drainage Improvements Status Report, approve the Amendment to the Construction Agreement, and authorize the County Administrator to execute.***

Commissioner Desloge thanked staff for their continued communication with the public on this very complicated issue.

Commissioner Proctor asked for clarification regarding the miscalculation. County Administrator Long responded that the miscalculation was due to the complexity of the project and unforeseen complications that arose during the project. Commissioner Proctor recommended that, under first subsection one of the contract, that the existing and new contract amounts be reflected.

**The motion carried 7-0**

31. Consideration of Full Board Appointments to the Tallahassee-Leon County Affordable Housing Workgroup

County Administrator Long introduced the item.

***Commissioner Lindley moved, duly seconded by Commissioner Maddox to approve Options 1 & 2: 1) Appoint Bill Wilson, an Affordable Housing Developer, to the Tallahassee-Leon County Affordable Housing Workgroup for a term of 150 days, and 2) Appoint Derry Williams, an Affordable Housing Consumer, to the Tallahassee-Leon County Affordable Housing Workgroup for a term of 150 days.***

Regarding the appointment of Derry Williams, Commissioner Desloge brought up that he was a partner in Hopewell, the organization where Ms. Williams is a contracted employee and inquired if he had a conflict. County Attorney Thiele advised that there was no conflict and Commissioner Desloge could vote on the appointment.

**The motion carried 7-0.**

32. Consideration of Full Board Appointments of Commissioners to Authorities, Boards, Committees and/or Councils

**The Board made the following full Board appointments:**

**Apalachee Regional Planning Council**

- ***Commissioner Maddox moved, duly seconded by Commissioner Desloge, the appointment of Commissioner Dozier to the Apalachee Regional Planning Council for a two-year term ending December 31, 2018. The motion carried 7-0.***

**Canopy Roads Citizens Advisory Committee**

- ***Commissioner Proctor moved, duly seconded by Commissioner Dozier, the appointment of Commissioner Lindley to the Canopy Road Citizens Advisory Committee for a two-year term ending December 31, 2018. The motion carried 7-0.***

**Council on Culture & Arts**

- ***Commissioner Maddox moved, duly seconded by Commissioner Dozier, the appointment of Commissioner Maddox for the remainder of the unexpired term ending December 31, 2018: The motion carried 7-0.***

**Educational Facilities Authority**

- ***Commissioner Maddox moved, duly seconded by Commissioner Desloge, the appointment of Commissioner Desloge for the remainder of the unexpired term ending December 31, 2017. The motion carried 7-0.***

**Value Adjustment Board**

- ***Commissioner Maddox moved, duly seconded by Commissioner Dozier, the appointment of Commissioners Maddox and Jackson for the remainder of the unexpired term ending February 28, 2018: The motion carried 7-0.***

**Community Redevelopment Agency (four appointments)**

- ***Commissioner Maddox moved, duly seconded by Commissioner Lindley, the appointment of Commissioners Lindley, Dozier, Proctor and Maddox to the Community Redevelopment Agency for two-year terms ending December 31, 2018. The motion carried 7-0.***

## **SCHEDULED PUBLIC HEARINGS**

Chairman Dailey reconvened the Board at 6:00 p.m. and the following public hearings were held.

33. First and Only Public Hearing to Consider the Adoption of an Ordinance Amending Chapter 4, Article II of the Code of Laws of Leon County, Florida, Regarding Animal Control

County Administrator Long announced the public hearing. He noted that the proposed ordinance reflects recent actions by the Board related to enforcement of animal cruelty, collection of fines and amendments to conform to new legislation.

***Commissioner Proctor moved, duly seconded by Commissioner Jackson to approve Option 1: Conduct the first and only Public Hearing and adopt the proposed Ordinance amending Chapter 4, Article II of the Code of Laws of Leon County, Florida, Regarding Animal Control. The motion carried 6-0 (Commissioner Desloge out of Chambers).***

34. First and Only Public Hearing on Adoption of the Annual Update to the Tallahassee-Leon County Comprehensive Plan Capital Improvements Schedule

County Administrator Long announced the public hearing and provided a brief overview.

***Commissioner Proctor moved, duly seconded by Commissioner Jackson to approve Option 1: Conduct first and only public hearing and adopt the Ordinance updating the Tallahassee-Leon County Comprehensive Plan Capital Improvements Schedule. The motion carried 7-0***

## **ADD-ON ITEM (Included as part of the Consent Agenda)**

35. Approval of the Fourth Amendment to the Interlocal Agreement Between the City of Tallahassee, Leon County, Florida, and the Leon county Sheriff Regarding the Consolidation of Public Safety Dispatch Communications

***The Board approved Option 1: Approve the Fourth Amendment to the Interlocal Agreement between the City of Tallahassee, Leon County, Florida, and the Leon County Sheriff regarding the consolidation of Public Safety Dispatch Communications and authorize the Chairman to execute same.***

## **CITIZENS TO BE HEARD ON NON-AGENDAED ITEMS**

### **Speakers:**

- David Hall, spoke of his support for Item #12 (Acceptance of the Miccosukee Rural Community Sense of Place Study) and thanked the Board for approving the plan.

## **COMMENTS/DISCUSSION ITEMS**

### Items from the County Attorney

- Expressed his appreciation for condolences expressed by the Board and staff after the recent passing of his father.
- Wished the Board and staff "Happy Holidays".

### Items from the County Administrator

- Wished all "Happy Holidays".

## Discussion Items by Commissioners

### **Commissioner Desloge**

- Thanked staff members Shington Lamy and Nicki Paden for their work in preparation for the NACo Fall Board Meeting.
- Commented on the successful Strategic Planning Retreat held on December 12<sup>th</sup>.

### **Commissioner Dozier**

- Expressed her appreciation to staff for their efforts on a successful Board Retreat and Hurricane Hermine After Action Report.
- *Commissioner Dozier moved, duly seconded by Commissioner Jackson, to direct staff to bring back a status report on Waste Pro, to include the comments expressed by the public speaker Tom Jackson The motion carried 6-0 (Commissioner Maddox Out of Chambers).*
- Followed-up on the discussion at the Board Retreat regarding the proposed “target” to reduce permitting times stating that she would like more information.
  - *Commissioner Dozier moved, duly seconded by Commissioner Lindley, to direct staff to bring back an agenda item on permitting costs and timeframes. The motion carried 6-0 (Commissioner Maddox out of Chambers).*
- Shared that Rikki, the golden retriever therapy dog, recently retired after 10 years of helping adult pain patients at Tallahassee Memorial and child victims in local courtrooms.
  - *Commissioner Dozier moved, duly seconded by Commissioner Desloge, approval for a Proclamation honoring Rikki, to be presented at the January 24, 2017 Board meeting. The motion carried 6-0 (Commissioner Maddox out of Chambers).*
- Brought up the issue of the KCCI grant application to renovate the Waterworks Building. She referenced a discussion at the CRA meeting whereby the CRA Board had indicated its support for the required \$250,000 grant match. Commissioner Dozier mentioned that the City is considering the sale of the Waterworks Building and submitted it was more appropriate for the City to provide the required match (with the proceeds from the sale of the building) than the CRA. She shared that she was considering revisiting this issue at an upcoming CRA meeting. Commissioner Dozier also suggested that the County add as one of its legislative priorities support for the KCCI grant.
  - Commissioner Lindley stated that depending on the actions of the City, she would be willing to reconsider the CRA’s position on the match.

### **Commissioner Jackson**

- Recognized his aide, Kelly Sirmons, a welcome addition to his staff.
- Remarked on the great work of County staff.
- Expressed appreciation for the well wishes conveyed by fellow Board members and staff.
- Wished everyone a Happy Holiday.

### **Commissioner Lindley**

- Praised staff for their hard work.
- Wished all a Happy Holiday

### **Commissioner Proctor**

- Congratulated the Woodville Jaguars on their recent win in the Pop Warner Division 3 Southeast Regional Championship.
  - *Commissioner Proctor moved, duly seconded by Commissioner Dailey, approval for a Proclamation recognizing the accomplishment of the Woodville Jaguars. The motion carried 6-0 (Commissioner Maddox out of Chambers).*
  - Recommended that additional signage be added to the Woodville Jaguars home field to recognize their championship win.

- Reflected on the successful events held during the NACo Fall Board meeting.
- Commended County Administrator Long and staff on the quality of the Hurricane Hermine After Action Report.
- Wished Happy Holidays to fellow Commissioners, staff and their families. Expressed appreciation for his many blessings.

**Commissioner Dailey**

- Acknowledged the many recent accomplishments of staff, i.e., NACO Fall Board Meeting and preparing for the Board Retreat, Hurricane Hermine After Action Report Workshop and the last Board meeting of the year.

Chairman Dailey recessed the Board at 4:43 p.m. for its dinner break and announced it would reconvene at 6:00 p.m. to conduct the scheduled public hearings.

**RECEIPT AND FILE**

- None

**ADJOURN**

There being no further action to come before the Board, Chairman Dailey adjourned the meeting at 6:02 p.m.

ATTESTED:

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

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

**Leon County  
Board of County Commissioners**

**Notes for Agenda Item #2**

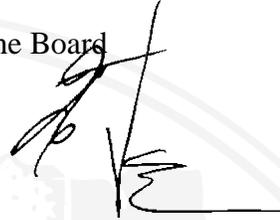
# Leon County Board of County Commissioners

## Cover Sheet for Agenda #2

January 24, 2017

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

**From:** Herbert W.A. Thiele, County Attorney  
Vincent S. Long, County Administrator



**Title:** Approve Settlement of Claims Matter

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<b>County Attorney Review and Approval:</b>	Herbert W.A. Thiele
<b>County Administrator Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Patrick T. Kinni, Deputy County Attorney Alan Rosenzweig, Deputy County Administrator
<b>Lead Staff/ Project Team:</b>	Patrick T. Kinni, Deputy County Attorney

**Fiscal Impact:**

This item has a fiscal impact. Approval of the settlement of the claims matter will impact the County in the amount of \$200,000. Sufficient funds are contained in the Risk Management Fund.

**Staff Recommendation:**

Option #1: Approve settlement of the claims matter and authorize the County Administrator to execute all documents relative thereto in a form approved by the County Attorney, and authorize the payment of \$200,000 from Risk Management Fund to effectuate the settlement in accord with the Contingent Settlement Agreement and General Release (Attachment #1).

## **Report and Discussion**

### **Background:**

On November 22, 2014, at 10:10 a.m., the Consolidated Dispatch Agency (CDA) received a call in reference to a house fire at 3722 Caracas Court in Tallahassee, Florida. Both the call taker and two dispatchers who were involved in the E911 call failed to take adequate notice of a “premise hazard” alert which had been linked to this property and failed to advise the responding officer that a safety issue was present at the subject address. Failure by the CDA employees to review the premise hazard, which indicated a resident had made threats to shoot law enforcement officers, was in violation of their training protocols. First responders were not conveyed this critical information. Leon County Deputy Sheriff, Chris Smith, while he responded to this E911 call was tragically ambushed and killed. Deputy Smith is survived by his wife, Erika Smith, and his minor children.

On December 4, 2015, Erika Smith, as personal representative of the Estate of Christopher Smith (Estate), filed suit against the CDA and Motorola Solutions, Inc., alleging both negligence and products liability causes of action. Furthermore, by correspondence dated March 29, 2016, a Notice of Claim, pursuant to Section 768.28, Florida Statutes (2015), was served on the County (Attachment #2). A Notice of Claim letter is mandated by Section 768.28, Florida Statutes, as a condition precedent for any person claiming injury as a result of the negligence or misconduct to file suit against the state, its agencies, or subdivisions, such as Leon County. The City of Tallahassee, likewise, was served with a Notice of Claim letter, on behalf of the Estate of Chris Smith, alleging negligence and wrongful conduct or acts.

As indicated earlier, suit was filed by the Estate against the CDA and Motorola Solutions, Inc. Motorola subsequently settled its case with the Estate, for an undisclosed amount, in accordance with the confidentiality provisions permitted through mediation.

### **Analysis:**

The CDA was created by Interlocal Agreement dated May 31, 2012, by and among the City of Tallahassee, Leon County and the Leon County Sheriff. The creation of the CDA followed a long history of the management of public safety communications by and among the law enforcement and emergency personnel agencies within the community. While the CDA is a separate and distinct legal entity and responsible for the acts of its employees, officers and agents, it is, nevertheless, funded by the City of Tallahassee and Sheriff/Leon County on an annual basis. Therefore, while the CDA Board has the specific authority to adopt an annual operating budget, that operating budget is subject to the approval by the parties to the Interlocal Agreement. As a result, the City, County and Sheriff may be held to be responsible for the debts and obligations of the CDA, if they are appropriately budgeted in the annual operating budget of the CDA and approved by the parties.

On December 12, 2016, representatives of the CDA, as well as the City and County, attended a Court ordered mediation with representatives of the Estate. A proposed settlement has now been reached by and between the Estate, the CDA, the City of Tallahassee and Leon County. The

terms of the proposed settlement call for the insurer of the CDA to pay the Estate \$950,000, the City of Tallahassee to pay the Estate \$200,000, and Leon County to pay the Estate \$200,000. In exchange for the remuneration described above, the Estate will dismiss with prejudice its case against the CDA, and will release the CDA, Leon County and the City of Tallahassee from any and all claims, demands, damages, actions, causes of action or suits at law or in equity and of any kind or nature whatsoever, including but not limited to, Florida common law, contract law, 42 U.S.C. § 1983 and the Federal and State Constitutions, as a result of any matter or claim arising out of the facts and circumstances giving rise to the wrongful death claim filed by the Estate.

The Agreement is contingent upon the CDA Board, the City Commission and the Leon County Board of County Commissioners approval, and final approval by the Circuit Court. Upon approval of each of the CDA, City and County, then each entity would be responsible for the payment of the settlement amount within twenty (20) days of Court approval. In the event that any of the above-referenced Boards do not approve the settlement, then the contingency set forth within the Agreement will be deemed to not have occurred and therefore no settlement will have been reached.

**Options:**

1. Approve the settlement of the claims matter, authorize the County Administrator to execute any and all documents relative thereto in a form approved by the County Attorney, and authorize the expenditure of \$200,000 from the Risk Management Fund to effectuate the settlement in accord with the Contingent Settlement Agreement and General Release (Attachment #1).
2. Do not approve the settlement of the claims matter as described in Option 1.
3. Board direction.

**Recommendation:**

Option #1.

**Attachments:**

1. Contingent Settlement Agreement and General Release
2. Notice of Claim Letter

**CONTINGENT SETTLEMENT AGREEMENT AND GENERAL RELEASE**

KNOW ALL MEN BY THESE PRESENTS that ERIKA SMITH individually, and As Personal Representative Of The Estate Of Christopher Smith, including survivor G.K.S. and As Legal Guardian Of H.D.P., Minor Children ("Releasers"), for and in consideration of the sum of ONE MILLION THREE HUNDRED FIFTY-THOUSAND and no/100 Dollars (\$1,350,000.00) and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, do hereby release and forever discharge **Tallahassee-Leon County Consolidated Dispatch Agency** (hereinafter referred to as the **CDA**), **City of Tallahassee** (hereinafter referred to as the **City**), **Leon County and Leon County Sheriff Office** (hereinafter referred to as **LCSO**), their agents, insurers, officers, directors, current and past employees, commissioners, attorneys, assigns, board members, all other persons, firms and corporations claimed to be liable through the **CDA, City, Leon County and LCSO** ("Releasees") (collectively "Parties") from any and all claims, demands, damages, actions, causes of action or suits at law or in equity and of any kind of nature whatsoever including but not limited to Florida common law, contract law, 42 U.S.C. §1983, the federal and Florida Constitutions, Florida's Workers' Compensation Law (this release will not affect any of the worker's compensation payouts currently being paid or any benefits to be paid out in the future), Chapter 440, Fla. Stat., attorney's fees and costs, that Releasers may have, may have had, or may in the future have, against the Releasees by reason of any other matter, cause, happening, or thing occurring, including but not limited to, any matter or claim arising out of the facts and circumstances described, alleged or which could be alleged in the action styled Erika Smith as Personal Representative Of The Estate of Christopher Smith vs. Tallahassee-Leon County Consolidated Dispatch Agency,

pending in the Second Judicial Circuit, in and for Leon, County, Florida, Case Number 2015-CA-2884, or the notice of claim letters served upon the City and Leon County.

Without limiting the generality of the foregoing, it is specifically intended that by this Contingent Settlement Agreement and General Release, Releasors release Releasees of and from any and all claims described in the above paragraph and referenced action or which could have been brought in said action.

This agreement is contingent only upon approval by the City Commission for the City of Tallahassee, the Leon County Board of County Commissioners for Leon County, Florida, the CDA Board, and final approval by the circuit court. After approval by each of the Releasees and the court, the above total settlement amount shall be paid within 20 days as follows: Nine Hundred Fifty-Thousand Dollars (\$950,000.00) by Nationwide E&S Insurance f/k/a Scottsdale Insurance Company on behalf of the CDA, Two Hundred Thousand Dollars (\$200,000.00) by the City of Tallahassee and Two Hundred Thousand Dollars (\$200,000.00) by Leon County, Florida, and distributed as designated by the final court approval after considering the recommendations of the Court Appointed Guardian Ad Litem. Releasees agree to bring this settlement agreement to a vote at the first available board meetings, currently scheduled for the County on January 24, 2017, and for the city on January 25, 2017. The CDA will conduct a special Board Meeting to vote on this settlement no later than February 3, 2017. In the event any of the above referenced Boards fail to approve this settlement or otherwise fail to pay the full \$1,350,000.00, the contingencies did not occur and therefore no settlement was reached.

Without limiting the generality of the above and foregoing, it is specifically intended by this Contingent Settlement Agreement and General Release that will hereby dismiss, or cause to be dismissed with prejudice, any and all claims in the above-referenced action, as it is intended by this Contingent Settlement Agreement and General Release to fully

acquit, release and forever discharge Releasees of and from any and all claims and demands of every kind and nature, including those outlined above.

Further, the undersigned agree and represent that all valid outstanding rights of subrogation or indemnification of any person or entity that may have provided benefits or compensation to Releasers, or any person or entity claiming through them as a result of the claims made or settlement proceeds received in the above-referenced action or claims, including but not limited to any valid liens and/or applicable federal and state terms that may exist, have been satisfied or will be satisfied from the proceeds of this settlement. Excluding any action or claim by Motorola Solutions, Inc., or any of their agents or affiliates, and any action or claim by the terminated CDA employees including, but not limited to Case No. 4-16-cv-00069-MW-CAS (U.S. District Court, Northern District of Florida, Tallahassee Division), Releasers agree to indemnify and hold harmless Releasees from any and all valid claims, actions, demands, attorney fees and costs, which may arise out of any valid claim, workers' compensation claim, liens, obligations, demands, collection on taxes pursuant to state, federal and statutory law, or actions or claims made against the CDA, City, Leon County and Leon County Sherriff Office, arising out of or related to the claims and actions settled herein by the Releasers.

It is understood and agreed that the settlement of the above-referenced action and the acceptance of this Contingent Settlement Agreement and General Release is not to be construed as an admission of liability on the part of any party, but that said payment is in compromise and settlement of any and all claims, which are not admitted but are denied and disputed; that no promise or agreement not expressed herein has been made; that this Settlement Agreement and General Release is not executed in reliance upon any statement or representation made by the Releasees or any other person that said consideration is the sole consideration for this Contingent Settlement Agreement and General Release, and is

accepted in full compromise, settlement and satisfaction of any and every such claim, demand or cause of action, including all claims, demands and causes of action for or on account of all injuries, damages and consequences which may hereafter become known, develop or accrue, as well as those already known, developed or accrued; that the terms of this Contingent Settlement Agreement and General Release have been completely read to Releasors and that Releasors fully understand the tenor and effect of the release and indemnification agreement; having the benefit of counsel and that the terms of this Contingent General Release and Settlement Agreement have been given voluntarily and without duress and that this agreement fully, completely, accurately and truly sets forth the agreement between the parties above.

This Contingent Settlement Agreement and General Release shall be binding on and inure to the benefit of the Releasees. This Agreement constitutes and represents the entire agreement and supersedes all prior and contemporaneous agreements, negotiations, representations, warranties and understandings of the Parties with regard to the subject matter set forth herein. No supplement, modification or amendment of this Conditional Settlement Agreement and General Release shall be binding unless executed in writing by all Parties. No waiver of any provision of this Settlement Agreement and General Release shall be deemed or constitute a waiver of any other provisions, whether similar or not similar; nor shall any waiver constitute a continuing waiver. No waiver shall be binding unless set forth in writing signed by the party making the waiver. Should any provision of this Conditional Settlement Agreement and General Release require interpretation or construction, it shall be interpreted and construed without any presumption that its provisions are to be construed against the party which itself or through its agents or attorneys prepared it. The Parties and their attorneys have fully and equally participated

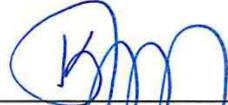
in the preparation, negotiation, review and approval of this Conditional Settlement Agreement and General Release.

This Conditional Settlement Agreement and General Release shall be governed by, construed and enforced in accordance with the laws of the State of Florida. Should any action arise to enforce the terms of this Settlement Agreement, venue shall lie only in Leon County, Florida. In the event any action to enforce the terms of the Agreement, the prevailing party shall be entitled to the costs of litigation to obtain compliance with its terms.

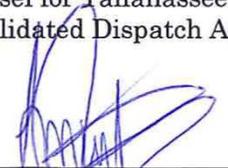
IN WITNESS WHEREOF this Contingent General Release and Settlement Agreement has been signed and sealed this 5<sup>th</sup> day of January, 2017.



MATTHEW K FOSTER, ESQ.  
Brooks, LeBoeuf, Bennett  
& Foster & Gwartney, P.A.  
909 East Park Avenue  
Tallahassee, Florida 32301  
(Counsel for Plaintiff)



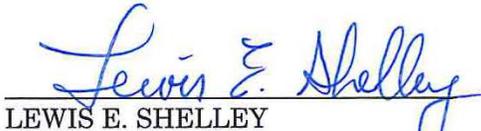
KATHY MAUS, ESQ.  
Butler, Weihmuller, Katz Craig, LLP  
3600 Maclay Blvd., Suite 101  
Tallahassee, Florida 32312  
(Counsel for Tallahassee – Leon County  
Consolidated Dispatch Agency)



LEONARD J. DIETZEN, III  
Rumberger, Kirk & Caldwell  
101 North Monroe Street, Suite 120  
Tallahassee, Florida 32301  
(Special Counsel for Tallahassee – Leon County  
Consolidated Dispatch Agency)



HERBERT W.A. THIELE  
County Attorney, Leon County  
301 S. Monroe Street, Suite 202  
Tallahassee, Florida 32301



LEWIS E. SHELLEY  
City Attorney, City of Tallahassee  
300 S. Adams Street, Box A-5  
Tallahassee, FL 32301



Sheriff WALT MCNEIL  
Leon County Sheriff's Office  
2825 Municipal Way  
Tallahassee, FL 32304



ERIKA SMITH, Individually, and as Personal Representative  
of the Estate of Christopher Smith, including  
Survivor G.K.S. and  
as Legal Guardian of H.D.P., Minor Children

STATE OF FLORIDA  
COUNTY OF LEON

I HEREBY CERTIFY that on this day, before me, personally appeared Erika Smith, Individually, and as Personal Representative of the Estate of Christopher Smith, including Survivor G.K.S. and as Legal Guardian of H.D.P., Minor Children, known to me to be the person described in and who executed the foregoing instrument and she acknowledges before me that she executed the same.

WITNESS my hand and seal in the State and County last aforesaid, this 5<sup>th</sup> day of January, 2017.

Meredith Meeks  
(Signature of Notary Public,  
State of Florida )



(Print, type or stamp commissioned  
name of Notary Public)

Personally Known  or  
Produced Identification   
Type of Identification Produced \_\_\_\_\_

Dean R. LeBoeuf †\*  
Rhonda S. Bennett \*  
Matthew K. Foster †\*  
Scott E. Gwartney †\*+  
John M. Leace \*  
Ryan B. Hobbs \*  
Ryan P. Molaghan



909 East Park Avenue • Tallahassee, FL 32301  
850.222.2000 phone • 850.222.9757 fax

Ronald W. Brooks  
(Ret. 1999)  
Carolyn T. LeBoeuf  
Of Counsel  
Nicole LeBoeuf Whitaker  
Of Counsel  
\* Partner  
† Shareholder  
+ Also licensed in  
Georgia, Tennessee  
and Texas

March 29, 2016

**Notice of Claim, Pursuant to Section 768.28, Florida Statutes  
against the Leon County Board of County Commissioners**

**CERTIFIED RETURN**  
**RECEIPT REQUESTED**

Patrick Kinni  
Leon County Attorney's Office  
301 S. Monroe Street, Suite 217  
Tallahassee, Florida 32301-1803

RE: Claimant: Estate of Chris Smith  
Date of Loss: 11/22/2014

04/04/16 10:41:20  
Received by  
Leon County Attorney's Office

Dear Mr. Kinni:

Please accept this as a notice of claim filed pursuant to Section 768.28, Florida Statutes, and submitted on behalf of the Estate of Chris Smith. Erika Smith is the Personal Representative of the Estate of Chris Smith and her date and place of birth, and social security number are, respectively 05/23/1980, Traverse City, Michigan, and [REDACTED]. There are no prior adjudicated claims owed by Ms. Smith to the State, its agencies, or subdivisions.

Chris Smith was a deputy in the Leon County Sheriff's Office and his date and place of birth, and social security number are, respectively, 09/25/1967, Valdosta, Georgia, and [REDACTED]. There are no prior adjudicated claims owed by the Estate of Chris Smith. On November 22, 2014, Deputy Smith was ambushed and killed while responding to a call for service at 3722 Caracus Court in Tallahassee, Florida. Deputy Smith's survivors are his widow, Erika Smith, and his minor children: [REDACTED] (DOB: [REDACTED]) and [REDACTED] (DOB: [REDACTED]).

There were notes and "flags" in the CDA's database that the man who killed Deputy Chris Smith had made clear threats to kill any law enforcement officer who went to his property. Those alerts and warnings were not relayed to Deputy Chris Smith or the other first responders by the employees of the Consolidated Dispatch Agency. Both the City of Tallahassee and Leon County made decisions regarding the purchase and implementation of the CAD system, the training, and

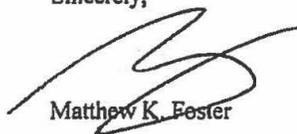
[TooMuchAtStake.com](http://TooMuchAtStake.com)

*"You have too much at stake to not protect your legal rights"*

the day to day activities surrounding the Premier One CAD system and personnel at the Consolidated Dispatch Agency. The Premier One CAD system and inadequate training both contributed to the failure to warn Deputy Smith, which contributed to his death.

Although liability in this case appears clear, should you elect to deny the claim, we request the courtesy of a prompt decision, notwithstanding the provisions of Section 768.28, Florida Statutes, so that we may pursue such action on behalf of the Estate of Chris Smith as may be appropriate. If you are interested in attempting to amicably resolve this claim, please do not hesitate to contact me.

Sincerely,



Matthew K. Foster

MKF/mm

cc: **CERTIFIED RETURN**  
**RECEIPT REQUESTED**  
Bill Proctor, Chairman of the Board  
Leon County Board of County Commissioners  
301 S. Monroe Street, 5<sup>th</sup> Floor  
Tallahassee, Florida 32301

**CERTIFIED RETURN**  
**RECEIPT REQUESTED**  
Florida Department of Financial Services  
Attn: Division of Risk Management  
200 East Gaines Street  
Tallahassee, FL. 32399

**CERTIFIED RETURN**  
**RECEIPT REQUESTED**  
Vincent Long  
Leon County Administrator  
301 S. Monroe Street  
Tallahassee, Florida 32301

**Leon County  
Board of County Commissioners**

**Notes for Agenda Item #3**

# Leon County Board of County Commissioners

## Cover Sheet for Agenda #3

January 24, 2017

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

**From:** Vincent S. Long, County Administrator  
Herbert W.A. Thiele, County Attorney

**Title:** Adoption of Resolution Approving Performance Bonds for the Sheriff and Deputy Sheriffs and Acceptance of Performance Bonds and Amounts from the Clerk of the Circuit Court and Comptroller, Supervisor of Elections, Tax Collector, and Property Appraiser



<b>County Administrator Review and Approval:</b>	Vincent S. Long, County Administrator
<b>County Attorney Review and Approval:</b>	Herbert W.A. Thiele
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator
<b>Lead Staff/ Project Team:</b>	Jessica M. Icerman, Assistant County Attorney Heather Peoples, Special Projects Coordinator

**Fiscal Impact:**

This item has no fiscal impact to the County.

**Staff Recommendation:**

- Option #1: Adopt Resolution approving performance bonds for the Sheriff and Deputy Sheriffs (Attachment #1).
- Option #2: Accept performance bonds from the Clerk of the Circuit Court and Comptroller, Supervisor of Elections, Property Appraiser, and Tax Collector (Attachments #3, #4, #5 & #6).

## **Report and Discussion**

### **Background:**

State law allows the Board to require a county officer to give bond, conditioned for the faithful performance of the duties of his or her office. The Leon County Code of Laws requires the sheriff, and deputy sheriffs who are appointed by the sheriff, to provide such bonds, which are to be approved by the Board via resolution. The Board previously adopted Resolution No. R99-08 (Attachment #2), which set the sheriff's bond at \$10,000 and the blanket deputy sheriffs' bond at \$1,000. The proposed Resolution (Attachment #1) will approve the sheriff's bond and blanket deputy sheriffs' bond which have been provided to the County pursuant to Chapter 7, Article III of the Code of Laws of Leon County. The blanket deputy sheriff's bond has been in effect since 1990 and is renewed every year.

In addition, the Board has historically accepted, but not required, performance bonds from those county officers that volunteer to provide the bonds, including the Clerk of the Circuit Court and Comptroller, Supervisor of Elections, Tax Collector, and Property Appraiser. This year these county officers have volunteered to provide performance bonds for acceptance by the Board.

### **Analysis:**

Section 137.01, Florida Statutes, provides that "[e]ach board of county commissioners may by ordinance require any county officer to give bond, conditioned for the faithful performance of the duties of his or her office." In determining the amount of the bond, the Board may consider the amount of money or property likely to be in the custody of the county officer at any one time. The bonds must be filed with the Clerk of the Circuit Court.

In Chapter 7, Article III of the Code of Laws of Leon County, the County requires the Sheriff to give a public official bond, and the Deputy Sheriffs to give a blanket deputy sheriffs' bond, for the faithful performance of their respective duties. The bonds and amount of the bonds are to be approved by resolution of the Board. Resolution No. R99-08 (Attachment #2) set the sheriff's bond at \$10,000 and the blanket deputy sheriffs' bond at \$1,000. The proposed Resolution (Attachment #1) will approve Sheriff McNeil's public official bond of \$10,000 and the blanket Deputy Sheriffs' bond of \$1,000. The blanket deputy sheriffs' bond was obtained in 1990 and has been renewed every year. Copies of the performance bonds are attached to the Resolution.

In addition to the sheriff and blanket deputy sheriff bonds, it has been the Board's practice to accept bonds from other county officers that volunteer to give bond. The following bond amounts have been historically accepted by the Board:

<b>County Officer</b>	<b>Amount of Bond</b>
Sheriff/Deputy Sheriffs	\$10,000/\$1,000
Clerk of the Court and Comptroller	\$100,000
Tax Collector	\$100,000
Supervisor of Elections	\$5,000
Property Appraiser	\$5,000

The incoming Clerk of the Circuit Court and Comptroller, Gwen Marshall, has volunteered to give bond in the amount of \$100,000 (Attachment #3). The incoming Supervisor of Elections, Mark Earley, has volunteered to give bond in the amount of \$5,000 (Attachment #4). The incoming Property Appraiser, Akin Akinyemi, has volunteered to give bond in the amount of \$5,000 (Attachment #5). The Tax Collector, Doris Maloy, has submitted a Continuation Certificate that continues her prior public official bond in the amount of \$100,000 (Attachment #6).

Additionally, in light of current insurance practices, staff has undertaken a review of the necessity of continuing to require and/or accept public official bonds. Any change of the public official bond requirements would require an ordinance amendment. If any change is recommended by staff, an item will be brought back to the Board for consideration.

**Options:**

1. Adopt the Resolution approving the performance bonds for the Sheriff and Deputy Sheriffs (Attachment #1).
2. Accept the performance bonds volunteered by the Clerk of the Circuit Court and Comptroller, Supervisor of Elections, Property Appraiser and Tax Collector (Attachments #3, #4, #5 & #6).
3. Do not adopt the Resolution approving the performance bonds for the Sheriff and Deputy Sheriffs.
4. Do not accept the performance bonds volunteered by the Clerk of the Circuit Court and Comptroller, Supervisor of Elections, Tax Collector, and Property Appraiser.
5. Board direction.

**Recommendation:**

Options #1 and #2.

Title: Adoption of Resolution Approving Performance Bonds for the Sheriff and Deputy Sheriffs and Acceptance of Performance Bonds and Amounts from the Clerk of the Circuit Court and Comptroller, Supervisor of Elections, Tax Collector, and Property Appraiser  
January 24, 2017  
Page 4

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Attachments:

1. Proposed Resolution approving performance bonds for the Sheriff and Deputy Sheriffs
2. Resolution 99-08
3. Performance Bond for Gwen Marshall, Clerk of the Court and Comptroller
4. Performance Bond for Mark Earley, Supervisor of Elections
5. Performance Bond for Akin Akinyemi, Property Appraiser
6. Continuation Certificate of the Public Official Bond for Doris Maloy, Tax Collector

**RESOLUTION NO.: R17-\_\_\_\_\_**

**RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA APPROVING THE SHERIFF'S PUBLIC OFFICIAL BOND AND BLANKET DEPUTY SHERIFFS' BONDS**

WHEREAS, pursuant to Section 7-34 of the Leon County Code of Laws, the sheriff shall provide a public official bond to be conditioned upon the faithful discharge of the duties of his or her office; and

WHEREAS, pursuant to Section 7-35 of the Leon County Code of Laws, deputy sheriffs who are appointed by the sheriff shall provide a blanket deputy sheriffs' bond to be conditioned upon the faithful performance of all the duties of the deputy sheriffs; and

WHEREAS, pursuant to Sections 7-34 and 7-35, Leon County Code of Laws, the bond and amount of the sheriff's public official bond and blanket deputy sheriffs' bonds are to be approved by resolution of the Board of County Commissioners; and

WHEREAS, Resolution No. R99-08, which was duly adopted by the Board of County Commissioners on March 9, 1999, provided that the sheriff's bond amount shall be \$10,000 and the blanket deputy sheriffs' bond shall be \$1,000;

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

1. The sheriff's public official bond in the amount of \$10,000, a copy of which is attached hereto and made a part hereof as Exhibit A, is hereby approved and accepted. The original bond shall be filed with the Clerk of the Circuit Court and Comptroller.

2. The blanket deputy sheriffs bond in the amount of \$1,000, a copy of which is attached hereto and made a part hereof as Exhibit B, is hereby approved and accepted. The original bond shall be filed with the Clerk of the Circuit Court and Comptroller.

DONE AND ADOPTED by the Board of County Commissioners of Leon County, Florida on this 24th day of January, 2017.

LEON COUNTY, FLORIDA

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

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

BY: \_\_\_\_\_

APPROVED AS TO FORM:  
Leon County Attorney's Office

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



# Western Surety Company

## POWER OF ATTORNEY

### KNOW ALL MEN BY THESE PRESENTS:

That WESTERN SURETY COMPANY, a corporation organized and existing under the laws of the State of South Dakota, and authorized and licensed to do business in the States of Alabama, Alaska, Arizona, Arkansas, California, Colorado, Connecticut, Delaware, District of Columbia, Florida, Georgia, Hawaii, Idaho, Illinois, Indiana, Iowa, Kansas, Kentucky, Louisiana, Maine, Maryland, Massachusetts, Michigan, Minnesota, Mississippi, Missouri, Montana, Nebraska, Nevada, New Hampshire, New Jersey, New Mexico, New York, North Carolina, North Dakota, Ohio, Oklahoma, Oregon, Pennsylvania, Rhode Island, South Carolina, South Dakota, Tennessee, Texas, Utah, Vermont, Virginia, Washington, West Virginia, Wisconsin, Wyoming, and the United States of America, does hereby make, constitute and appoint

Jacqueline Mia Terr of Tallahassee,  
State of Florida, with limited authority, its true and lawful Attorney-in-Fact, will full power and authority hereby conferred to sign, execute, acknowledge and deliver for and on its behalf as Surety and as its act and deed, the following bond:

One Sheriff County of Leon

bond with bond number 63020394

for Walter Amos Mcneil

as Principal in the penalty amount not to exceed: \$10,000.00

Western Surety Company further certifies that the following is a true and exact copy of Section 7 of the by-laws of Western Surety Company duly adopted and now in force, to-wit:

Section 7. All bonds, policies, undertakings, Powers of Attorney, or other obligations of the corporation shall be executed in the corporate name of the Company by the President, Secretary, any Assistant Secretary, Treasurer, or any Vice President, or by such other officers as the Board of Directors may authorize. The President, any Vice President, Secretary, any Assistant Secretary, or the Treasurer may appoint Attorneys-in-Fact or agents who shall have authority to issue bonds, policies, or undertakings in the name of the Company. The corporate seal is not necessary for the validity of any bonds, policies, undertakings, Powers of Attorney or other obligations of the corporation. The signature of any such officer and the corporate seal may be printed by facsimile.

In Witness Whereof, the said WESTERN SURETY COMPANY has caused these presents to be executed by its  
Vice President with the corporate seal affixed this 29th day of December,  
2016.

ATTEST

*A. Vietor*

A. Vietor, Assistant Secretary

WESTERN SURETY COMPANY

By

*Paul T. Brufat*

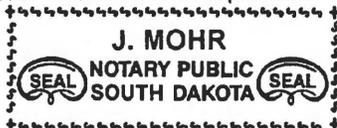
Paul T. Brufat, Vice President

STATE OF SOUTH DAKOTA }  
COUNTY OF MINNEHAHA } ss



On this 29th day of December, 2016, before me, a Notary Public, personally appeared  
Paul T. Brufat and A. Vietor

who, being by me duly sworn, acknowledged that they signed the above Power of Attorney as Vice President  
and Assistant Secretary, respectively, of the said WESTERN SURETY COMPANY, and acknowledged said instrument to be the  
voluntary act and deed of said Corporation.



My Commission Expires June 23, 2021

*J. Mohr*

Notary Public

To validate bond authenticity, go to [www.cnasurety.com](http://www.cnasurety.com) > Owner/Obligee Services > Validate Bond Coverage.

ACKNOWLEDGMENT OF SURETY

STATE OF Florida  
COUNTY OF Leon

} ss

(Attorney-in-Fact)

Bond No. 63020394

On this 29th day of December, 2016, before me, a notary public in and for said County, personally appeared Jacqueline Mia Terr to me personally known and being by me duly sworn, did say, that he/she is the Attorney-in-Fact of WESTERN SURETY COMPANY, a corporation of Sioux Falls, South Dakota, created, organized and existing under and by virtue of the laws of the State of South Dakota, that the said instrument was executed on behalf of the said corporation by authority of its Board of Directors and that the said Jacqueline Mia Terr acknowledges said instrument to be the free act and deed of said corporation and that he/she has authority to sign said instrument without affixing the corporate seal of said corporation.

IN WITNESS WHEREOF, I have hereunto subscribed my name and affixed my official seal at Tallahassee, Florida, the day and year last above written.

My commission expires  
May 29, 2018

*Marsha R. Gillespie*

Notary Public

Form 106-9-2013



MARSHA R. GILLESPIE  
MY COMMISSION # FF 127371  
EXPIRES: May 29, 2018  
Bonded Thru Budget Notary Services

Bond No. 18258244

DEPUTY SHERIFFS' BLANKET SURETY BOND

State of Florida.

County of Leon

KNOW ALL MEN BY THESE PRESENTS, that we, the Deputy Sheriffs of Leon County, Florida, presently or hereafter appointed during the term of this bond as described below, as Principals, and WESTERN SURETY COMPANY, a company duly authorized to transact surety business in the State of Florida, as Surety, are held and firmly bound unto Robert Martinez, Governor of the State of Florida, and his/her successors in office, in the sum of One Thousand Dollars (\$1,000) for each such Deputy Sheriff, lawful money of the United States of America, for the payment whereof well and truly to be made, we do bind ourselves, and each of our heirs, executors, administrators, successors and assigns, jointly and severally, firmly by these presents.

THE CONDITION OF THIS OBLIGATION IS SUCH THAT, whereas the above bounden Deputy Sheriffs have been presently or will be hereafter appointed to hold office from the day so appointed, until a successor is qualified, and according to the Constitution and laws of the State of Florida.

NOW, THEREFORE, if the said Deputy Sheriffs presently or hereafter appointed shall faithfully perform the duties of said office as prescribed, then this obligation to be void, otherwise to be and remain in full and force and virtue.

PROVIDED, \$1,000 of automatic coverage is provided for any additional Deputy Sheriff occupying a newly created position through the September 30th following such Deputy Sheriff's first day of service, with no additional premium charge for that period. On or before September 30 of each year, the Surety shall be provided with an updated count of Deputy Sheriffs to be covered by this bond and, if necessary, the next annual premium calculation shall be adjusted accordingly.

PROVIDED FURTHER, this bond may be cancelled by the Surety as to future liability for any specified Deputy Sheriff(s), or in its entirety, upon thirty (30) days written notice to the Board of County Commissioners of Leon County, Florida. Provided, further, the aggregate liability of the Surety, regardless of the number of claims made

EXHIBIT "B"

Page 2

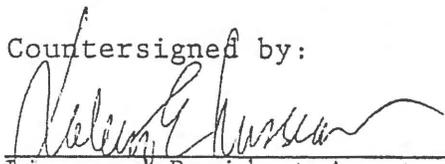
against this bond or the number of years this bond remains in force, shall in no event exceed the sum of \$1,000 for any one Deputy Sheriff. Any revision of the bond amount shall not be cumulative.

Dated this 1st day of October, 19 90.

WESTERN SURETY COMPANY

By   
Attorney in Fact

Countersigned by:

  
Licensed Resident Agent

The foregoing bond is approved.

\_\_\_\_\_  
Chairman of the  
Board of County Commissioners

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



# Western Surety Company

## POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS:

That the WESTERN SURETY COMPANY, a corporation organized and existing under the laws of the State of South Dakota, and authorized and licensed to do business in the States of Alabama, Alaska, Arizona, Arkansas, California, Colorado, Connecticut, Delaware, District of Columbia, Florida, Georgia, Idaho, Illinois, Indiana, Iowa, Kansas, Kentucky, Louisiana, Maine, Maryland, Massachusetts, Michigan, Minnesota, Mississippi, Missouri, Montana, Nebraska, Nevada, New Hampshire, New Jersey, New Mexico, New York, North Carolina, North Dakota, Ohio, Oklahoma, Oregon, Pennsylvania, Rhode Island, South Carolina, South Dakota, Tennessee, Texas, Utah, Vermont, Virginia, Washington, West Virginia, Wisconsin, Wyoming and the United States of America, does hereby make, constitute and appoint

N. McLean of Addison

State of Texas, its regularly elected Asst. Secretary, as Attorney in Fact, with full power and authority hereby conferred upon him to sign, execute, acknowledge and deliver for and on its behalf as Surety and as its act and deed, all of the following classes of documents to-wit:

Indemnity, Surety and Undertakings that may be desired by contract, or may be given in any action or proceeding in any court of law or equity; policies indemnifying employers against loss or damage caused by the misconduct of their employees; official, bail and surety and fidelity bonds. Indemnity in all cases where indemnity may be lawfully given; and with full power and authority to execute consents and waivers to modify or change or extend any bond or document executed for this Company, and to compromise and settle any and all claims or demands made or existing against said Company.

The Western Surety Company further certifies that the following is a true and exact copy of Section 7 of the By-laws of the Western Surety Company duly adopted and now in force, to-wit:

Section 7. All bonds, policies, undertakings or other obligations of the corporation shall be executed in the corporate name of the Company by the Chairman of the Board, President, Secretary, any Assistant Secretary, Treasurer, or any Vice President, or by such other officers as the Board of Directors may authorize. The Chairman of the Board, President, any Vice President, Secretary, any Assistant Secretary, or the Treasurer may appoint Attorneys in Fact or Agents who shall have authority to issue bonds, policies, or undertakings in the name of the Company. The corporate seal is not necessary for the validity of any bonds, policies, undertakings, or other obligations of the corporation — the signature of any such officer and the corporate seal may be printed by facsimile."

In Witness Whereof, the said WESTERN SURETY COMPANY has caused these presents to be executed by its

President with the corporate seal affixed this 1st day of October, 1990

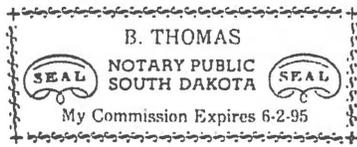
ATTEST WESTERN SURETY COMPANY  
L. Nelson Assistant Secretary By Joe P. Kirby President

STATE OF SOUTH DAKOTA }  
  } ss.  
COUNTY OF MINNEHAHA }

On this 1st day of October, 1990 before me, a Notary Public, personally appeared

Joe P. Kirby and L. Nelson

who, being by me duly sworn, acknowledged that they signed the above Power of Attorney as President and Assistant Secretary, respectively, of the said WESTERN SURETY COMPANY, and acknowledged said instrument to be the voluntary act and deed of said Corporation.



B. Thomas  
Notary Public

STATE OF TEXAS }  
County of Dallas } ss

ACKNOWLEDGMENT OF SURETY  
(Corporate Officer)

On this 1st day of October, 19 90, before me, a Notary Public in

and for said County, personally appeared \_\_\_\_\_  
personally known to me, who being by me duly sworn, did say that he is the aforesaid officer of the WESTERN SURETY COMPANY, a  
corporation duly organized and existing under the laws of the State of South Dakota, that the seal affixed to the foregoing instrument is  
the corporate seal of said corporation, that the said instrument was signed, sealed and executed on behalf of said corporation by authori-  
ty of its Board of Directors, and further acknowledge that the said instrument and the execution thereof to be the voluntary act and  
deed of said corporation.

IN WITNESS WHEREOF, I have hereunto subscribed my name and affixed my official seal at Dallas, Texas, the day and year last  
above written.

My commission expires \_\_\_\_\_, 19 99

*R. Gray*

Notary Public

Form 103-C

Attachment #1  
Page 9 of 9

RESOLUTION: 99- 1399-08

A RESOLUTION SETTING AMOUNT OF SHERIFF'S  
PERFORMANCE BOND AND BLANKET DEPUTY  
SHERIFFS' PERFORMANCE BONDS

WHEREAS, during the 1998 legislative session, Florida lawmakers amended Sections 30.02 and 30.09, Florida Statutes, providing that sheriff's and deputy sheriffs' performance bonds were required only if the county passes an ordinance governing the bonds;

WHEREAS, notice of a public hearing on an ordinance amending Chapter 7 of the Code of Laws of Leon County, Florida, relating to sheriff's bond and deputy sheriffs' bonds, was published in the *Tallahassee Democrat* on February 26, 1999;

WHEREAS, on March 9, 1999, the Board of County Commissioners conducted a public hearing on an ordinance amending Chapter 7 of the Code of Laws of Leon County, Florida, relating to sheriff's bond and deputy sheriffs' bonds;

WHEREAS, on March 9, 1999, the Board of County Commissioners passed and adopted the ordinance amending Chapter 7 of the Code of Laws of Leon County, Florida, relating to sheriff's bond and deputy sheriffs' bonds;

WHEREAS, Section 7-34 of the adopted ordinance provides that the amount of the sheriff's bond shall be approved by the board of county commissioners by resolution;

WHEREAS, Section 7-35 of the adopted ordinance provides that the amount of the blanket deputy sheriffs' bonds shall be approved by the board of county commissioners by resolution;

WHEREAS, prior to the 1998 legislative amendments to Section 30.02, Florida Statutes, the sheriff's bond amount was set a minimum amount of \$10,000 and maximum amount of \$25,000;

WHEREAS, prior to the 1998 legislative amendments to Section 30.09, Florida Statutes, the deputy sheriffs' bonds were set at a minimum of \$1,000, with no maximum amount;

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

1. The sheriff's bond amount shall be \$10,000; and
2. The blanket deputy sheriffs' bond amount shall be \$1,000.

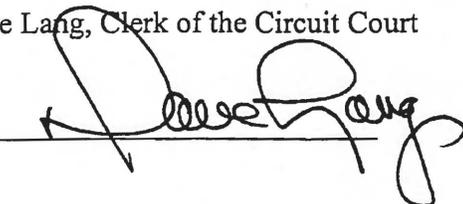
DONE AND ADOPTED by the Board of County Commissioners of Leon County, Florida, this 9th day of March, 1999.



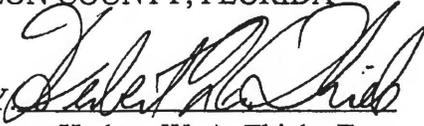
LEON COUNTY, FLORIDA  
BY:   
CLIFF THAEL, Chairman

ATTEST:

Dave Lang, Clerk of the Circuit Court

BY: 

APPROVED AS TO FORM:  
OFFICE OF THE COUNTY ATTORNEY  
LEON COUNTY, FLORIDA

BY 

Herbert W. A. Thiele, Esq.  
County Attorney

G:\PLP\RESOLUTIONS\SHERIFF.RES

**State of Florida**  
**Secretary of State**  
**Division of Elections**  
500 South Bronough Street, Room 316  
Tallahassee, Florida 32399-0250

**Public Official Bond**

County of Leon

KNOW ALL MEN BY THESE PRESENTS, That we, Gwen Marshall  
*(Official's Name)*  
as Principal, and Auto-Owners Insurance Company  
as Surety, are bound unto the Governor of the State of Florida, and his successors in office, in the sum of \$ 100,000.00 Dollars, we hereby bind ourselves and each of our heirs, executors, administrators, successors and assigns, jointly and severally.

THE CONDITION OF THIS OBLIGATION IS SUCH, That, whereas, said official was elected  appointed  Clerk of the Circuit Court, Comptroller to hold this office for  
*(Name of Office)*  
a term beginning 01/03/2017 and ending 01/03/2021 and until his/her successor is qualified according to the Constitution and Laws of the State of Florida.

NOW, THEREFORE, If the official shall faithfully perform the duties of their office as provided by law, this obligation is void.

X   
*(Signature of Official)*

Signed and Sealed this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

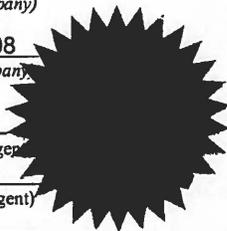
6101 Anacapi Blvd., Lansing, Michigan 48917  
*(Address of Main Surety Company)*

Earl Bacon Agency, Inc.  
*(Name of Local Bonding Company)*

3131 Lonbladh Rd., Tallahassee, FL 32308  
*(Address of Local Bonding Company)*

(SEAL)

By X   
*(Signature of Florida Licensed Agent)*  
*(Social Security Number of Florida Licensed Agent)*  
Van A Madsen  
*(Type Name of Florida License Agent)*



The above is approved this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.  
by: \_\_\_\_\_  
County Commissioners

Chairman: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4bond.doc (02/04)

DATE AND ATTACH TO ORIGINAL BOND  
**AUTO-OWNERS INSURANCE COMPANY**  
LANSING, MICHIGAN  
POWER OF ATTORNEY

NO. 66238608

KNOW ALL MEN BY THESE PRESENTS: That the AUTO-OWNERS INSURANCE COMPANY AT LANSING, MICHIGAN, a Michigan Corporation, having its principal office at Lansing, County of Eaton, State of Michigan, adopted the following Resolution by the directors of the Company on January 27, 1971, to wit:

"RESOLVED, That the President or any Vice President or Secretary or Assistant Secretary of the Company shall have the power and authority to appoint Attorneys-in-fact, and to authorize them to execute on behalf of the Company, and attach the seal of the Company thereto, bonds and undertakings, recognizances, contracts of indemnity, and other writings obligatory in the nature thereof. Signatures of officers and seal of Company imprinted on such powers of attorney by facsimile shall have same force and effect as if manually affixed. Said officers may at any time remove and revoke the authority of any such appointee."

Does hereby constitute and appoint VAN A MADSEN

its true and lawful attorney(s)-in-fact, to execute, seal and deliver for and on its behalf as surety, any and all bonds and undertakings, recognizances, contracts of indemnity and other writings obligatory in the nature thereof, and the execution of such instrument(s) shall be as binding upon the AUTO-OWNERS INSURANCE COMPANY AT LANSING, MICHIGAN as fully and amply, to all intents and purposes, as if the same had been duly executed and acknowledged by its regularly elected officers at its principal office.

IN WITNESS WHEREOF, the AUTO-OWNERS INSURANCE COMPANY AT LANSING, MICHIGAN, has caused this to be signed by its authorized officer this 1st day of August, 2016.

*Denise Williams*

Denise Williams Senior Vice President

STATE OF MICHIGAN }  
COUNTY OF EATON } ss.

On this 1st day of August, 2016, before me personally came Denise Williams, to me known, who being duly sworn, did depose and say that they are Denise Williams, Senior Vice President of AUTO-OWNERS INSURANCE COMPANY, the corporation described in and which executed the above instrument, that they know the seal of said corporation, that the seal affixed to said instrument is such Corporate Seal, and that they received said instrument on behalf of the corporation by authority of their office pursuant to a Resolution of the Board of Directors of said corporation.



My commission expires March 10, 2022.

*Susan E. Theisen*  
Susan E. Theisen

Notary Public

STATE OF MICHIGAN }  
COUNTY OF EATON } ss.

I, the undersigned Senior Vice President, Secretary and General Counsel of AUTO-OWNERS INSURANCE COMPANY, do hereby certify that the authority to issue a power of attorney as outlined in the above board of directors resolution remains in full force and effect as written and has not been revoked and the resolution as set forth is now in force.

Signed and sealed at Lansing, Michigan. Dated this 23rd day of November, 2016.



*William F. Woodbury*  
William F. Woodbury, Senior Vice President, Secretary and General Counsel

**State of Florida**  
**Secretary of State**  
**Division of Elections**

500 South Bronough Street, Room 316  
Tallahassee, Florida 32399-0250

**Public Official Bond**

County of Leon

KNOW ALL MEN BY THESE PRESENTS, That we, Mark Earley  
*(Official's Name)*  
as Principal, and Auto-Owners Insurance Company

as Surety, are bound unto the Governor of the State of Florida, and his successors in office, in the sum of \$ 5,000.00 Dollars, we hereby bind ourselves and each of our heirs, executors, administrators, successors and assigns, jointly and severally.

THE CONDITION OF THIS OBLIGATION IS SUCH, That, whereas, said official was elected  appointed  Supervisor of Elections  
*(Name of Office)*  
a term beginning 01/05/2017 and ending 01/05/2021 and until his/her successor is qualified according to the Constitution and Laws of the State of Florida.

NOW, THEREFORE, If the official shall faithfully perform the duties of their office as provided by law, this obligation is void.

**X** \_\_\_\_\_  
*(Signature of Official)*

Signed and Sealed this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

6101 Anacapi Blvd., Lansing, Michigan 48917  
*(Address of Main Surety Company)*

Earl Bacon Agency  
*(Name of Local Bonding Company)*

3131 Lonnladh Rd. Tallahassee, FL 32308  
*(Address of Local Bonding Company)*

(SEAL)

By **X** *Van A Madsen*  
*(Signature of Florida Licensed Agent)*

\_\_\_\_\_  
*(Social Security Number of Florida Licensed Agent)*

Van A Madsen  
*(Type Name of Florida License Agent)*

The above is approved this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.  
by: \_\_\_\_\_  
County Commissioners

Chairman: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4bond.doc (02/04)

DATE AND ATTACH TO ORIGINAL BOND  
**AUTO-OWNERS INSURANCE COMPANY**

LANSING, MICHIGAN  
POWER OF ATTORNEY

NO. 66238803

KNOW ALL MEN BY THESE PRESENTS: That the AUTO-OWNERS INSURANCE COMPANY AT LANSING, MICHIGAN, a Michigan Corporation, having its principal office at Lansing, County of Eaton, State of Michigan, adopted the following Resolution by the directors of the Company on January 27, 1971, to wit:

"RESOLVED, That the President or any Vice President or Secretary or Assistant Secretary of the Company shall have the power and authority to appoint Attorneys-in-fact, and to authorize them to execute on behalf of the Company, and attach the seal of the Company thereto, bonds and undertakings, recognizances, contracts of indemnity, and other writings obligatory in the nature thereof. Signatures of officers and seal of Company imprinted on such powers of attorney by facsimile shall have same force and effect as if manually affixed. Said officers may at any time remove and revoke the authority of any such appointee."

Does hereby constitute and appoint VAN A MADSEN

its true and lawful attorney(s)-in-fact, to execute, seal and deliver for and on its behalf as surety, any and all bonds and undertakings, recognizances, contracts of indemnity and other writings obligatory in the nature thereof, and the execution of such instrument(s) shall be as binding upon the AUTO-OWNERS INSURANCE COMPANY AT LANSING, MICHIGAN as fully and amply, to all intents and purposes, as if the same had been duly executed and acknowledged by its regularly elected officers at its principal office.

IN WITNESS WHEREOF, the AUTO-OWNERS INSURANCE COMPANY AT LANSING, MICHIGAN, has caused this to be signed by its authorized officer this 1st day of August, 2016.

*Denise Williams*

Denise Williams Senior Vice President

STATE OF MICHIGAN } ss.  
COUNTY OF EATON }

On this 1st day of August, 2016, before me personally came Denise Williams, to me known, who being duly sworn, did depose and say that they are Denise Williams, Senior Vice President of AUTO-OWNERS INSURANCE COMPANY, the corporation described in and which executed the above instrument, that they know the seal of said corporation, that the seal affixed to said instrument is such Corporate Seal, and that they received said instrument on behalf of the corporation by authority of their office pursuant to a Resolution of the Board of Directors of said corporation.



*Susan E. Theisen*

My commission expires March 10, 2022

Susan E. Theisen Notary Public

STATE OF MICHIGAN } ss.  
COUNTY OF EATON }

I, the undersigned Senior Vice President, Secretary and General Counsel of AUTO-OWNERS INSURANCE COMPANY, do hereby certify that the authority to issue a power of attorney as outlined in the above board of directors resolution remains in full force and effect as written and has not been revoked and the resolution as set forth is now in force.

Signed and sealed at Lansing, Michigan. Dated this 29th day of November, 2016



*William F. Woodbury*

William F. Woodbury, Senior Vice President, Secretary and General Counsel

**State of Florida**  
**Secretary of State**  
**Division of Elections**  
500 South Bronough Street, Room 316  
Tallahassee, Florida 32399-0250

**Public Official Bond**

County of LEON

KNOW ALL MEN BY THESE PRESENTS, That we, Akin S. Akinyemi  
*(Official's Name)*  
as Principal, and Auto-Owners Insurance Company  
as Surety, are bound unto the Governor of the State of Florida, and his successors in office, in the  
sum of \$ 5,000.00 Dollars, we hereby bind ourselves and each of  
our heirs, executors, administrators, successors and assigns, jointly and severally.

THE CONDITION OF THIS OBLIGATION IS SUCH, That, whereas, said official  
was elected  appointed  Leon County Property Appraiser to hold this office for  
*(Name of Office)*  
a term beginning 01/03/2017 and ending 01/03/2021 and until his/her  
successor is qualified according to the Constitution and Laws of the State of Florida.

NOW, THEREFORE, If the official shall faithfully perform the duties of their office  
as provided by law, this obligation is void.

X Akin S. Akinyemi  
*(Signature of Official)*

Signed and Sealed this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

6101 Anacabri Blvd., Lansing, Michigan 48917  
*(Address of Main Surety Company)*

Earl Bacon Agency, Inc.  
*(Name of Local Bonding Company)*

3131 Lonnbladh Rd., Tallahassee, FL 32309  
*(Address of Local Bonding Company)*

(SEAL)

By X [Signature]  
*(Signature of Florida Licensed Agent)*

*(Social Security Number of Florida Licensed Agent)*

Van A Madsen, Attorney In Fact  
*(Type Name of Florida License Agent)*

The above is approved this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.  
by: \_\_\_\_\_  
County Commissioners

Chairman: \_\_\_\_\_

DATE AND ATTACH TO ORIGINAL BOND  
**AUTO-OWNERS INSURANCE COMPANY**

LANSING, MICHIGAN  
POWER OF ATTORNEY

NO. 66238314

KNOW ALL MEN BY THESE PRESENTS: That the AUTO-OWNERS INSURANCE COMPANY AT LANSING, MICHIGAN, a Michigan Corporation, having its principal office at Lansing, County of Eaton, State of Michigan, adopted the following Resolution by the directors of the Company on January 27, 1971, to wit:

"RESOLVED, That the President or any Vice President or Secretary or Assistant Secretary of the Company shall have the power and authority to appoint Attorneys-in-fact, and to authorize them to execute on behalf of the Company, and attach the seal of the Company thereto, bonds and undertakings, recognizances, contracts of indemnity, and other writings obligatory in the nature thereof. Signatures of officers and seal of Company imprinted on such powers of attorney by facsimile shall have same force and effect as if manually affixed. Said officers may at any time remove and revoke the authority of any such appointee."

Does hereby constitute and appoint VAN A MADSEN

its true and lawful attorney(s)-in-fact, to execute, seal and deliver for and on its behalf as surety, any and all bonds and undertakings, recognizances, contracts of indemnity and other writings obligatory in the nature thereof, and the execution of such instrument(s) shall be as binding upon the AUTO-OWNERS INSURANCE COMPANY AT LANSING, MICHIGAN as fully and amply, to all intents and purposes, as if the same had been duly executed and acknowledged by its regularly elected officers at its principal office.

IN WITNESS WHEREOF, the AUTO-OWNERS INSURANCE COMPANY AT LANSING, MICHIGAN, has caused this to be signed by its authorized officer this 1st day of August, 2016.

*Denise Williams*

Denise Williams

Senior Vice President

STATE OF MICHIGAN } ss.  
COUNTY OF EATON }

On this 1st day of August, 2016, before me personally came Denise Williams, to me known, who being duly sworn, did depose and say that they are Denise Williams, Senior Vice President of AUTO-OWNERS INSURANCE COMPANY, the corporation described in and which executed the above instrument, that they know the seal of said corporation, that the seal affixed to said instrument is such Corporate Seal, and that they received said instrument on behalf of the corporation by authority of their office pursuant to a Resolution of the Board of Directors of said corporation.



My commission expires March 10, 2022

*Susan E. Theisen*

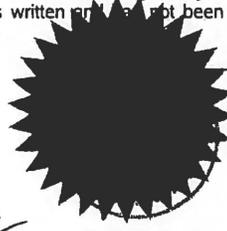
Susan E. Theisen

Notary Public

STATE OF MICHIGAN } ss.  
COUNTY OF EATON }

I, the undersigned Senior Vice President, Secretary and General Counsel of AUTO-OWNERS INSURANCE COMPANY, do hereby certify that the authority to issue a power of attorney as outlined in the above board of directors resolution remains in full force and effect as written and has not been revoked and the resolution as set forth is now in force.

Signed and sealed at Lansing, Michigan. Dated this 17th day of November, 2016



*William F. Woodbury*

William F. Woodbury, Senior Vice President, Secretary and General Counsel

**Continuation Certificate**

**The Hartford Insurance Group**

Surety - Government, Federal and Public Official

The Hartford Fire Insurance Company, (hereinafter called the Company), hereby continues in force its Bond No. 21BSBAR4575 in the sum of One Hundred Thousand (\$100,000.00) Dollars on behalf of DORIS MALOY POST OFFICE 1835, TALLAHASSEE, FL 32302-1835 in favor of GOVERNOR OF THE STATE OF FLORIDA for the (extended) term beginning on January 2, 2017 and ending on January 2, 2021. subject to all the covenants and conditions of said Bond, said Bond and this and all continuations thereof being one continuous contract.

This Continuation is executed upon the express condition that the Company's liability under said Bond and this and all continuations thereof shall not be cumulative and shall in no event exceed the sum of One Hundred Thousand (\$100,000.00) Dollars.

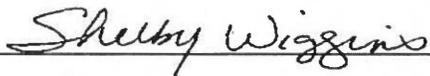
IN WITNESS THEREOF, the Company has caused this instrument to be signed by its officers proper for the purpose and its corporate seal to be hereto affixed on October 4, 2016.

Hartford Fire Insurance Company

By:   
Joelle L LaPierre, Attorney in Fact



Attest:

  
Shelby Wiggins

# POWER OF ATTORNEY

KNOW ALL PERSONS BY THESE PRESENTS THAT:

Agency Name: J SMITH LANIER & COMPANY  
Agency Code: 21-222130

- Hartford Fire Insurance Company, a corporation duly organized under the laws of the State of Connecticut
- Hartford Casualty Insurance Company, a corporation duly organized under the laws of the State of Indiana
- Hartford Accident and Indemnity Company, a corporation duly organized under the laws of the State of Connecticut
- Hartford Underwriters Insurance Company, a corporation duly organized under the laws of the State of Connecticut
- Twin City Fire Insurance Company, a corporation duly organized under the laws of the State of Indiana
- Hartford Insurance Company of Illinois, a corporation duly organized under the laws of the State of Illinois
- Hartford Insurance Company of the Midwest, a corporation duly organized under the laws of the State of Indiana
- Hartford Insurance Company of the Southeast, a corporation duly organized under the laws of the State of Florida

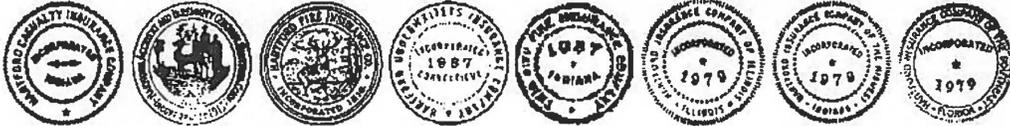
having their home office in Hartford, Connecticut (hereinafter collectively referred to as the "Companies") do hereby make, constitute and appoint Joelle L LaPierre of Lake Mary, Florida, its true and lawful Attorney-in-Fact, to sign its name as surety(ies) only as delineated above by , and to execute, seal and acknowledge the following bond, undertaking, contract or written instrument:

Bond No. 21BSBAR4575

Naming DORIS MALOY as Principal, and GOVERNOR OF THE STATE OF FLORIDA as Obligee,

in the amount of See Bond Form(s) on behalf of Company in its business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

In Witness Whereof, and as authorized by a Resolution of the Board of Directors of the Companies on May 6, 2015 the Companies have caused these presents to be signed by its Senior Vice President and its corporate seals to be hereto affixed, duly attested by its Assistant Secretary. Further, pursuant to Resolution of the Board of Directors of the Companies, the Companies hereby unambiguously affirm that they are and will be bound by any mechanically applied signatures applied to this Power of Attorney.



John Gray, Assistant Secretary

M. Ross Fisher, Senior Vice President

STATE OF CONNECTICUT }  
  } ss. Hartford  
COUNTY OF HARTFORD }

On this 11th day of January, 2016, before me personally came M. Ross Fisher, to me known, who being by me duly sworn, did depose and say: that he resides in the County of Hartford, State of Connecticut; that he is the Senior Vice President of the Companies, the corporations described in and which executed the above instrument; that he knows the seals of the said corporations; that the seals affixed to the said instrument are such corporate seals; that they were so affixed by authority of the Boards of Directors of said corporations and that he signed his name thereto by like authority.

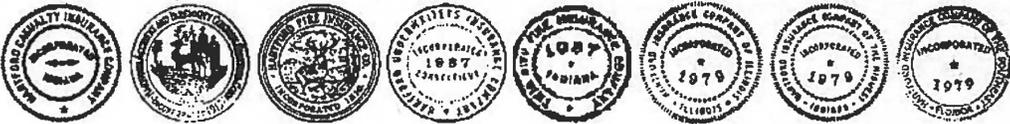


CERTIFICATE

Nora M. Stranko  
Notary Public

My Commission Expires March 31, 2018

I, the undersigned, Assistant Vice President of the Companies, DO HEREBY CERTIFY that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which is still in full force effective as of October 4, 2016.  
Signed and sealed at the City of Hartford.



Kevin Heckman, Assistant Vice President

**Leon County  
Board of County Commissioners**

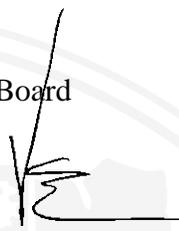
**Notes for Agenda Item #4**

# Leon County Board of County Commissioners

## Cover Sheet for Agenda #4

January 24, 2017

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

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

**Title:** Approval of Payment of Bills and Vouchers Submitted for January 24, 2017 and Pre-Approval of Payment of Bills and Vouchers for the Period of January 25 through February 6, 2017

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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
<b>Lead Staff/Project Team:</b>	Scott Ross, Director, Office of Financial Stewardship

**Fiscal Impact:**

This item has a fiscal impact. All funds authorized for the issuance of these checks have been budgeted.

**Staff Recommendation:**

Option #1: Approve the payment of bills and vouchers submitted for January 24, 2017, and pre-approve the payment of bills and vouchers for the period of January 25 through February 6, 2017.

### **Report and Discussion**

This agenda item requests Board approval of the payment of bills and vouchers submitted for approval January 24, 2017 and pre-approval of payment of bills and vouchers for the period of January 25 through February 6, 2017. The Office of Financial Stewardship/Management and Budget (OMB) reviews the bills and vouchers printout, submitted for approval during the January 24, 2017 meeting, the morning of Monday, January 23, 2017. If for any reason, any of these bills are not recommended for approval, OMB will notify the Board.

Due to the Board not holding a regular meeting until February 7, 2017, it is advisable for the Board to pre-approve payment of the County's bills for January 25 through February 6, 2017, so that vendors and service providers will not experience hardship because of delays in payment. The OMB office will continue to review the printouts prior to payment and if for any reason questions payment, then payment will be withheld until an inquiry is made and satisfied, or until the next scheduled Board meeting. Copies of the bills/vouchers printout will be available in OMB for review.

#### **Options:**

1. Approve the payment of bills and vouchers submitted for January 24, 2017, and pre-approve the payment of bills and vouchers for the period of January 25 through February 6, 2017.
2. Do not approve the payment of bills and vouchers submitted for January 24, 2017 and pre-approve the payment of bills and vouchers for the period of January 25 through February 6, 2017.
3. Board direction.

#### **Recommendation:**

Option #1.

**Leon County  
Board of County Commissioners**

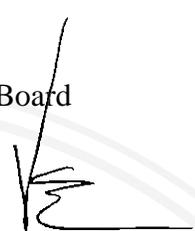
**Notes for Agenda Item #5**

# Leon County Board of County Commissioners

## Cover Sheet for Agenda #5

January 24, 2017

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

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

**Title:** Approval of the Fiscal Year 2017/2018 Budget Calendar

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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>	Timothy Barden, Budget Manager, Office of Financial Stewardship Brent Rau, Management Analyst

**Fiscal Impact:**

This item has no fiscal impact to the County.

**Staff Recommendation:**

Option #1: Approve the Fiscal Year 2017/2018 Budget Calendar (Attachment #1).

## Report and Discussion

### **Background:**

This item seeks Board approval of the FY2017/2018 Budget Calendar. Chapters 129 and 200 of the Florida Statutes provide specific time frames and milestones necessary to complete the annual budget. In addition, Leon County Fiscal Planning Policy No. 93-44 requires that a budget calendar be adopted prior to March 31<sup>st</sup> of each year (Attachment #2). Leon County's budget calendar complies with the statutory requirements and incorporates all local policies and procedures. The calendar provides the detail in support of the applicable statutes and County process.

### **Analysis:**

Applicable statutes have been reviewed and a budget calendar created to maximize the use of the Board's time in developing the FY 2017/2018 budget. The following provides significant dates to the Board:

**Tuesday, March 7, 2017, Regular Meeting:** Staff will make recommendations for the Board to establish maximum discretionary funding levels for outside agencies as specified by County ordinance.

**Tuesday, April 25, 2017, (9:00 a.m. – 3:00 p.m.): Preliminary Budget Policy Workshop:** Staff will present Workshops Items and seek guidance and policy decision to assist with developing the FY 2017/2018 budget.

**Thursday, May 4 2017, Executive Administrative Hearings:** Department Directors will meet with the County Administrator and Office of Management & Budget (OMB) to present their preliminary budgets.

**Thursday, May 11, 2017, Constitutionals Officers Meeting:** The County Administrator and Office of Management & Budget (OMB) meet with the Constitutional Officers to review preliminary budgets.

**Tuesday, May 23, 2017, Regular Meeting:** Staff will present the Mid-Year Financial Report to the Board. This will include preliminary revenue forecasts for the upcoming fiscal year and the status of the general and special revenue fund balances.

**Tuesday, June 13, 2017 (9:00 a.m. – 3:00 p.m.), Budget Workshop:** Departments present preliminary budgets, initiatives, and strategic plans to the Board. Issues identified during any meetings with the Constitutional Officers and any legislative changes that occurred during 2017 session affecting the FY18 budget, will be presented. Estimated property tax revenues will be based on the preliminary property values provided by the Property Appraiser on June 1, 2017.

**Tuesday, July 11, 2017 (9:00 a.m. – 3:00 p.m.), if necessary, Board Budget Workshop:** This workshop will provide the Board an updated package of anticipated revenues and expenditures for FY 2017/2018, and any major funding adjustments necessary based on certified taxable property values provided by the Property Appraiser on July 1, 2017.

**Tuesday, July 11, 2017 Regular Board Meeting:** Ratification of the June 13, 2017 Budget Workshop, and as required by Florida Law, the establishment of the maximum tentative millage rate to be used for the TRIM notice.

**Tuesday, September 12, 2017 and Tuesday, September 26, 2017, Regular Meetings:** Two statutorily required public hearings on adopting the FY 2017/2018 budget and millage rates.

**Options:**

1. Approve the Fiscal Year 2017/2018 Budget Calendar (Attachment #1).
2. Do not approve the Fiscal Year 2017/2018 Budget Calendar.
3. Board direction.

**Recommendation:**

Option #1

**Attachments:**

1. FY 2017/2018 Budget Calendar
2. Policy No. 93-44, Fiscal Planning

**Leon County Government  
Fiscal Year 2018 Budget Calendar**

**December 2016**

<i>Date</i>	<i>Activity</i>	<i>Participants</i>
Monday, December 12, 2016	Board Retreat	Board of County Commissioners (BOCC) Executive Staff

<i>December 2016</i>						
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**January 2017**

<i>Date</i>	<i>Activity</i>	<i>Participants</i>
Friday, January 6, 2017	Internal Service Requests Matrix Distributed to Departments/Constitutional/Judicial Officers	Facilities Management Management Information Systems Human Resources Office of Management and Budget (OMB)
Friday, January 27, 2017	Departments/Constitutional/Judicial Officers submit Internal Service Requests	Facilities Management Management Information Systems Human Resources Office of Management and Budget (OMB)

<i>January 2017</i>						
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**February 2017**

<i>Date</i>	<i>Activity</i>	<i>Participants</i>
Wednesday, February 15, 2017 Thursday, February 16, 2017	GOVMAX Budget Training (GOVMAX opens 2/20/17)	OMB/ All Departments
Friday, February 24, 2017	Deadline for New Capital Project Requests	OMB/All Departments

<i>February 2017</i>						
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**March 2017**

<i>Date</i>	<i>Activity</i>	<i>Participants</i>
Tuesday, March 7, 2017	Establish maximum funding levels for outside agencies at Regular Meeting	Board of County Commissioners (BOCC)
Friday, March 17, 2017	Deadline for Departments to notify OMB for budget issues and submit requested Operating and Capital budgets	OMB/ All Departments

<i>March 2017</i>						
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**Leon County Government  
Fiscal Year 2018 Budget Calendar**

**April 2017**

<i>Date</i>	<i>Activity</i>	<i>Participants</i>
Tuesday, April 25, 2017 9:00 am — 3:00 pm	Budget Policy Workshop	BOCC/County Administrator/ OMB/All Departments

<i>April 2017</i>						
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**May 2017**

<i>Date</i>	<i>Activity</i>	<i>Participants</i>
Thursday, May 4, 2017	Executive Administrative Hearings with Departments	County Administrator/OMB/ All Departments
Thursday, May 11, 2017	Meetings with Constitutional Officers	County Administrator/OMB
Tuesday, May 23, 2017	Presentation of Mid-Year Financial Report	BOCC/County Administrator/ OMB/All Departments

<i>May 2017</i>						
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**June 2017**

<i>Date</i>	<i>Activity</i>	<i>Participants</i>
Thursday, June 1, 2017	Receive Tentative Certified Values from Property Appraiser	Property Appraiser
Thursday, June 1, 2017	Notice to Property Appraisers regarding possible Non-Ad Valorem assessments for TRIM notice	Public Works/OMB/ Property Appraiser
Tuesday, June 13, 2017	Budget Workshop	BOCC/County Administrator/ OMB/All Departments

<i>June 2017</i>						
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**July 2017**

<i>Date</i>	<i>Activity</i>	<i>Participants</i>
Saturday, July 1, 2017	Certified Taxable Values provided by Property Appraiser	Property Appraiser
Saturday, July 1, 2017	Non-Ad Valorem assessments to be included on TRIM due to Property Appraiser	BOCC/ County Administrator/ OMB/ Property Appraiser
Tuesday, July 11, 2017 9:00 am — 3:00 pm (if necessary)	FY18 Budget Workshop	BOCC/ County Administrator/ OMB/All Departments
Tuesday, July 11, 2017	Ratification of Budget Workshops and establishing the maximum millage rate for TRIM	County Administrator/ OMB

<i>July 2017</i>						
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**Leon County Government  
Fiscal Year 2018 Budget Calendar**

**August 2017**

Friday, August 4, 2017	TRIM Maximum Millage Notice due to Property Appraiser and Department of Revenue	County Administrator/OMB/ Property Appraiser
Thursday, August 24, 2017	Last day for Property Appraiser to mail TRIM notices	Property Appraiser

<i>August 2017</i>						
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**September 2017**

Tuesday, September 12, 2017	BOCC– 1st Public Budget Hearing on Adoption of Tentative Millage Rates and Tentative Budgets for FY 2017/2018	BOCC/ County Administrator/ OMB/ Departments/ Citizens
Thursday, September 14, 2017	Certification of Non-Ad Valorem assessment roll due to Tax Collector	County Administrator/ OMB/Property Appraiser
Tuesday, September 26, 2017	BOCC 2nd Public Budget Hearing on Adoption of Tentative Millage Rates and Tentative Budgets for FY 2017/2018	BOCC/ County Administrator/ OMB/ Departments/ Citizens
Friday, September 29, 2017	Submit Adopted Budget Resolutions to Property Appraiser and Tax Collector	County Administrator/OMB

<i>September 2017</i>						
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**October 2017**

<i>Date</i>	<i>Activity</i>	<i>Participants</i>
Monday, October 1, 2017	Beginning of New Fiscal Year	OMB
Thursday, October 25, 2017	30 day deadline to publish the adopted budget online	OMB
Thursday, October 25, 2017	Final Day to Submit TRIM Compliance Certification to Department of Revenue (DOR)	County Administrator/ OMB

<i>October 2017</i>						
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## **Board of County Commissioners Leon County, Florida**

### **Policy No. 93-44**

Title: Fiscal Planning

Date Adopted: May 10, 2016

Effective Date: May 10, 2016

Reference: N/A

Policy Superseded: Policy No. 92-3, "Fiscal Planning," adopted 3/10/92. Superseded by Policy No. 93-44, adopted 8/10/93; and amended 11/16/04, 2/8/11, and 3/11/14

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It shall be the policy of the Board of County Commissioners of Leon County, Florida that: Policy No. 93-44, amended by the Board of County Commissioners on March 11, 2014, is hereby further amended as follows:

The County will establish fiscal planning practices to:

1. Provide that the annual operating and capital budget for Leon County shall be developed in conformity with the Tallahassee-Leon County Comprehensive Plan by the Office of Management and Budget, under the advisement of the County Administrator and adopted as provided in State law by a majority vote of the Board of County Commissioners presiding in a public hearing.
2. Provide for the development and annual review of a capital improvement budget. This budget shall contain a 5-year plan for acquisition and improvement of capital investments in the areas of facilities, transportation, equipment and drainage. This budget shall be coordinated with the annual operating budget.
3. Provide that the Board of County Commissioners will continue to reflect fiscal restraint through the development of the annual budget. In instances of forthcoming deficits, the Board will either decrease appropriations or increase revenues.
4. Provide that the County will strive to better utilize its resources through the use of productivity and efficiency enhancements while at the same time noting that the costs of such enhancements should not exceed the expected benefits.
5. Provide that expenditures which support existing capital investments and mandated service programs will be prioritized over those other supporting activities or non-mandated service programs.

6. Provide that the County Administrator shall be designated Budget Officer for Leon County and will carry out the duties as set forth in Ch. 129, F.S.
7. Provide that the responsibility for the establishment and daily monitoring of the County's accounting system(s) shall lie with the Finance Division of the Clerk of the Circuit Court, and that the oversight of investment and debt management for the government of Leon County shall lie with the Board of County Commissioners.
8. Annually, prior to March 31, the Board of County Commissioners will:
  - A. Establish a budget calendar for the annual budget cycle.
  - B. Confirm the list of permanent line item funded agencies that can submit applications for funding during the current budget cycle.
  - C. Establish the amount of funding to sponsor community partner/table events in an account to be managed by the County Administrator.
  - D. Provide direction to staff on additional appropriation requests that should be considered as part of the tentative budget development process.
9. Provide that this policy shall be reviewed annually by the Board of County Commissioners to ensure its consistency and viability with respect to the objectives of the Board and its applicability to current state law and financial trends.
10. Annually, as part of the annual budget process, staff will prepare a budget discussion item providing a mid-year performance report for all outside agency contracts and include funding recommendations for the following fiscal year.

*Revised 5/10/2016*

**Leon County  
Board of County Commissioners**

**Notes for Agenda Item #6**

# Leon County Board of County Commissioners

## Cover Sheet for Agenda #6

January 24, 2017

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

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

**Title:** Adoption of Proposed Resolution to Reauthorize the Strategic Team for Amphitheater Grand Entertainment (STAGE) Advisory Committee

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<b>County Administrator Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator
<b>Lead Staff/ Project Team:</b>	Mary Smach, Agenda Coordinator

**Fiscal Impact:**

This item has no fiscal impact.

**Staff Recommendation:**

Option #1: Adopt the proposed Resolution to reauthorize the STAGE Advisory Committee (Attachment #1).

## **Report and Discussion**

### **Background:**

This item seeks Board approval of a Resolution reauthorizing the Strategic Team for Amphitheater Grand Entertainment (STAGE) advisory committee. Resolution No. 13-25 (Attachment #2) created the STAGE Advisory Committee. The proposed Resolution reauthorizes the STAGE advisory committee so as to be consistent with the First Amended and Restated Interlocal Agreement between the City of Tallahassee and Leon County regarding programming for the Capital Cascades Stage and Concert Series at the Capital City Amphitheater at Cascades Park.

On April 12, 2016 the Board approved the First Amended and Restated Interlocal Agreement which modified the membership and the duties of the STAGE Advisory Committee (Attachment #3). The proposed Resolution is consistent with the changes in the First Amended and Restated Interlocal Agreement.

### **Analysis:**

Staff recommends adopting the Resolution (Attachment #1) that reauthorizes the STAGE Advisory Committee and reflects the provisions in the First Amended and Restated Interlocal Agreement between the City of Tallahassee and Leon County regarding programming for the Capital Cascades Stage and Concert Series at the Capital City Amphitheater at Cascades Park, adopted on April 12, 2016.

### **Options:**

1. Adopt the proposed Resolution reauthorizing the STAGE Advisory Committee.
2. Do not adopt the proposed Resolution reauthorizing the STAGE Advisory Committee.
3. Board direction.

### **Recommendation:**

Option #1

### **Attachments:**

1. Proposed Resolution
2. Resolution No. 13-25
3. April 12, 2016 Agenda Item #7

**RESOLUTION NO. 17-\_\_\_\_\_**

**A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, TO REAUTHORIZE THE STRATEGIC TEAM FOR AMPHITHEATER GRAND ENTERTAINMENT (STAGE) ADVISORY COMMITTEE, OPERATING AND FUNCTIONING AS A FOCUS GROUP, TO COMPORT WITH THE FIRST AMENDED AND RESTATED INTERLOCAL AGREEMENT BETWEEN THE CITY OF TALLAHASSEE AND LEON COUNTY REGARDING PROGRAMMING FOR THE CAPITAL CASCADES AND CONCERT SERIES AT THE CAPITAL CITY AMPHITHEATER AT CASCADES PARK**

**WHEREAS**, Resolution No. 13-25 created the Strategic Team for Amphitheater Grand Entertainment (STAGE) advisory committee; and

**WHEREAS**, on April 12, 2016, Leon County entered into the First Amended and Restated Interlocal Agreement between the City of Tallahassee and Leon County regarding Programming for the Capital Cascades and Concert series at the Capital City Amphitheater at Cascades Park (“Interlocal Agreement”); and

**WHEREAS**, the Interlocal Agreement amended the membership and duties of the STAGE Advisory Committee; and

**WHEREAS**, this Resolution serves to supersede Resolution No. 13-25 to comport with the Interlocal Agreement; and

**WHEREAS**, the Board of County Commissioners of Leon County, Florida (the Board) recognizes and acknowledges the importance of public involvement and input in County government; and

**WHEREAS**, in order for the Board to consider the input of the public in the matter of program entertainment for the Capital Cascades Amphitheater , it wishes to reauthorize the STAGE advisory committee, currently functioning and operating as a focus group in accordance

with Board Policy No. 03-15, "Board-Appointed Advisory Committees."

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

1. The Board hereby reauthorizes the established advisory committee, named Strategic Team for Amphitheater Grand Entertainment, or "STAGE," for the purpose of program entertainment.
2. STAGE shall function and operate as a Focus Group in accordance with Board Policy No. 03-15, "Board-Appointed Advisory Committees." The current appointed members of STAGE shall remain as the members of STAGE within their current term.
3. STAGE shall have as its goals to support and maximize the positive economic impact of the County; ensure accountability in the operation of the Amphitheater; and support and encourage private sector fundraising and sponsorships to meet future operational and capital improvements needs of the amphitheater.
4. STAGE shall be charged with the responsibility of giving input to the Division of Tourism Development and all duties are as defined in the First Amended and Restated Interlocal Agreement between the City of Tallahassee and Leon County Regarding Programming for the Capital Cascades Stage and Concert Series at the Capital City Amphitheater at Cascades Park ("Interlocal Agreement), as amended.
5. STAGE membership and terms are as defined in the Interlocal Agreement, as amended.
6. The members of STAGE shall not be subject to full and public disclosure of financial interests.
7. Staff from the Division of Tourism Development shall assist STAGE.

8. STAGE shall be dissolved only upon direction of the Board.
9. This Resolution shall supersede Resolution No. 13-25 and shall become effective immediately upon its adoption.

**DONE, ADOPTED, AND PASSED** by the Board of County Commissioners of Leon County, Florida, this \_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_.

LEON COUNTY, FLORIDA

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

ATTEST:

Gwendolyn Marshall, Clerk of the Court  
Leon County, Florida

BY: \_\_\_\_\_

APPROVED AS TO FORM:

Leon County Attorney's Office

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

**RESOLUTION NO. 13-25**

**A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, TO ESTABLISH AN ADVISORY COMMITTEE WHICH SHALL BE NAMED THE STRATEGIC TEAM FOR AMPHITHEATER GRAND ENTERTAINMENT ( STAGE) AND WHICH SHALL OPERATE AND FUNCTION AS A FOCUS GROUP**

**WHEREAS**, the Board of County Commissioners of Leon County, Florida (the Board) recognizes and acknowledges the importance of public involvement and input in County government; and

**WHEREAS**, in order for the Board to consider the input of the public in the matter of with regard to program entertainment for the Capital Cascades Amphitheater (“Amphitheater”). Program entertainment at the Amphitheater shall consist of outdoor local events, festivals, and ticketed concerts that have the potential to draw people not only from Tallahassee and Leon County, but also from surrounding market areas it wishes to establish and appoint an advisory committee to function and operate in accordance with Board Policy No. 03-15, “Board-Appointed Advisory Committees.”

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

1. The Board hereby establishes an advisory committee, to be named Strategic Team for Amphitheater Grand Entertainment or “STAGE” for the purpose of program entertainment.
2. STAGE shall function and operate as a Focus Group in accordance with Board Policy No. 03-15, “Board-Appointed Advisory Committees.”

3. STAGE shall have as its goals to support and maximize the positive economic impact of the County; ensure accountability in the operation of the Amphitheater; and support and encourage private sector fundraising and sponsorships to meet future operational and capital improvements needs of the amphitheater.

4. STAGE shall be charged with the responsibility of giving input to the Division of Tourism Development as follows:

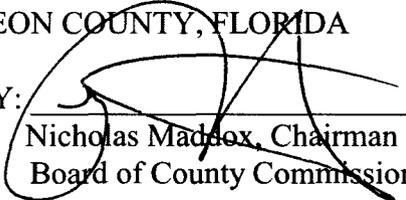
- a. Developing a booking policy that will reserve certain priority dates for a maximum of ten (10) regional ticketed concerts through the first eighteen months of operation
- b. Coordinating a master calendar of Amphitheater events
- c. Exploring ticketed concerts covering various musical and performance genres
- d. Developing community and other cultural programming
- e. Developing a plan for concert and event times
- f. Developing a plan to address concerns, if any, of adjacent neighborhoods
- g. Hiring an Amphitheater Program Manager or private management company with expertise in the music entertainment/concert business, who shall actively market the Amphitheater concert and event promoters and manage other concert related matters
- h. Developing options for ticket surcharges, which shall be payable to the City, and which are intended to offset future Amphitheater capital maintenance/improvement costs and increased general maintenance costs due to ticketed and community events
- i. Determining the number of permissible regional ticketed concerts to occur after the first year of Amphitheater operation
- j. Developing options for County and City profit sharing percentages, taking into consideration the ongoing maintenance and capital improvement responsibilities and costs, as well as the marketing costs associated with attracting visitors from the region, anticipated to occur after the first two years of Amphitheater operation

5. STAGE shall have seven members. Membership of the STAGE Committee shall consist of the following:
  1. Director of the Leon County Division of Tourism Development ("Visit Tallahassee" or "VT")
  2. Director of the City's Department of Parks, Recreation and Neighborhood Affairs ("PRNA")
  3. Representative from the Cultivate Cascades Initiative Team of the Knight Creative Communities Institute ("KCCI")
  4. Representative from the Myers Park Neighborhood Association
  5. Representative from the Woodland Drives Neighborhood Association
  6. Representative from Seven Days of Opening Nights at Florida State University
  7. Representative from the Lyceum Series at Florida A&M University.
6. The members of the STAGE shall be subject to full and public disclosure of financial interests.
7. The Strategic Team for Amphitheater Grand Entertainment or STAGE shall be assisted by staff from the Division of Tourism Development.
8. STAGE shall be dissolved only upon direction of the Board.
9. This RESOLUTION shall become effective immediately upon its adoption.

**DONE, ADOPTED, AND PASSED** by the Board of County Commissioners of Leon County,

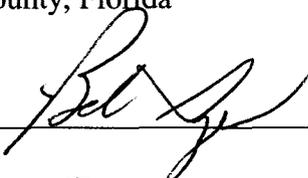
Florida, this 9<sup>th</sup> day of July, 2013

LEON COUNTY, FLORIDA

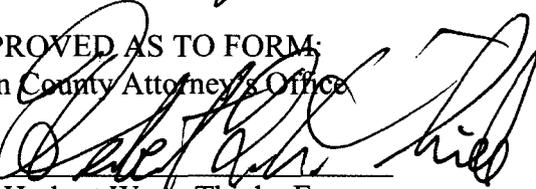
BY:   
Nicholas Maddox, Chairman  
Board of County Commissioners



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

BY: 

APPROVED AS TO FORM:  
Leon County Attorney's Office

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

# Leon County Board of County Commissioners

## Cover Sheet for Agenda #7

April 12, 2016

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

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

**Title:** Approval of the STAGE First Amended and Restated Interlocal Agreement with the City of Tallahassee for the Capital City Amphitheater Concert Series

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<b>County Administrator Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator Cristina Paredes, Director, Economic Vitality
<b>Lead Staff/ Project Team:</b>	Lee Daniel, Director, Tourism Development Chris Holley, Assistant to the Director, Tourism Development

**Fiscal Impact:**

This item has no fiscal impact.

**Staff Recommendation:**

Option #1: Approve the STAGE First Amended and Restated Interlocal Agreement with the City of Tallahassee for the Capital City Amphitheater Concert Series (Attachment #1).

Title: Approval of the STAGE First Amended and Restated Interlocal Agreement with the City of Tallahassee for the Capital City Amphitheater Concert Series  
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## Report and Discussion

### **Background:**

This item seeks Board approval to execute the STAGE First Amended and Restated Interlocal Agreement for the Capital City Amphitheater (Attachments #1) with strike-through underlined changes reflected in Attachment #2.

On November 15, 2011, the Board requested the reallocation of up to \$1.2 million of Tourist Development Taxes (TDT) previously set aside for the proposed performing arts center to be used for improvements to the amphitheater planned at Cascades Park in order to host concerts and large community events. In 2012, the Knight Creative Communities Initiative's (KCCI) Cultivate Cascades Team canvassed the community and found that 80 percent of respondents would be willing to pay for admission to attend a special event within Cascades Park. Based on that finding, KCCI concluded that an exemplary model for the Cascades Park Amphitheater was the St. Augustine Amphitheatre located in Anastasia State Park due to its similar size and climate (Attachment #3, Appendix 1).

The City of Tallahassee and Community Redevelopment Agency concurred on the reallocation of the TDT funds, which led to the execution of an Interlocal Agreement between Leon County and the City authorizing up to 10 regional ticketed events during the first 18 months of operation, from April 12, 2014 until November 12, 2015, at the Capital City Amphitheater at Cascades Park (Attachment #3, Appendix 2). In conjunction with the approval of the Interlocal Agreement with the City, the Board adopted an Enabling Resolution that established the Strategic Team for Amphitheater Grand Entertainment (STAGE) Committee on July 9, 2013. This eight-member Committee serves as a focus group to receive public input concerning program entertainment for the concerts held at the Amphitheater. The Committee is comprised of representatives from the County, City, Florida State University Opening Nights, Florida A&M University Lyceum Series, KCCI, and two neighborhoods. One of the STAGE Committee's responsibilities was to develop a comprehensive report on the Concert Series after 12 months of operations that offers guidance on future concert operations to the County and City.

The Amphitheater is an important community asset to a wide range of organizations and is being utilized throughout the year for much more than Concert Series events. For example, many local non-profits and cultural organizations hold community events at the Amphitheater to help raise funds and/or showcase local cultural assets. Cascades Park was officially dedicated on March 14, 2014 and held its first concert less than a month later. A status report on the Amphitheater concerts and the first three concerts was accepted by the Board on July 8, 2014. During the Spring of 2015, the STAGE Committee provided the County and City with its required report and recommendations on the first year of operations for the Capital City Amphitheater Concert Series as specified in the interlocal agreement.

Title: Approval of the STAGE First Amended and Restated Interlocal Agreement with the City of Tallahassee for the Capital City Amphitheater Concert Series  
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**Analysis:**

On May 12, 2015, the Board accepted the STAGE Committee's comprehensive report on the Capital City Amphitheater Concert Series' first year of operations (Attachment #3). The Board approved the several recommendations for the Capital City Amphitheater Concert Series and those recommendations affecting the STAGE Interlocal agreements are listed below:

- Expand the STAGE Committee to include the director of FSU, FAMU, and TCC's Student Activities Departments, or their designee, and modify KCCI's membership as a permanent position similar to other partner organizations.
- After 18 months of operation, limit the number of concerts to 10 per year for the remainder of the initial term of the Interlocal Agreement (through August 2018).

On June 17, 2015, the City Commission reviewed an agenda item that requested approval for changes to the Interlocal Agreement based on the County Commission's requested amendments and additional amendments recommended by City staff. The City requested that the item be discussed at the June 22, 2015 Intergovernmental Agency (IA) meeting. During this meeting, the IA discussed and approved the following modifications to the Interlocal agreement (Attachment #4):

- After 18 months of operation, permit 10 concerts a year for the remainder of the five year term of the agreement.
- Expand the STAGE Committee to include the director of the Downtown Improvement Authority, or their designee, and modify KCCI's membership to a permanent position. The IA did not vote to add the directors of FSU, FAMU, and TCC's Student Activities Departments, or their designee to the Committee.
- Include a statement of intent to use the stage curtain during all performances and sound checks in order to mitigate sound.
- Require that no event start earlier than 8:00 AM on any day of the week.

The STAGE First Amended and Restated Interlocal Agreement went before the Tallahassee City Commission on March 23, 2016 and was approved as discussed during the June 22, 2015 IA meeting (Attachment #5). Staff is recommending that the Board approve the modifications to the interlocal agreement and authorize changes.

**Options:**

1. Approval to execute changes to the STAGE First Amended and Restated Interlocal Agreement with the City of Tallahassee for the Capital City Amphitheater Concert Series.
2. Do not approve the execution of changes to the STAGE First Amended and Restated Interlocal Agreement with the City of Tallahassee for the Capital City Amphitheater Concert Series.
3. Board direction.

**Recommendation:**

Option #1.

Title: Approval of the STAGE First Amended and Restated Interlocal Agreement with the City of Tallahassee for the Capital City Amphitheater Concert Series  
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Attachments:

1. First Amended and Restated Interlocal Agreement for the Capital City Amphitheater Concert Series
2. First Amended and Restated Interlocal Agreement for the Capital City Amphitheater Concert Series with Strike-through and underline changes displayed.
3. STAGE Committee Twelve-Month Comprehensive Report 5-12-2015
4. June 22, 2015 Tallahassee/Leon County Blueprint Intergovernmental Agency Meeting Minutes
5. March 23, 2016 City of Tallahassee Agenda on the STAGE Interlocal Agreement

**Leon County  
Board of County Commissioners**

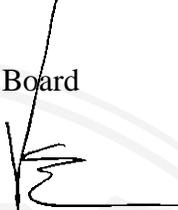
**Notes for Agenda Item #7**

# Leon County Board of County Commissioners

## Cover Sheet for Agenda #7

January 24, 2017

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

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

**Title:** Authorization to Proceed with the Analysis of Residential Preservation Zoned Parcels Outside Recorded and Unrecorded Subdivisions within the Urban Service Area to Determine the Appropriate Site Specific Residential Zoning Designation

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<b>County Administrator Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator David McDevitt, Director, Development Support and Environmental Management
<b>Lead Staff/ Project Team:</b>	Ryan Culpepper, Director, Development Services

**Fiscal Impact:**

This item will have no fiscal impact to the County.

**Staff Recommendation:**

Option #1: Authorize staff to proceed with the analysis of Residential Preservation zoned parcels outside recorded or unrecorded subdivisions within the Urban Service Area to determine the appropriate site specific residential zoning designation.

## **Report and Discussion**

### **Background:**

Recent development activity for parcels of land in the unincorporated area designated Residential Preservation (RP) inside the urban services area (USA), but are not located in either a recorded or unrecorded subdivision, indicates that development standards are needed for these parcels in order to provide both the property owner and adjacent property owners a level of certainty and consistency on what can be developed. Staff recommends an analysis of these parcels be performed to determine the appropriate site specific residential zoning designation.

Under the RP designation, these parcels are allowed densities in the range of zero to six dwelling units per acre and development must be “compatible” with adjacent neighborhoods; however, as these parcels are not located in an existing subdivision the parcels are not subject to typical subdivision development standards such as lot size, height limits, setbacks, maximum impervious area, etc. Hence, the property owner and adjacent property owners do not have any certainty of what can be developed and all of the typical subdivision issues normally governed through existing land development regulations (LDRs) must be addressed through the site and development plan review process.

As way of background, the Tallahassee-Leon County Comprehensive Plan was adopted by the Board on July 16, 1990, which included the establishment of the Residential Preservation Future Land Use Category (Policy 2.2.3, Land Use Element). In 1992, the Board adopted revisions to the County’s Land Development Code (LDC) to include the Residential Preservation (RP) zoning district. The RP Land Use Category and Zoning District generally allows low density residential development and is typically associated with existing, established residential neighborhoods. The intent of the RP district is to protect existing, stable and viable residential areas from incompatible land uses and density intrusions. Allowable density, residential unit type and development standards are regulated in RP and can vary, depending on the location of the parcels proposed for development which may be inside or outside the Urban Service Area (USA), and whether the area proposed for residential development is inside an existing subdivision. Non-residential uses are prohibited in RP with the exception of community service facilities and home occupations.

Section 10-6.617 of the LDC includes general guidelines for development within the RP district (Attachment #1). Unlike other County zoning districts, the regulations for RP do not provide many of the typical development standards found in other zoning districts such as, but not limited to, lot size, setbacks, height limits, maximum impervious area, etc. For those parcels within an existing subdivision, development type, densities and development standards are required to be consistent with the overall developed portions of the subdivision, unless the parcel’s sole access is to a major collector or arterial roadway.

For parcels in the USA that are not located within an existing recorded or unrecorded subdivision, densities are allowed in the range of zero to six dwelling units per acre. Development standards for these parcels are addressed during site and development plan review as more information regarding the proposal and adjacent properties is required for analysis. Parcels located outside the USA and not within an unrecorded or recorded subdivision, but have

an RP overlay, are allowed densities consistent with the underlying Future Land Use Map Designation.

Objective 1.1 of the Future Land Use Element of the Comprehensive Plan notes that the USA was established in order to direct growth in a responsible manner where infrastructure can be provided economically and efficiently, and to protect the surrounding rural areas from premature development activities. The USA is the portion of the County designated by the Comprehensive Plan to be developed at urban levels of intensity and density over the course of the 20-year Comprehensive Plan planning period.

The RP category and zoning district is based on the geographic location of existing, established residential land uses. Other criteria for inclusion in the RP district include that the majority of traffic is local in nature, relatively safe internal pedestrian mobility, densities consisting of six units per acre or less (consistent with the definition of “low density”) and stability of the residential area (degree of home ownership and/or existence of neighborhood organizations). Therefore, future development of the RP areas inside the USA will primarily consist of infill due to the built-out nature of these areas.

**Analysis:**

Although the RP district inside the USA is primarily intended to include existing subdivisions, there are a significant number of RP zoned parcels that are not located within recorded or unrecorded subdivisions (Attachment #2). These unplatted parcels are hereinafter referred to as “metes and bounds” parcels. Many of these metes and bounds parcels are directly adjacent to existing subdivisions and, as previously noted, are allowed densities, where consistency and compatibility are addressed through site design, within the range of zero to six dwelling units per acre. The development standards for new residential development within these parcels are addressed during site plan review.

The development pattern and densities for development of metes and bounds parcels within RP has historically been interpreted by staff to generally not have to be identical with development densities within adjacent, existing neighborhoods, although consistency with the adjacent type of development pattern is a requirement. Additionally, site layout and design and development standards are critiqued to facilitate compatibility with adjacent properties. Therefore, not only does the developer have less certainty regarding the density and development standards of a proposed residential development, but adjacent neighborhoods have concerns regarding uncertainty of development standards for the new development, especially with regard to entitlements which are represented by allowable density.

These concerns, both from the development community as well as the existing neighborhoods near proposed residential developments, have stemmed from the lack of certainty for development standards and the range of allowable density applicable to metes and bounds parcels within the RP district. Oftentimes, existing neighborhoods were developed prior to the adoption of the Comprehensive Plan and/or prior to the availability of urban infrastructure, such as but not limited to central sewer, resulting in much lower densities. Many of these areas now have available urban infrastructure, affording potentially more gross density to undeveloped or

nearby adjacent metes and bounds parcels compared to the surrounding neighborhoods. Development of these areas with low density residential development fails to achieve the Comprehensive Plan’s objectives that aim to reduce urban sprawl and utilize urban infrastructure in a fiscally responsible manner while implementing the density and intensity provisions established by the Plan’s USA concept.

Attachment #2 notes that the RP zoned metes and bounds parcels are scattered throughout the County with several areas containing a greater concentration of these parcels. An initial analysis indicates that there are 878 metes and bounds parcels that are zoned RP within the USA. These parcels comprise approximately 2,400 total acres that have potential for development or redevelopment. A more detailed breakdown is provided in the table below.

Existing Development Type	Number of Parcels	Average Parcel Size (acres)	Total Acreage	Total Acreage in Wetland/Conservation	Maximum Development Potential in Units (6 dwelling units/acre)
Single Family detached	613	2.2	1,319	125	7,164
Vacant*	198	4.8	955	223	4,392
Manufactured homes	45	1	47	0.8	277
Duplex and Multi-family	7	1	5	0.2	28
Non-residential Uses**	15	5	76	8	408
<b>Totals</b>	<b>878</b>	<b>2.8</b>	<b>2,402</b>	<b>350.4</b>	<b>12,269</b>

\*16 of the 198 parcels are greater than 10 acres and contain at least one or more Single Family structure

\*\*Includes office, retail, religious and school uses

The above table notes that single-family detached development constitutes the largest percentage (55%) of the acreage of RP zoned metes and bounds parcels. Nearly 40% of the RP acreage is vacant; however, staff identified sixteen parcels that contained over 10.0 acres and considered these parcels “vacant” regardless of development status due to their high re-development potential. Parcels developed with religious facilities utilized 3% of the total acreage. Approximately 15% of the total acreage (23% of the vacant acreage) appears to be encumbered with environmental constraints.

As noted earlier, development densities in the range of zero to six dwelling units per acre are allowed within the RP zoning district. Preliminary review indicated the average lot size of vacant parcels and parcels developed with a single-family home is approximately 3.5 acres. A parcel of this size would have development potential, with urban infrastructure, to develop a maximum of 21 dwelling units; however, environmental constraints required buffering, infrastructure and concurrency mitigation may reduce the maximum density allotment.

Compatibility and consistency concerns have been raised in past projects regarding how the range of permissible density is determined when analyzing surrounding neighborhoods. The

lack of traditional development standards in RP such as lot size, setbacks, and maximum impervious coverage leads to compatibility concerns from these neighborhoods.

Several options have been initially reviewed by staff as possible methodologies for developing site-specific zoning designations for the RP zoned parcels in questions. One option would be to develop a modified or hybrid version of the County's current residential zoning districts. These districts include R-1 (Single-family detached), R-2 (Single-family detached) and R-3 (Single and two-family), which are currently used to implement other Future Land Use Categories intended primarily for residential development. Also, these districts have codified development standards such as, but not limited to, dwelling type, lot size, setbacks and maximum impervious surface area which would provide for consistency should they be applied to RP parcels located inside the USA. Other options could be the development of new zoning districts that are specific to the RP Future Land Use category or the development of a zoning overlay district that would apply only to RP parcels inside the USA, located outside of recorded or unrecorded subdivisions. The new districts or overlay zone would include the typical development standards and would limit non-residential uses to community and institutional uses. Regardless of the approach recommended, the outcome would provide certainty for owners of RP zoned parcels as well as property owners adjacent to undeveloped RP zoned metes and bounds parcels inside the USA. Any methodology proposed must be consistent with the RP Future Land Use category of the Comprehensive Plan.

Prior to finalizing any recommendations, staff would solicit input and recommendations from citizen groups including, but not limited to, the Council of Neighborhood Associations (CONA) and the Development Support and Environmental Management Citizen's User Group. As a result, staff is requesting authorization from the Board to analyze possible site specific residential zoning options for RP zoned metes and bounds parcels within the USA. Staff will coordinate these efforts with the referenced citizen committees and provide a status report and recommendation to the Board at a future date.

**Options:**

1. Authorize staff to proceed with the analysis of Residential Preservation zoned parcels outside recorded and unrecorded subdivisions within the Urban Service Area to determine the appropriate site specific residential zoning designation.
2. Do not authorize staff to proceed with the analysis of Residential Preservation zoned parcels outside recorded and unrecorded subdivisions within the Urban Service Area to determine the appropriate site specific residential zoning designation.
3. Board direction.

**Recommendation:**

Option #1

**Attachments:**

1. Section 10-6.617, Leon County Land Development Code
2. Map of RP zoned metes and bounds parcels

**Sec. 10-6.617. - Residential Preservation.**

(a) *Purpose and intent.* The residential preservation district is characterized by existing homogeneous residential areas within the community predominantly accessible by local streets. The primary function is to protect existing stable and viable residential areas from incompatible land uses and density intrusions. Commercial, retail, office, and industrial activities are prohibited. Certain nonresidential activities may be permitted, such as home occupations consistent with the applicable provisions of section 10-6.803; community services and facilities/institutional uses consistent with the applicable provisions of section 10-6.806; and churches, religious organizations, and houses of worship. Single-family, duplex residences, manufactured homes, and cluster housing may be permitted within a range of zero to six units per acre. Compatibility with surrounding residential type and density shall be a major factor in the authorization of development approval and in the determination of the permissible density.

- (1) In residential preservation areas outside the urban service area, the density of the nonvested development in residential preservation areas shall be consistent with the underlying land use category.
- (2) In residential preservation areas inside the urban services area, new residential development densities shall be consistent with those within the developed portions of the recorded or unrecorded subdivision in which they are located. Consistency for the purposes of this paragraph shall mean that proposed lots shall not be smaller than the smallest lot that was created by the original subdivision plat or any subsequent replat that may have occurred consistent with county land development regulations in effect at the time.
- (3) When new residential development inside the urban services area is proposed for an area not located within a recorded or unrecorded subdivision, densities shall be permitted in the range of zero to six dwelling units per acre consistent with the availability of central water and sewer service to accommodate the proposed development. If central water and sewer service is not available, density shall be limited to a maximum of two dwelling units per acre consistent with all applicable provisions of the Environmental Management Act.
- (4) Notwithstanding the provisions of subsection 10-6.617(a)(2) above, existing lots in a recorded or unrecorded residential subdivision zoned residential preservation may be resubdivided up to a maximum density of six dwelling units per acre provided that the parent lot directly abuts an existing arterial or major collector roadway that was not constructed as part of the subdivision's roadway network. This provision shall not apply to lots whose current designated primary access is from a street internal to the recorded or unrecorded subdivision zoned residential preservation. Existing lots of record with no current frontage on a major collector or arterial roadway, as specified above, cannot be aggregated to benefit from the provision of this section.

The following factors shall be used to determine the maximum allowed number of lots per acre created pursuant to this subsection: a) the availability of water and sewer to accommodate the proposed development as cited in subsection 10-617(a)(3) above; b) compliance with applicable local and/or Florida Department of Transportation (FDOT) roadway connection standards c) the mitigation of any adverse impacts on the transportation network, and d) compliance with any other applicable provisions of the Land Development Code, including those pertaining to environmental protection. Acceptable mitigation for impacts to the transportation network include a common ingress/egress access point for all newly created lots, frontage roadways, or any other solution that mitigates the adverse impacts on the transportation network as determined by the director.

- (5) Allowable development type shall be construed to mean the following:
  - a. Parcels proposed for residential which are located in a recorded or unrecorded subdivision shall develop consistent with the type of residential development pattern located inside the recorded or unrecorded subdivision.

- b. Parcels proposed for residential which are located inside the urban service area and not in a recorded or unrecorded subdivision shall develop consistent with the type of residential development pattern located adjacent to the vacant parcel.
  - c. Parcels proposed for residential development surrounded by a mix of conventional single-family homes and manufactured homes, shall be developed for conventional single-family homes.
  - d. Parcels proposed for residential development surrounded by a mix of single-family and duplex development shall be developed for single-family use, unless duplex residential development is the predominant type.
  - e. The placement of standard design manufactured homes and mobile homes shall be allowed in manufactured home parks, in subdivisions platted explicitly for allowing manufactured homes, or as a replacement unit for any lawfully existing manufactured home consistent with the provisions of article XII of this chapter.
- (b) *Allowable uses.* For the purpose of this article, the following land use types are allowable in the RP zoning district and are controlled by the land use development standards of this article, the Comprehensive Plan and schedules of permitted uses.
- (1) Low-density residential.
  - (2) Passive recreation.
  - (3) Active recreation.
  - (4) Community services.
  - (5) Light infrastructure.
- (c) *List of permitted uses.* Some of the uses on these schedules are itemized according to the Standard Industrial Code (SIC). Those uses or activities permitted through special exception shall require review and approval by the Board of County Commissioners consistent with the provisions of section 10-6.611. Allowable uses, appropriate permit level and applicable development and locational standards in the residential preservation district are as follows:

P = Permitted use                      R = Restricted use                      S = Special exception

Legend						
LR = Low-density residential PR = Passive recreation AR = Active recreation			CS = Community Services LI = Light infrastructure			
SIC Code	Name of Use	Development and Locational Standards				
		LR	PR	AR	CS	LI
	RESIDENTIAL					
	Dwelling, one-family	P				
	Dwelling, two-family	R				
	Dwelling, mobile home	P				
	Mobile Home Park	S				
	SERVICES					
	Elementary and secondary schools legally established and in existence as of July 1, 2015, including expansions to existing facilities				S	
	Religious Organizations				S	
922	PUBLIC ADMINISTRATION				S	
	Public order and safety				S	
9221	Police protection				S	
9224	Fire protection				S	

	RECREATION					
	Hiking and nature trails		P			
	Picnicking		P			
	Canoe trails		P			
	Bicycle trails		P			
	Horseback riding trails		P			
	Tot lots			P		
	Court sports			P		
	Field sports			P		

Placement of new mobile homes are limited to the following areas: existing mobile home parks; and platted mobile home subdivisions. New mobile homes shall also be allowed as replacements of lawfully existing mobile homes in other locations. New mobile home parks may be established as per the provisions set forth in section 10-6.807.

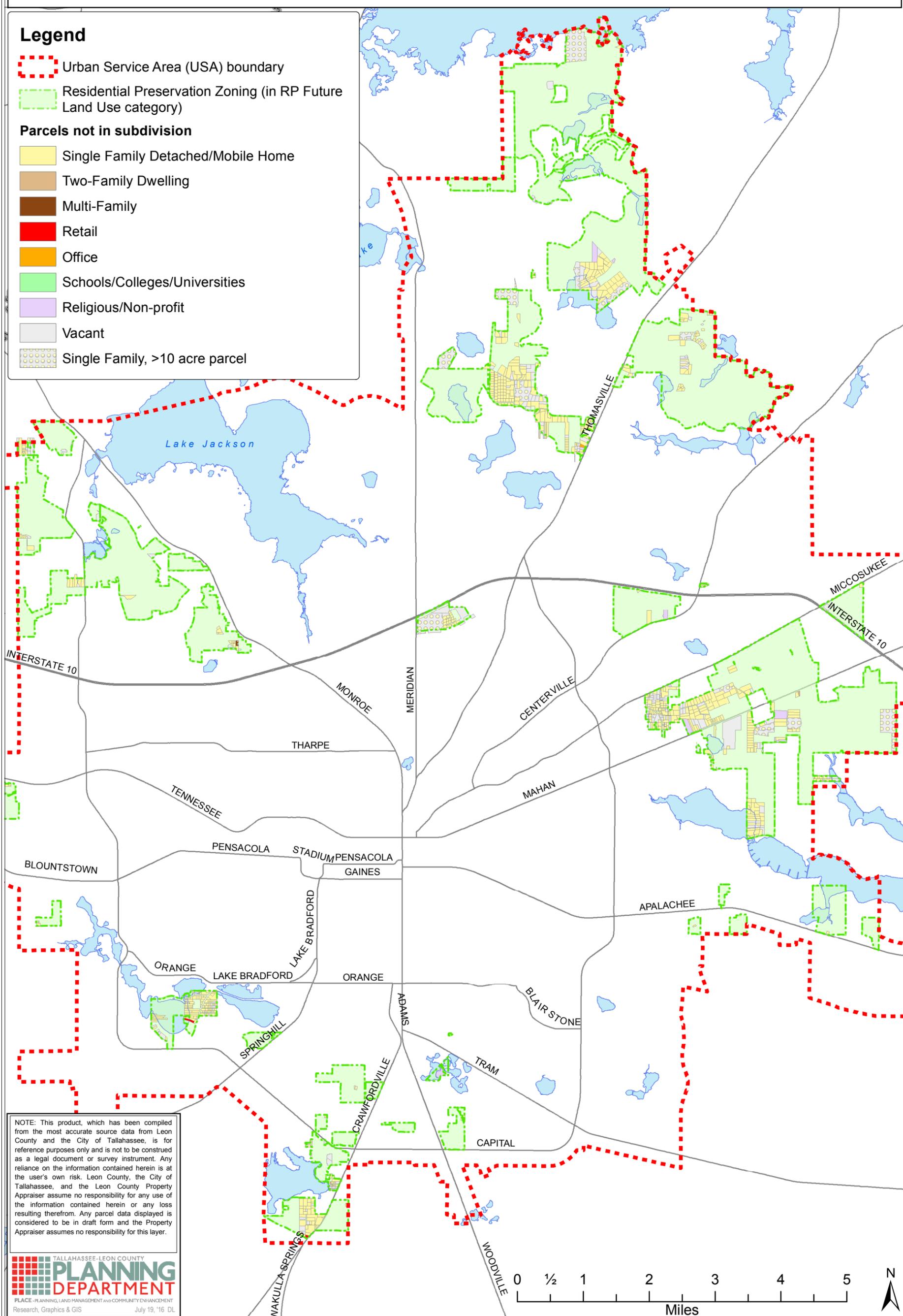
- (d) *Development standards.* All proposed development shall meet the applicable buffer zone standards as outlined in section 10-7.522. For residential development in recorded or unrecorded subdivisions, the development standards including front, rear, side, and side corner yard setbacks for new residential development shall be consistent with the developed portions of the recorded or unrecorded subdivision in which it is located. For new residential development in residential preservation areas not located in recorded or unrecorded subdivisions, the applicable development standards including, but not limited to front, rear, side, and side corner yard setbacks shall be established at the time of subdivision and site and development plan review.

(Ord. No. 07-20, § 2, 7-10-07; Ord. No. 16-07, § 4, 5-10-16)

# Parcels with Residential Preservation Zoning and not in subdivision: Unincorporated Leon County

## Legend

-  Urban Service Area (USA) boundary
  -  Residential Preservation Zoning (in RP Future Land Use category)
- Parcels not in subdivision**
-  Single Family Detached/Mobile Home
  -  Two-Family Dwelling
  -  Multi-Family
  -  Retail
  -  Office
  -  Schools/Colleges/Universities
  -  Religious/Non-profit
  -  Vacant
  -  Single Family, >10 acre parcel



NOTE: This product, which has been compiled from the most accurate source data from Leon County and the City of Tallahassee, is for reference purposes only and is not to be construed as a legal document or survey instrument. Any reliance on the information contained herein is at the user's own risk. Leon County, the City of Tallahassee, and the Leon County Property Appraiser assume no responsibility for any use of the information contained herein or any loss resulting therefrom. Any parcel data displayed is considered to be in draft form and the Property Appraiser assumes no responsibility for this layer.



**Leon County  
Board of County Commissioners**

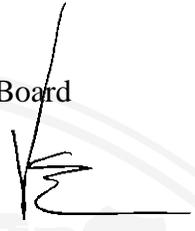
**Notes for Agenda Item #8**

# Leon County Board of County Commissioners

## Cover Sheet for Agenda #8

January 24, 2017

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

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

**Title:** Ratification of Actions Taken at the December 13, 2016 Workshop on the Hurricane Hermine After-Action Report

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<b>County Administrator Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator
<b>Lead Staff/ Project Team:</b>	Andrew Johnson, Assistant to the County Administrator Nicki Paden, Management Intern

**Fiscal Impact:**

This item has no fiscal impact to the County.

**Staff Recommendation:**

Option #1: Ratify the actions taken at the December 13, 2016 Workshop on the Hurricane Hermine After-Action Report

## **Report and Discussion**

### **Background:**

This item seeks Board ratification of actions taken at the December 13, 2016 Workshop on the Hurricane Hermine After-Action Report. The After-Action Report details the activities of Leon County in preparing for, responding to, and recovering from Hurricane Hermine. The purpose of the report is to build upon the strengths of Leon County Emergency Management (LCEM) and its partnerships with other responding agencies to identify areas for continuous improvement to enhance the County's response and recovery capabilities during future incidents. In reviewing all aspects of Leon County plans, preparations, response, and recovery efforts, staff identified 80 recommendations based on 110 findings within the report to extract every possible lesson learned from Hurricane Hermine (Attachment #1).

The County Administrator, City Manager, LCEM Director, Sheriff, and other key emergency support staff attended five community listening sessions following Hurricane Hermine to provide the most up-to-date information, gather feedback, and provide citizens the opportunity to direct questions or concerns to any of the participants. These five listening sessions engaged over 400 citizens at locations throughout the community in the weeks following the incident. Additionally, to further evaluate the actions taken during Hermine and benchmark with industry best practices, the County engaged one of the premier emergency management consulting firms in the nation for its expert and objective guidance to review the report. In their feedback, Disaster, Strategies, & Ideas Group LLC (DSI) noted that the report is among the most comprehensive, relevant and valuable assessments undertaken in recent history by any local or state entity in the nation. In addition to accepting the After-Action Report and directing staff to implement the report's recommendations, the Board directed staff to distribute the report to responding agencies within and around the County, including state officials and local delegation, to further improve the community's overall resiliency.

### **Analysis:**

During the Workshop on the Hurricane Hermine After-Action Report, staff provided a presentation on the report highlighting the County's large-scale response and recovery efforts following the storm along with the findings and recommendations to enhance the County's plans and capabilities for future disasters. Following the presentation and extensive discussion, the Board accepted the After-Action Report and directed staff to implement the report recommendations. In addition, the Board directed staff to distribute the report to responding agencies that activated during this emergency event, state and federal partner agencies, and other community stakeholders.

Throughout the course of the workshop, the Board discussed a number of legal, policy, and operational issues that arose as a result of Hurricane Hermine such as price gouging and fraud, opportunities to enhance communication efforts with the public, concerns raised regarding the noise levels of portable generators and their effect on veterans suffering from PTSD, and the availability of food in rural areas following a disaster. The Board offered guidance to staff on these matters such as directing citizens where to report price gouging in advance of a storm, coordinating with the American Legion Posts to provide veterans with a quiet place to stay

following a natural disaster, expanding community events such as Build Your Bucket, encouraging a stronger radio communication presence, and continuous coordination with partner agencies such as the City of Tallahassee, 2-1-1 Big Bend, and Red Cross on everything from their volunteer capacity to services available to affected residents.

The After-Action Report included 80 recommendations supported by 110 findings to further enhance the County's response and recovery capabilities. The recommendations presented in the report are vital for continuously improving Leon County's ability to respond and recover from future disasters. Many of the findings and recommendations identified in the report will be immediately incorporated into the County's Comprehensive Emergency Management Plan (CEMP), which is due for an update in February 2017. Staff will provide a status report to the Board prior to the start of the 2017 and 2018 hurricane seasons summarizing the County's implementation and status of completion of all the recommendations included in the After-Action Report. In addition, staff will bring back future agenda items as needed to implement the recommendations provided in the report.

Among the recommendations presented in the report, the Board approved two significant policy initiatives to be brought back for deliberation through the agenda process. First, the Board approved a recommendation directing staff to prepare an agenda item to consider returning Leon County Emergency Management under the County Commission on a year-round basis. A separate agenda item is included on the January 24<sup>th</sup> meeting agenda regarding this issue. Second, the Board approved a recommendation directing staff to prepare a future agenda item to consider partnering with the City of Tallahassee in engaging a disaster planning professional in partnership to evaluate the community's overall vulnerabilities, resiliency, and community expectations associated with a severe weather event. The City held its annual City Commission Retreat on January 11, 2017 and approved the City's participation in a joint resiliency study with the County. The County Administrator has met with the City Manager to discuss the recommendations of the report that involve the City of Tallahassee, including the resiliency study. A future agenda item will be presented to the Board providing further analysis and seeking the Board's direction to proceed with the resiliency study.

Attachment #2 to this agenda item includes a table listing each recommendation from the Hurricane Hermine After-Action Report with the expected time frame of completion and the lead agency assigned with the primary responsibility for implementation. The recommendations are categorized by the following time frames:

- Immediate: To be implemented as part of the February 2017 update of the County's Comprehensive Emergency Management Plan (CEMP).
- Short-Term: To be implemented prior to the start of the 2017 hurricane season.
- Long-Term: Implementation is expected to require an extended time period and is not anticipated by the start of the 2017 hurricane season. These recommendations generally involve longer-term planning, funding, and/or support and guidance from external agencies.

- Ongoing: to be implemented on a perpetual basis. These recommendations include ongoing emergency management training for County and City personnel as well as pursuit of accreditation for the County's emergency management program.

Of note, since the presentation of the Hurricane Hermine After-Action Report to the Board, a state administrative law judge issued an order affecting Recommendation #74.1 regarding reporting requirements for sanitary sewer overflows. As indicated in the After-Action Report, the Florida Department of Environmental Protection (FDEP) issued an administrative rule implementing new public notice requirements for incidents such as sewer overflows or environmental contamination. On December 30, 2016 an administrative law judge issued an order invalidating the rule, finding that there is no statute that specifically authorized FDEP to adopt it. Notwithstanding this, staff expects legislation to be filed during the 2017 Florida legislative session addressing this issue. As a result, Recommendation #74.1 from the After-Action Report is listed as "Long-Term" for implementation purposes, as any legislation (if adopted during the upcoming session) would likely take effect after the start of this year's hurricane season. Staff will closely monitor legislation regarding this issue and will include any new notice requirements as appropriate in future updates to the CEMP.

#### *Continuing Citizen and Community Engagement Efforts*

Personal preparedness serves as the first and most effective intervention to reduce the impact of disasters. Therefore, in addition to the County's recommendations provided in the report, staff will continue working throughout the year to engage and familiarize citizens with disaster preparedness. Leon County makes several efforts throughout the year to help citizens become ready for disasters. These efforts are described in detail in the Hurricane Hermine After-Action Report.

In 2017, Leon County will host several community events including the annual Hurricane Season Kick-Off and Build Your Bucket events. These events are annual gatherings hosted by the County prior to the start of each year's hurricane season. As directed by the Board, staff will expand the Build Your Bucket event to; familiarize citizens with local community partners relative to natural disasters, equip citizens with essential supplies such as batteries and first aid kits, and provide disaster plans and tips to further prepare the community for a natural disaster. The primary Build Your Bucket event of 2017 will be hosted on May 26 prior to the start of the hurricane season, followed by smaller Build Your Bucket workshops throughout the remainder of the year.

In addition, the County will host the Citizen Engagement Series event "Public Safety: Preserving Life, Improving Health, and Promoting Safety" in May 2017 at the Public Safety Complex. The County has previously hosted this session in November 2014 and May 2016 featuring Leon County EMS, the Consolidated Dispatch Agency, and Leon County Emergency Management. During each session, participants were able to engage in a mock EOC activation, which offered a stimulating and interactive scenario-based exercise that demonstrates the operation and coordination of each area during activation. In addition, participants engaged in an EMS simulation and interactive tour of the consolidated dispatch area. The upcoming session in May 2017 will continue to engage citizens and highlight the operations and services provided by Leon County to deliver high-quality public safety services to the community.

*Follow-up and Implementation of After-Action Report Recommendations*

Following the ratification of the Board actions taken at the Workshop on the Hurricane Hermine After-Action Report, staff will immediately begin implementing the policy initiatives and recommendations discussed in this item. Staff plans to present the first status report at the May 23 Board meeting prior to the start of the 2017 hurricane season, which begins on June 1. Staff anticipates that the majority of the After-Action Report recommendations will have been implemented by that time (i.e., those recommendations listed as “Immediate” or “Short-Term” in Attachment #2), and staff will bring agenda items back to the Board as needed for consideration regarding longer-term recommendations. Finally, as discussed during the Workshop on the Hurricane Hermine After-Action Report, staff will provide another status report to the Board prior to the 2018 hurricane season.

**Options:**

1. Ratify the Board actions taken at the December 13, 2016 Workshop on the Hurricane Hermine After-Action Report.
2. Do not ratify the Board actions taken at the December 13, 2016 Workshop on the Hurricane Hermine After-Action Report.
3. Board direction.

**Recommendation:**

Option #1.

**Attachments:**

1. December 13, 2016 Workshop on the Hurricane Hermine After-Action Report
2. Table of Hurricane Hermine After-Action Report Recommendations

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

**Workshop  
on the  
Hurricane Hermine  
After Action Report**

**December 13, 2016  
1:00 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**

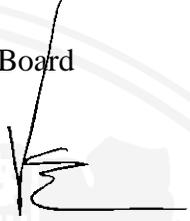
## **Notes for Workshop**

# Leon County Board of County Commissioners

## Workshop Cover Sheet

December 13, 2016

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

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

**Title:** Presentation of the Hurricane Hermine After-Action Report

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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
<b>Lead Staff/ Project Team:</b>	Ken Morris, Assistant County Administrator Andy Johnson, Assistant to the County Administrator

**Fiscal Impact:**

This item does not have a fiscal impact.

**Recommended Action:**

Option #1: Accept the Hurricane Hermine After-Action Report and direct staff to implement the report's recommendations.

## **Report and Discussion**

### **Statement of Issue:**

This workshop item presents and requests Board acceptance of an after-action report illustrating the activities of Leon County and partner agencies in preparing for, responding to, and recovering from Hurricane Hermine. The report highlights the strengths of these efforts and also includes specific findings and recommendations to identify opportunities for continuous improvement of Leon County's organizational readiness to manage future emergencies.

### **Background:**

On September 13, 2016 staff provided a status report on the County's response and recovery efforts related to Hurricane Hermine. During the presentation of this item, the County Administrator noted that an upcoming after-action report would be presented to the Board within 60 to 90 days following the incident. Staff has developed the attached Hurricane Hermine After-Action Report to provide a comprehensive evaluation and assessment of the plans, preparations, response, and recovery efforts associated with the storm.

### **Options:**

1. Accept the Hurricane Hermine After-Action Report and direct staff to implement the report's recommendations.
2. Do not accept the Hurricane Hermine After-Action Report.
3. Board direction.

### **Attachment:**

1. Hurricane Hermine After-Action Report

# Hurricane Hermine After-Action Report

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Report and Recommendations to the Leon County  
Board of County Commissioners

December 13, 2016

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# Hurricane Hermine After-Action Report

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## Executive Summary

This After-Action Report details the activities of Leon County and partner agencies in preparing for, responding to, and recovering from Hurricane Hermine, which was the most severe weather event to affect the community since Hurricane Kate in 1985. As is the case with any emergency event or disaster, Hurricane Hermine presented a unique set of challenges for residents and responders which requires careful examination for improvements and refinements. Hermine made landfall as a Category 1 hurricane and passed directly through Leon County, presenting wind gusts of over 60 mph and sustained tropical storm force winds lasting for six hours. The storm left hundreds of downed trees in its wake which damaged homes, blocked numerous roadways, and inflicted extensive damage to electrical infrastructure systems. Nearly 100,000 electric customers lost power due to Hermine, leaving families without basic services in the aftermath of the storm and frustrated by the pace of restoration, amid rumors of delays due to the refusal of additional resources available to assist with the recovery, and expectations related to the reliability of information in the age of social media.

Response and recovery efforts associated with Hurricane Hermine occurred over an extended period of time and required the prolonged cooperation of numerous County and City departments, law enforcement agencies, and other community partners which tested the coordination and execution of resources and the effectiveness of established protocols. However, the implementation of clear plans, policies, and procedures, systematically updated to reflect continuous improvements over time and executed by well-trained professional staff, enabled Leon County and its partner agencies to respond quickly and effectively to meet citizens' needs following the disaster. Additionally, these efforts benefitted immensely from the close coordination facilitated in Leon County's state-of-the-art Emergency Operations Center, which performed at a level commensurate with its design during its first extended activation involving fully-integrated multi-agency staffing over multiple operational periods.

Every emergency exposes different vulnerabilities, tests a community's partnerships differently, and reveals opportunities for improvement in different ways. However, a common element of every emergency is that they all require responding agencies to learn from them so that we remain in a constant state of becoming more prepared for the next one. This principle is fundamental to the field of emergency management. According to the National Incident Management System, which was developed by the U.S. Department of Homeland Security and is universally regarded as the comprehensive national approach to incident management:

*Preparedness is essential for effective incident and emergency management and involves engaging in a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action to achieve and maintain readiness to respond to emergencies.*

The purpose of this After-Action Report is to build upon the strengths of Leon County Emergency Management and its partnerships with other responding agencies and to identify areas for continuous improvement to enhance our capacity during future incidents. This report reflects a holistic and comprehensive effort, which began even while the County was still in the recovery mode (as recommended by the Federal Emergency Management Agency), to extract every possible lesson learned so that improvements and refinements can be made in order to be better prepared in the future. Following Hurricane Hermine, Leon County Administration and Leon County Emergency Management compiled and analyzed information over a three-month period from five community listening sessions which gathered feedback from over 400 citizens, held eight debriefing meetings with personnel involved in response and recovery efforts, conducted follow-up interviews with key staff, and met with an organized group of local residents to examine their findings. Staff also reviewed numerous planning documents, policies, agreements, training logs, and other records for consistency with the actions taken

## Hurricane Hermine After-Action Report

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during this emergency event. To assist with the evaluation of specific actions during Hermine and benchmark with industry best practices, the County engaged one of the premier emergency management consulting firms in the nation for its expert and objective guidance. In their review of this After-Action Report, the consulting firm noted that the report is among the most comprehensive, relevant and valuable assessments undertaken in recent history by any local or state entity in the nation. This extensive review led to the development of 110 findings and 80 recommendations to build upon the successful response efforts and refine the areas identified for improvement.

The analysis, findings, and recommendations presented in this After-Action Report are vital for continuously improving Leon County's ability to respond and recover from future disasters. They include recommendations to further enhance the County's emergency plans and overall strategies for emergency management as well as recommendations addressing tactical, operational, technological, and procedural components of the County's response and recovery efforts.

Among all of the findings presented in this After-Action Report, two major recommendations stand out as significant policy initiatives for consideration by the Board of County Commissioners. To continue strengthening the community's readiness and resilience to disasters of this nature, staff has included a recommendation to engage a disaster planning professional in partnership with the City of Tallahassee to evaluate the community's overall vulnerabilities, resiliency, and community expectations associated with a severe weather event. This proposed joint exercise would include a review of public infrastructure from buildings to electric facilities, determine if there is a need for a long-term investment plan to enhance the resiliency of public infrastructure, and evaluate existing tree protection and maintenance practices. The second major policy initiative recommended for Board consideration is to return the emergency management program under the County Commission on a year-round basis. Many of circumstances that supported the 1999 Interlocal Agreement shifting the day-to-day oversight of Leon County Emergency Management to the Sheriff, only to return under the Board in the event of a disaster, are no longer applicable today. In addition, most Florida counties (57 of 67) place the day-to-day responsibilities of emergency management under the Commission's purview, reporting to the County Administrator, as the emergency management field is a confluence of planning and administrative responsibilities with an emphasis on year-round training and intergovernmental coordination. These recommendations and major policy initiatives are the result of voluminous community input and careful examination of the County emergency management operations and responsibilities.

Leon County Government wishes to acknowledge and thank the City of Tallahassee, partner agencies and their staff, local nonprofit service providers, the hundreds of citizens who attended community listening sessions, the Citizens for Responsible Spending Hurricane Hermine Best Practices Task Force, and all other individuals and groups that have shared their thoughts and provided suggestions for this report.

## Hurricane Hermine After-Action Report

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### Summary of Findings and Recommendations:

**Finding #1:** The community listening sessions held following Hurricane Hermine provided important opportunities to discuss response and ongoing recovery efforts and to learn from citizens about how Leon County Government and partnering response agencies can best meet the needs of the community during future disasters.

Recommendation 1.1: Update the Leon County CEMP to provide for community listening sessions to be held following major emergency events, and encourage the City's joint participation in these sessions.

**Finding #2:** As evidenced through the community listening sessions and the CRS Task Force report, perceptions and confusion linger regarding the command structure and who is in charge during an emergency.

**Finding #3:** The confusion regarding the chain of command and reporting structures did not permeate within the EOC as the CEMP explicitly recognizes the LCEM Director as the lead executive in command of emergency operations and responsible for coordination with partner agencies.

**Finding #4:** Despite any public confusion, the emergency activation and response to Hurricane Hermine represented the greatest level of intergovernmental and partner agency coordination to date, fostering decisive decision-making in a collaborative environment.

**Finding #5:** The 911 Dispatch (CDA) and the Emergency Operations Center are no longer collocated with the Leon County Sheriff's Office out of necessity. They are now collocated in the Public Safety Complex, which is managed by the County, alongside other intergovernmental public safety resources.

Recommendation 5.1: Direct staff to prepare an agenda item to return the emergency management function on a year-round basis under the Board of County Commissioners, reporting to the County Administrator.

**Finding #6:** Florida Statutes authorizes and encourages municipalities to create municipal emergency management programs which shall be coordinated with the county emergency management agency and be consistent with a county's emergency plan.

**Finding #7:** LCEM periodically reviews and provides feedback to the City on its Incident Management Plan.

**Finding #8:** To effectuate the City's incident management objectives, the City employs an Emergency Preparedness Coordinator to serve as the City's central point of contact for emergency management coordination and planning. The City's Emergency Preparedness Coordinator is required to submit requests for state and federal assistance through LCEM during a declared state of emergency.

**Finding #9:** Since the City maintains its own emergency management program, there is a need for ongoing coordination between the City's Emergency Preparedness staff and Leon County Emergency Management to ensure the greatest level of emergency management coordination and planning.

Recommendation 9.1: The City's emergency management plan should be included as an annex to the County's CEMP.

**Finding #10:** As the central command and control facility for the effective coordinating of disaster management, the County EOC fostered a collaborative environment for partner agencies focused on resolving challenges in the field.

**Finding #11:** At the local level, the process of activating and coordinating resources between the County, City, and partner agencies has worked well with few exceptions.

## Hurricane Hermine After-Action Report

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**Finding #12:** In its review of the County's response and recovery operations associated with Hurricane Hermine, DSI interviewed staff, reviewed the County's CEMP, and found that the County appropriately implemented Hermine operations consistent with the existing CEMP.

**Finding #13:** The Leon County CEMP is due for an update in accordance with state requirements and as outlined in the CEMP. Hurricane Hermine was a valuable learning experience and provided several opportunities to continually enhance Leon County's emergency preparedness and ability to respond to and recover from disaster events. These opportunities are detailed throughout this report.

Recommendation 13.1: Update the Leon County CEMP to incorporate the findings and recommendations identified in this report.

**Finding #14:** The PDRP, developed in 2012, is updated on a five-year schedule and should be updated following any disaster event. The PDRP and the Disaster Housing Strategy should be updated to incorporate lessons learned from Hermine.

Recommendation 14.1: Engage the Apalachee Regional Planning Council to initiate a comprehensive update of the PDRP and Disaster Housing Strategy, as appropriate, incorporating lessons learned from Hurricane Hermine.

**Finding #15:** As a result of the Debris Management Plan, the removal of debris along private roads was seamlessly integrated into the recovery plans. However, uncertainty remains regarding FEMA's willingness to fully reimburse the County for these roads.

**Finding #16:** In light of the three pre-approved temporary debris management sites as identified in the Debris Management Plan having already been inspected and approved by the Florida Department of Environmental Protection, the County was able to immediately accommodate the 200,000 cubic yards of debris gathered throughout the community.

**Finding #17:** The need for a temporary debris removal site in the northeast was identified following Hurricane Hermine in order to enhance the debris collection process.

Recommendation 17.1: Staff should explore establishing a permanent temporary debris removal site on the northeast side of town, and once identified, include this site in an updated Debris Management Plan.

**Finding #18:** Many Leon County staff have received both general and position-specific NIMS training. As a result of turnover that naturally occurs in the workforce, however, there is a continual need to identify and provide emergency management training opportunities for County staff.

Recommendation 18.1: Working with Leon County Human Resources, continue to identify NIMS training needs for new and existing County staff and provide training opportunities to meet these needs.

Recommendation 18.2: Staff concurs with DSI's recommendation to undergo a self-assessment of the County's emergency management program through the Emergency Management Accreditation Program.

**Finding #19:** Leon County's establishment of the Catastrophe Reserve Fund proved beneficial as protocols were established and funding was readily available to assist with local response and recovery efforts.

Recommendation 19.1: Amend the Leon County CEMP to reflect Leon County's Catastrophe Reserve Fund and its allowable uses during emergency events.

## Hurricane Hermine After-Action Report

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**Finding #20:** The widespread distribution of the Disaster Survival Guide indicates substantial engagement and interest in personal preparedness. The number of printed guides distributed in 2016 declined slightly from the prior year; however, staff expects interest to increase in 2017 in light of Hurricane Hermine.

**Finding #21:** Leon County's Build Your Bucket event has helped over 350 citizens to become better prepared for disasters in the two years since it was launched.

**Finding #22:** Partnering with the Capital Medical Society for the May 2016 Citizen Engagement Series event on public safety was successful and provided an opportunity for local physicians to see how public safety services are provided in Leon County.

Recommendation 22.1: Continue to pursue targeted partnerships with local civic organizations to build awareness and familiarity with Leon County's public safety services including emergency management.

**Finding #23:** Leon County makes several efforts throughout the year to help citizens become better prepared for disasters. Because citizens systematically misjudge low-probability, high-impact events such as natural disasters, it is often difficult to get people engaged in disaster preparedness. However, the County's personal preparedness initiatives can potentially save lives and protect property and are worth every effort.

**Finding #24:** Talquin Electric Cooperative and the City of Tallahassee both offer tree removal on private property at no cost to the property owner if, based on a professional assessment, a determination is made that the tree causes a threat to the utility's power lines. Both utilities provide replacement trees to the property owner free of charge.

Recommendation 24.1: Work with Talquin Electric and City Utilities to further promote tree removal and replacement programs through the annual Disaster Survival Guide and other methods.

**Finding #25:** Additional opportunities exist to assess our community's overall disaster vulnerability and resilience.

Recommendation 25.1: Direct staff to prepare a future agenda item for the consideration of partnering with the City of Tallahassee in engaging a disaster planning professional to evaluate the community's overall vulnerabilities, resiliency, and community expectations.

**Finding #26:** The timely issuance of state of emergency declarations was beneficial and provided the support needed to conduct important emergency response and recovery activities such as debris removal operations and the waiver of building permit fees for citizens.

**Finding #27:** Despite the extended activation period, the EOC did not experience any shortages of County staff during the Hurricane Hermine operations, due in part to a modification to the County's Personnel Policy that maximizes staffing levels by designating County employees as "EOC Essential" during a Declared State of Local Emergency. This was a lesson learned from Tropical Storm Fay in 2008.

**Finding #28:** During its first test since the construction of the new Public Safety Complex, the EOC facilitated an unprecedented level of interagency coordination.

**Finding #29:** Establishing sandbag sites the day prior to Hurricane Hermine was beneficial and many citizens took advantage of this opportunity.

**Finding #30:** 65% of the City's electric customers and 77% of Talquin's electric customers lost power, reflecting the severity of Hurricane Hermine.

## Hurricane Hermine After-Action Report

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**Finding #31:** Closer coordination with state, university, and school partners regarding the timing of announcements related to closures and reopenings would help citizens to plan for returning to school and work.

Recommendation 31.1: Work with Leon County Schools, higher education institutions, and state agencies to coordinate the timing of announcements related to facility closures and reopenings.

**Finding #32:** Closer coordination with the EOC would have benefitted Leon County Schools with regard to debris removal needs for roads, sidewalks, and bus stops prior to reopening schools.

Recommendation 32.1: In coordination with Leon County Schools, amend the County's Debris Management Plan to reflect needs for road, sidewalk, and bus stop clearance prior to reopening schools following a disaster. Coordinate with the City to similarly amend its debris management plan.

**Finding #33:** The Leon County EOC performed exceptionally well during its first significant test. The EOC facilitated the close coordination of a massive amount of information and resources and was a primary factor contributing to the success of response and recovery operations.

**Finding #34:** During Hurricane Hermine, electrical service to the Public Safety Complex was disrupted and the facility relied on generator power for 25 hours. The Public Safety Complex experienced no disruption of facilities or equipment during the incident.

**Finding #35:** There were multiple instances of communications outside of the established protocols during Hurricane Hermine that provided contradictory information and led to unnecessary delays. County staff agrees with DSI's assessment that the County should work with the Florida Division of Emergency Management on the use of the SMAA and the submission of requests for assistance through EM Constellation.

Recommendation 35.1: Review the pre-landfall requests with the State EOC and FDOT representatives to identify the state resources available to the community prior to an anticipated emergency.

Recommendation 35.2: Review the mission status terms in the EM Constellation Standard Operating Procedures with FDEM and remedy the reasons for labeling denied mission requests as "complete."

**Finding #36:** The state's communication and responses through EM Constellation regarding pre-landfall mission requests were inconsistent and not in accordance with FDEM's EM Constellation Standard Operating Procedures. County staff agrees with DSI's assessment that the County should work with the Florida Division of Emergency Management on the use of the SMAA and the submission of requests for assistance through EM Constellation.

**Finding #37:** The vastly improved GIS system provided important support during Hurricane Hermine, including mapping the locations of emergency shelters, Points of Distribution, and comfort stations; as well as assisting with the damage assessment process following the storm.

**Finding #38:** The continued utilization of the joint Public Information function provided for consistent information and messaging through official County and City websites.

**Finding #39:** As provided in the CEMP, Public Information staff in the EOC worked closely with local media partners throughout the incident to keep the media informed about the status and progress of response efforts.

## Hurricane Hermine After-Action Report

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**Finding #40:** Three press conferences were hosted during the incident involving County and City elected and appointed officials, providing consistent and unified information to the public and media partners.

Recommendation 40.1: Amend the CEMP to reflect hosting a press conference prior to the landfall of any hurricane or tropical storm anticipated to affect Leon County to provide transparent and timely communications about both policy and tactics.

**Finding #41:** Partner agencies have responsibilities to their constituencies and customers, which may represent geographic areas beyond Leon County, and conflict with efforts to provide unified, clear, and consistent information.

**Finding #42:** City Electric and Talquin independently issued public information, advisories, and social media posts during the incident, which in some instances may not have been coordinated or consistent with official communications from the EOC.

Recommendation 42.1: Ensure that all public information and communication efforts among response agencies are coordinated through the Joint Information Center in the EOC.

**Finding #43:** Social media is a valuable tool for quickly alerting the public to sudden or rapidly developing emergency situations but must be closely monitored for inaccurate information posted and shared by other parties.

Recommendation 43.1: All social media communications by government officials during emergencies should be consistent with, informed by, and refer back to the Emergency Information Portal.

**Finding #44:** Social media has the ability to fill in the gap in communication during a disaster when wired communications or electricity fails by directly reaching residents.

**Finding #45:** Many citizens relied on mobile devices for emergency communications during Hurricane Hermine and opportunities continue to be identified to strengthen the County's ability to communicate with the public via mobile devices.

Recommendation 45.1: Evaluate opportunities to reconfigure existing mobile apps or implement a new mobile app for emergency management, preparedness, and disaster communications.

Recommendation 45.2: Work with FDEM to leverage the use of AlertFlorida upon implementation by the State to provide mass notification in the event of future emergencies.

**Finding #46:** Additional opportunities exist for the County to enhance its radio presence during emergencies.

Recommendation 46.1: Work with local radio partners to increase awareness of the availability of emergency public information.

Recommendation 46.2: Working with WFSU, evaluate opportunities for County and City Public Information Officers to provide live, on-air emergency information during future incidents.

Recommendation 46.3: Designate WFSU as the definitive resource for emergency and public safety information on the radio and identify the personnel needed at the EOC to report this information.

Recommendation 46.4: Re-examine and upgrade if necessary the existing telecommunications link with WFSU in the Public Safety Complex.

Recommendation 46.5: Working with the City of Tallahassee, evaluate including the WFSU facility on the list of critical circuits for power restoration.

## Hurricane Hermine After-Action Report

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Recommendation 46.6: Work with FSU to provide additional backup generator support to the WFSU broadcast facility.

Recommendation 46.7: Explore providing video production support (satellite uplink, etc.) for media partners in the Public Safety Complex to broadcast briefings and community updates.

**Finding #47:** County Commissioners were provided regular and comprehensive information on response and recovery efforts but additional information regarding opportunities for elected officials to participate as described above should be communicated with Commissioners as recovery efforts evolve.

Recommendation 47.1: Designate a dedicated Commission Liaison(s) during future large-scale emergency events to provide a coordinated two-way communication link with elected officials and entities involved in response and recovery operations.

**Finding #48:** Despite misinformation originating from the Governor's office, at no point during the Hurricane Hermine response and recovery efforts did Leon County refuse assistance from the State. The County made every effort to avail itself of the resources available from the State as well as community partners.

**Finding #49:** The City of Tallahassee was steadfast and consistent in its position throughout the recovery that City Utilities would accept help from any person or organization that could accelerate the speed at which they could safely restore power to citizens.

**Finding #50:** The Governor's communications relative to state and federal disaster declarations were effective and helped to secure resources needed to support response and recovery efforts.

**Finding #51:** During community listening sessions following Hurricane Hermine, several citizens indicated that they were unaware of 2-1-1 Big Bend and the services it provides.

Recommendation 51.1: Explore opportunities to enhance promotion and awareness of 2-1-1 Big Bend and its role during emergencies to reach more citizens and expand services to those in need.

**Finding #52:** Through coordination at the Leon County EOC, emergency shelters were opened in a timely fashion prior to Hurricane Hermine. 231 citizens and an additional 27 special needs clients and their caregivers utilized the shelters that were established.

Recommendation 52.1: Evaluate the capability of all emergency shelters to accommodate special needs shelterees in future updates to the CEMP.

**Finding #53:** During Hurricane Hermine, staff observed a need to update the special needs registry questionnaire and enhance outreach to prospective registrants.

Recommendation 53.1: Explore opportunities to further enhance outreach regarding the special needs registry and to refine the questionnaire.

**Finding #54:** Based on a lesson learned from Tropical Storm Fay in 2008, Leon County Animal Control now has additional resources available to assist with pet-accessible sheltering operations. However, the Leon County CEMP, Annex 17 – Animal Issues has not been updated since 2007 and does not reflect these additional resources.

Recommendation 54.1: Update the Leon County CEMP, Annex 17 – Animal Issues to reflect the availability of the mobile pet shelter and other resources that are available from community partners.

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**Finding #55:** The restoration of electrical service to area health care facilities was prioritized, as discussed in Section 4.9.2 of this report. Local health care facilities are required to have emergency plans that include procedures to transport residents, if necessary, due to the effects of extended power outages but chose to remain at their facilities. Administrators of health care facilities are primarily responsible for the implementation of their emergency plans, and assistance in implementing these plans is available from FDOH as specified in the Leon County CEMP.

Recommendation 55.1: Coordinate with the Florida Department of Health in Leon County to identify training opportunities and technical assistance for local health care facilities in the development and implementation of emergency facility plans.

**Finding #56:** Between calling special needs registrants, providing medical assistance at emergency shelters, and assisting with the assessment of health care facilities following Hurricane Hermine, Leon County EMS' role in support of the Florida Department of Health continues to expand during emergency activations.

**Finding #57:** Leon County EMS was able to meet service demands throughout Hurricane Hermine by pre-deploying ambulances in the field prior to the storm and utilizing a dynamic staffing model to accommodate an elevated level of demand.

**Finding #58:** There were no reports of significant increases in crime or looting in the aftermath of Hurricane Hermine.

**Finding #59:** Mission requests for law enforcement assistance issued through EM Constellation were implemented seamlessly.

**Finding #60:** Road clearing assistance provided by law enforcement officers in the field immediately following Hurricane Hermine was useful and allowed County and City Public Works crews to focus efforts on clearing larger trees and major roadways.

Recommendation 60.1: Update the Leon County CEMP, Annex 16 – Law Enforcement and Security to reflect the availability of law enforcement officers to assist with initial road clearing operations in addition to their primary law enforcement roles. In this update, ensure that these officers are provided with the proper safety equipment, bottled water, and any other supplies needed to safely execute these responsibilities.

Recommendation 60.2: Identify other County personnel who may be in the field during emergency response operations (e.g., Animal Control, Code Compliance, etc.) and ensure these personnel are provided with bottled water and critical emergency public information that they can share with citizens in the field, such as the location of comfort stations and Points of Distribution.

**Finding #61:** No missed calls or system outages occurred at the Consolidated Dispatch Agency during Hurricane Hermine.

**Finding #62:** Pre-deploying Public Works crews at strategic locations throughout the County allowed for a faster and more efficient utilization of resources and accelerated the pace of road clearing efforts following Hurricane Hermine.

**Finding #63:** County, City, and Talquin staff have discussed and acknowledged the need to deploy Road Clearing Task Force crews during future emergency events.

Recommendation 63.1: Update the Leon County CEMP to formalize Road Clearing Task Force crews consisting of Leon County Public Works, City of Tallahassee Electric, and Talquin Electric. Coordinate with the City to similarly update its emergency plans.

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**Finding #64:** Communications from the State EOC and Governor Scott regarding assistance with cut and toss operations were unclear and counterproductive to response and recovery efforts. Additionally, FDOT representatives should have contacted the Leon County EOC rather than City staff to communicate the availability of resources following the storm (more discussion is provided in Section 4.1.1 of this report and Recommendation #34.1).

**Finding #65:** While technical advancements have been made to detect and locate power outages since Hurricane Kate over 30 years ago, the physical task of repairing a line or replacing a pole remains a time-consuming process.

**Finding #66:** Following disasters involving extensive damage to electrical system infrastructure, repairs to major power transmission lines and substations are prioritized in order to expedite power restoration to the greatest number of customers.

**Finding #67:** City of Tallahassee Utilities and Talquin Electric followed industry guidelines in the restoration of electrical service following Hurricane Hermine – specifically, by restoring the critical transmission system first, followed by electrical substations, then the restoration of neighborhood-level circuits and sub-circuits.

**Finding #68:** Following a major disaster, it is difficult to accurately predict how long electrical service may be out. This presents significant challenges to public information efforts, as citizens generally want to know how long the restoration process will take in order to make accommodations for food, lodging, and other needs. During Hurricane Hermine, EOC staff reported that callers to the Citizen Information Line appreciated having information about the locations at which utility personnel were working. The City and Talquin made this information available beginning Tuesday, September 6.

Recommendation 68.1: Throughout an incident, work with City of Tallahassee Utilities and Talquin Electric to communicate the overall plan for utility restoration as well as general information regarding where utility crews are working to restore service each day.

**Finding #69:** Following an internal after action review, City of Tallahassee Electric is exploring ways to improve reporting of power outages through its online mapping application, incorporating public input received during community listening sessions.

**Finding #70:** The Leon County CEMP provides that the City of Tallahassee and Talquin Electric prioritize restoration of electrical power to vital community resources by coordinating with outside agencies and private entities as needed for the restoration of power. Both agencies maintain mutual aid agreements in order to repair or restore energy systems.

**Finding #71:** During community listening sessions following Hurricane Hermine, several citizens observed a need to enhance driver awareness during emergency events regarding inoperable traffic signals. Many drivers were unaware that inoperable traffic signals should be treated as a 4-way stop.

Recommendation 71.1: Include additional traffic safety information in pre- and post-disaster emergency communication efforts.

**Finding #72:** The Leon County CEMP, Annex 3 – Public Works and Engineering does not list Talquin Electric Cooperative as a support agency similar to the City of Tallahassee, although Talquin is listed elsewhere in the CEMP as an agency with primary responsibility for infrastructure restoration. The Recovery Annex of the CEMP and Annex 3 should be updated for consistency and to reflect the City of Tallahassee and Talquin Electric as the lead agencies for water and wastewater infrastructure restoration.

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Recommendation 72.1: Update the Recovery Annex of the Leon County CEMP and Annex 3 – Public Works and Engineering for consistency and to reflect the City of Tallahassee and Talquin Electric as the lead agencies for water and wastewater infrastructure restoration following a disaster.

**Finding #73:** Not all wastewater pump stations are equipped with backup generators. Generators would help in reducing the incidence of sanitary sewer overflows during disasters. The Board of County Commissioners has established a legislative priority for the 2017 Legislative Session to seek hazard mitigation funding for this purpose in partnership with the City.

Recommendation 73.1: Work with the City of Tallahassee to seek funding to install backup generators on pump stations.

**Finding #74:** The State of Florida has proposed an administrative rule prescribing certain reporting requirements for pollution events such as sanitary sewer overflows. County and City emergency plans should be updated to reflect the new reporting requirements.

Recommendation 74.1: Amend the CEMP to reflect new reporting requirements for pollution events as outlined in Proposed Rule 62-4.161.

**Finding #75:** The process for requesting mutual aid assistance for bottled water from the State EOC worked seamlessly. Bottled water was shipped immediately and delivered on time to the County staging area, allowing County personnel to quickly distribute the water to areas in need.

**Finding #76:** During Hurricane Hermine, representatives from the Salvation Army and American Red Cross observed a need to identify a list of predetermined sites throughout Leon County that may be suitable for food service. The Leon County CEMP does not identify these locations.

Recommendation 76.1: Amend the Leon County CEMP to provide for the identification of sites throughout the County that can serve as stationary food service locations.

**Finding #77:** The Board of County Commissioners has established a legislative priority for the 2017 Legislative Session to seek funding to improve the disaster resilience of community centers and other facilities in Leon County that could serve as Points of Distribution or comfort stations.

Recommendation 77.1: In support of the Board's 2017 State and Federal Legislative Priorities, seek funding to enhance the disaster resilience of facilities throughout the County that may serve logistical needs during emergency events.

**Finding #78:** During Hurricane Hermine, many residents needed a location to recharge mobile devices. The County, City, and private sector partners were able to meet this need by opening libraries and community centers and deploying mobile charging stations.

**Finding #79:** During community listening sessions following Hurricane Hermine, some citizens indicated that they were unaware of the availability of comfort stations despite efforts to promote them through a variety of communications avenues as described above. Citizens suggested creating greater awareness of comfort stations by deploying signage along major roadways.

Recommendation 79.1: Deploy variable message boards on major roads directing citizens to comfort stations during future emergencies.

Recommendation 79.2: Identify all Leon County Libraries as potential comfort stations for future emergencies.

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**Finding #80:** The joint decision made by the County and City to waive permit fees for storm-related repairs was effective and allowed citizens to immediately make emergency home repairs while permit offices were closed.

Recommendation 80.1: Amend the Leon County CEMP to include the emergency waiver of building permit fees for disaster-related repairs.

**Finding #81:** Leon County Public Works and the County's debris removal contractors ultimately collected over 200,000 cubic yards of debris associated with Hurricane Hermine.

**Finding #82:** Debris removal efforts were communicated by an automated call system and regularly updated maps posted on the EIP.

Recommendation 82.1: Although there were many communications efforts related to establishing debris removal expectations to the public, additional operational and communication improvements should be made to better identify the planned allocation of resources.

**Finding #83:** As demonstrated by the initial impact damage assessments accepted by FEMA, Hurricane Hermine caused extensive damage to residential homes across Leon County.

**Finding #84:** Initial Impact Damage assessment is a function traditionally facilitated by the American Red Cross. However, the County and City together deployed 40 personnel to assist with data collection during Hermine, and the Red Cross and LCEM provided just-in-time training on initial impact damage assessments. These teams were able to conduct a county-wide damage assessment in two days that successfully enabled Leon County to be eligible for FEMA Individual Assistance.

Recommendation 84.1: Evaluate opportunities for Leon County to assume the lead role in conducting damage assessments in the future and amend the CEMP as appropriate.

Recommendation 84.2: Identify and recruit personnel from County and City departments to staff initial impact damage assessment teams and provide training in the FEMA Damage Assessment criteria annually prior to hurricane season.

Recommendation 84.3: Implement updated technology that will allow for field data collection that integrates with GIS technology.

**Finding #85:** While the CEMP calls for the deployment of Community Recovery Centers (CRC) following a disaster, Leon County and the City of Tallahassee recognized the limited availability of trained volunteers across the region and decided to establish navigation teams to provide this service.

**Finding #86:** While Leon County and the City of Tallahassee recognized the need to establish navigation teams following Hurricane Hermine to meet the needs of affected citizens, the Leon County CEMP provides for the establishment of a Community Recovery Center (CRC) following a disaster. Staff observed an opportunity to continue to enhance this resource for future emergency events.

Recommendation 86.1: Direct staff to identify a community organization that can assist with navigating insurance claims as a member of COAD and as a participant at Community Recovery Center following a disaster. Amend COAD governing documents and the Leon County CEMP as appropriate.

Recommendation 86.2: Pre-identify suitable sites that can serve as Community Recovery Centers, as well as logistical support needs and site layouts. Assign sworn law enforcement officers to direct facility security operations.

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**Finding #87:** The utilization of an experienced consultant is vital to navigate the FEMA application and reimbursement process for expenses incurred as a result of Hurricane Hermine.

Recommendation 87.1: Retain a consultant on an ongoing basis to assist with navigating the FEMA reimbursement process, similar to the County's contracts for emergency debris removal.

**Finding #88:** Storm-related damage identified during County and City staff-led initial impact damage assessments and verified by FEMA's Joint Preliminary Damage Assessment Team supported the federal authorization of the Individual Household Assistance program in Leon County.

**Finding #89:** State Emergency Support Function #18 gathers and provides information regarding the status of businesses that are open following a disaster. Public Information efforts immediately following Hurricane Hermine could have incorporated some of this information to assist citizens in locating stores that could provide disaster relief supplies.

**Finding #90:** Hospital cafeterias were the restaurant of "choice" as some of the few venues serving cooked meals immediately following Hermine.

**Finding #91:** State Emergency Support Function #12 is charged with gathering and providing information regarding fuel supplies and the status of gas stations that are open following a disaster. The State EOC did not have readily available information regarding the status of gas stations in Leon County and whether they had backup power for their fuel pumps.

Recommendation 91.1: Given the authority provided in Florida Statutes, Leon County Emergency Management should collect and maintain information on gas stations that have backup power supplied to their fuel pumps.

**Finding #92:** The Leon County CEMP is silent regarding the role of Tourism Development staff during emergencies. Staff observed an opportunity to assign Tourism Development staff to the EOC to staff the Hotel Hotline.

Recommendation 92.1: Update the Leon County CEMP to reflect Tourism Development staff's role in coordinating hotel availability during emergencies including the Hotel Hotline.

Recommendation 92.2: Transfer the Hotel Hotline to a desk at the EOC after hours and during closures to be staffed by Tourism Development and volunteers.

**Finding #93:** While many hotels throughout the County lost power during Hurricane Hermine, many were able to remain operational as a result of advance planning – either by installing backup generators or by making arrangements in advance to rent backup generators.

Recommendation 93.1: Work with local hoteliers to raise awareness regarding the need for local hotels to remain operational during emergency events and provide technical assistance as appropriate.

**Finding #94:** Many mutual aid agencies arrived in Leon County with hotel arrangements already in place in accordance with standing agreements they have with national hotel chains. This is an industry best practice and should be reflected in all County and City mutual aid agreements.

Recommendation 94.1: Review the County's existing mutual aid agreements and ensure that all existing and future agreements provide for agencies to have agreements in place to guarantee hotel accommodations upon arrival.

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**Finding #95:** Although the CEMP provides for conference calls to be initiated when Apalachee Bay falls within the 5-day error cone, LCEM initiated conference calls on August 30 (two days before landfall). However, Hermine was still only a tropical depression at the time.

Recommendation 95.1: Amend the CEMP to provide for conference calls to begin when the state of Florida (rather than Apalachee Bay) falls within the 5-day error cone.

**Finding #96:** Utilizing a web-based conference call platform would allow for participating agencies to utilize graphics and images to help build a common operating picture among all organizations engaged in emergency response activities.

Recommendation 96.1: Upgrade to a web-based conference call platform.

**Finding #97:** During Hurricane Hermine, staff observed an opportunity to enhance the flexibility of the EOC layout by configuring each EOC computer to allow any County or City employee to access their network.

Recommendation 97.1: Configure EOC workstation computers to allow both County and City staff to access their networks.

**Finding #98:** During Hurricane Hermine, staff observed a potential opportunity to streamline response efforts by improving the work order management system utilized during emergencies.

Recommendation 98.1: Convene a task force to evaluate the requirements of interfacing to various work order management systems during emergency events.

**Finding #99:** Public Information staff must balance the need to keep the media informed about the progress of response activities while also addressing other areas of their responsibility, such as responding to citizen inquiries. This topic is addressed in the CEMP but should be refined.

Recommendation 99.1: Clarify the CEMP to provide for the EOC Public Information Officer and the LCEM Director to establish a schedule for media briefings at the beginning of any extended incident and communicate this schedule with media partners.

**Finding #100:** Media partners visiting the EOC requested to observe the activities of response personnel working in the EOC.

Recommendation 100.1: To minimize disruptions to emergency response personnel and to maintain the security of the EOC, explore providing a video-only live feed of the EOC in the Media Room for visiting media partners to use.

**Finding #101:** Many individuals served at the EOC throughout the duration of the activation. Additional training could enhance depth among the EOC support team, allowing the rotation of staff during an emergency activation. This would limit the burden on departments and agencies contributing staff to the EOC.

Recommendation 101.1: Continue to provide training for staff from all participating agencies and include them in training and exercise plans.

**Finding #102:** Incident Action Plans were not distributed to all staff in the EOC.

Recommendation 102.1: Ensure the consistent distribution of Incident Action Plans to EOC staff during each operational period.

**Finding #103:** Citizen Information Line staff and volunteers could benefit from more frequent situation reports from Public Information Staff in the EOC.

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Recommendation 103.1: Amend the CEMP to designate Leon County Community and Media Relations as the lead entity responsible for providing situation reports to CIL staff.

**Finding #104:** During Hurricane Hermine, 2-1-1 Big Bend lost power to its main facility, requiring the agency to relocate to the Public Safety Complex.

Recommendation 104.1: Amend the Tallahassee-Leon County Local Mitigation Strategy to designate the 2-1-1 Big Bend facility as a critical facility and assist in seeking funding to install a backup generator.

**Finding #105:** Future shelter operations should include a plan for registered sex offenders. Though no conflicts occurred during Hurricane Hermine, registered sex offenders require a separate shelter or must be segregated from the main shelter population.

Recommendation 105.1: Work with the Leon County Sheriff's Office to resolve issues relative to registered sex offenders and emergency shelter operations.

**Finding #106:** Staff from the Leon County Office of Intervention and Detention Alternatives (OIDA) observed a need to ensure that monitoring devices for clients with court-ordered GPS monitoring can operate continually in the event of extended power outages. Batteries on GPS monitoring devices must be charged daily, so in the event of an extended power outage, clients need to have a designated place to recharge their device's battery.

Recommendation 106.1: Designate a location where OIDA clients can charge their GPS monitoring device battery during emergency events and update internal procedures to be able to communicate this location with clients.

**Finding #107:** Staff observed a need during Hurricane Hermine to improve the process for gathering information from citizen reports made through the Consolidated Dispatch Agency, the Citizen Information Line, and 2-1-1 Big Bend on road conditions and storm-related damage in order to best facilitate response and recovery efforts.

Recommendation 107.1: Identify ways to collect additional details about downed trees, such as the diameter of the tree and whether it involves a power line, when receiving reports from the public.

**Finding #108:** The layout of some temporary debris staging areas was restrictive and did not allow for easy access for equipment and staging of debris.

Recommendation 108.1: Re-evaluate and identify debris staging areas throughout Leon County, ensuring that these sites are configured such that they can accommodate sufficient volume of debris and equipment.

**Finding #109:** Staff observed an opportunity to further enhance the County's ability to assist citizens following a disaster through navigation teams and/or Community Resource Centers.

Recommendation 109.1: Identify a community organization that can assist with navigating insurance claims as a member of the Community Organizations Active in Disaster (COAD) and as a participant at a Community Recovery Center or as part of a navigation team following a disaster. Amend COAD governing documents and the Leon County CEMP as appropriate.

Recommendation 109.2: Pre-identify suitable sites that can serve as Community Recovery Centers, as well as logistical support needs and site layouts. Assign sworn law enforcement officers to direct facility security operations.

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**Finding #110:** Closer coordination with debris removal and monitoring contractors is needed to ensure that sufficient trucks, equipment, and staffing will be available to fully support future debris operations.

Recommendation 110.1: Coordinate with debris removal contractors during pre-hurricane season kickoff meetings to identify equipment that will be needed to remove debris from private roads that are in poor condition.

Recommendation 110.2: Re-evaluate the terms of debris removal and monitoring contracts to ensure that contractors' resources and personnel will be available to meet local needs.

Recommendation 110.3: During pre-hurricane season kickoff meetings each year, verify the debris monitoring contractor's proposed command center location to ensure adequate space is available to properly conduct monitoring operations.

Recommendation 110.4: Conduct a tabletop exercise with debris removal and monitoring contractors during pre-hurricane season kickoff meetings.

Recommendation 110.5: Designate a staff member to act as a project manager to oversee debris monitors and haulers.

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### 1.0 Introduction

#### 1.1 Background

During the early morning of September 2, 2016, Hurricane Hermine struck the coast of Florida just east of St. Marks on a path leading directly through Leon County. Hermine was the first hurricane to make landfall in Florida since Hurricane Wilma in 2005 and was the first hurricane to directly hit Apalachee Bay since Hurricane Alma in 1966. Hurricane Hermine made landfall as a Category 1 storm with sustained winds of up to 80 mph in coastal areas and wind gusts of over 60 mph and sustained tropical storm force winds lasting for a prolonged period of approximately six hours in Leon County. While initial forecasts for Hermine indicated the possibility of extremely heavy rainfall and significant storm surge, Leon County received only approximately 5" of rain associated with Hurricane Hermine. High winds from the storm caused hundreds of downed trees that blocked roadways, destroyed electrical infrastructure systems, and damaged hundreds of homes throughout Leon County. The storm caused widespread power outages affecting thousands of City of Tallahassee and Talquin Electric Cooperative customers. Nearly 100,000 electric customers lost power immediately following Hurricane Hermine, many of whom experienced extended outages for a period of several days following the storm.

Leon County Emergency Management (LCEM) staff closely monitored Hurricane Hermine for 18 days as it approached Florida. Consistent with the provisions of the Leon County Comprehensive Emergency Management Plan (CEMP), LCEM began in the days prior to Hermine's landfall to make preparations for the storm, coordinate the activities of participating response agencies, and implement protective measures to safeguard the health and welfare of Leon County citizens. LCEM began conducting conference calls to coordinate information and response efforts with partner agencies on Tuesday, August 30 while Hermine was still classified as a tropical depression. LCEM activated the Leon County Emergency Operations Center (EOC) partially on August 31 and fully on September 1, 2016. In accordance with Florida Statutes and the County's CEMP, the Chairman of the Leon County Board of County Commissioners declared a Local State of Emergency on September 1, which allowed the County to take emergency measures to protect citizens in the conduct of short-term response and recovery efforts. Leon County worked with its partner agencies to establish emergency shelters, including special needs shelters and pet-accessible shelters, to ensure citizens' safety during the height of the storm; activate agreements for mutual aid assistance; and pre-deploy Public Works crews and first responders throughout the County to begin response efforts as quickly as possible following the storm.

Immediately after Hurricane Hermine had passed, Leon County Government and its partner agencies continued the systematic implementation of emergency plans and protocols in the conduct of short-term response activities. First response agencies such as Leon County EMS, the Leon County Sheriff's Office, and the Tallahassee Police and Fire Departments responded to calls for service immediately to address citizens' critical health and life safety issues. Public Works crews dispatched from their strategic pre-deployment locations to clear roads and sidewalks of storm debris. Electric crews for the City of Tallahassee and Talquin Electric, with the assistance of hundreds of mutual aid personnel from other agencies, began the process of repairing the power grid and restoring electrical service to citizens. Public information staff worked around the clock in the EOC disseminating critical emergency information to keep citizens informed on the status and progress of the overall response.

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As the focus shifted from response to long-term recovery efforts, Leon County and partner agencies began the work of restoring the community to a normal state. For citizens experiencing extended power outages, County and City staff worked with community partners to distribute emergency food, bottled water, and hygiene supplies and established comfort stations for citizens to cool off and charge their mobile devices while crews worked to restore power. In following the Debris Management Plan, Leon County and the City of Tallahassee activated third-party debris removal contractors to haul storm debris from every road throughout the County. Public Works and Solid Waste crews staged, processed, and disposed of the debris. The County, City, and Red Cross teams canvassed the community and conducted initial damage assessments to support a potential request for federal assistance. The County and City jointly established navigator teams to help citizens get needed information about processing insurance claims and applying for disaster assistance. To further help citizens make storm-related repairs to their homes as quickly as possible, the County and City waived building permit and growth management fees and delayed inspection requirements for work performed by a licensed contractor.

Throughout Hurricane Hermine, staff provided the Board with comprehensive updates during each phase of the event, including twice-daily emails on the status and progress of emergency response and recovery efforts, a special meeting of the Board on September 6, and a status report agenda item presented to the Board at its regular meeting on September 13.

After any emergency event, an After-Action Report is compiled to assess the plans, preparations, response, and recovery efforts associated with the emergency activation for Hurricane Hermine. This After-Action Report highlights the strengths of these efforts and identifies recommendations to further enhancement to strengthen the County's emergency management program in anticipation of future emergency incidents.

### 1.2 Report Methodology

Leon County Emergency Management (LCEM) and Leon County Administration conducted a thorough evaluation of the specific actions taken during the activation of the Emergency Operations Center for Hurricane Hermine. This review examines the actions taken by LCEM and partner agencies for consistency with the County's CEMP, Debris Management Plan, and the National Incident Management System, all of which prescribe the basic strategies, objectives, operational goals, and actions to be taken throughout the various phases of emergency events including a hurricane. Understanding that each emergency poses a unique set of challenges, the After-Action Report is designed to identify how these plans, processes, and protocols were successfully applied during Hermine as well as any unanticipated deficiencies encountered by emergency managers that require specific improvement or action. Given the uncertainty and infrequency of disasters for emergency managers to validate their response strategies, FEMA encourages the compilation of after action reports within 120 days of the event to reflect upon operational effectiveness and implementation of needed system improvements for future emergencies.

To assist with the evaluation of specific actions associated with the emergency activation for Hurricane Hermine, from emergency planning and training to response and recovery efforts at the operational level, the County Administrator engaged a credentialed emergency management and homeland security services consulting firm headquartered in Leon County to ensure that industry best practices are acknowledged and achieved in future response efforts. Disaster, Strategies & Ideas Group LLC (DSI) works with federal, state,

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regional, and local government agencies to develop and review a wide array of preparedness plans. DSI's team of professionals furnished independent, specialized, and unfettered consulting advice for this report through their collective experience and expertise. Guided by the former Director of Emergency Management for both the State of Florida and North Carolina, the leadership team at DSI includes expert planners; training and exercise professionals; preparedness, response and recovery experts; auditors; public assistance consultants; individual assistance professionals; mitigation program managers; and, information technology experts. DSI's guidance and recommendations are incorporated throughout this the After-Action Report.

As with any post-incident report of this significance, the County's After-Action Report is reflective of the collaboration and input of partner agencies to fully document the successful response strategies and potential remedies to encountered problems. Over a period of several weeks following Hurricane Hermine, staff followed FEMA's guidance on post-incident reports for identifying operational lessons learned by conducting a thorough review of state and local emergency management documents, procedural manuals, and analyzing feedback collected on the preparedness, response, and recovery efforts of Leon County and partner agencies. For this report, staff gathered input from emergency response professionals, participants, front line personnel activated during the incident, an independent citizen task force, members of the community through town hall listening sessions, and other community partners in the preparation of this report.

In collaboration with the City of Tallahassee and the Leon County Sheriff's Office, five community listening sessions were held throughout the County and seven staff debriefing meetings were conducted with key personnel from County and City departments to elicit feedback on the hurricane response and recovery efforts. Over the course of a month, County and City staff actively participated in the Citizens for Responsible Spending Post-Hurricane Recovery Best Practices Task Force meetings as an information resource leading up to its recommendations to improve community preparedness and response to hurricanes. Staff also reviewed area media coverage, video content, and social media posts associated with Hurricane Hermine in an effort to gauge public perceptions and identify the root information sources (TV news, radio, blog, etc.).

Upon analyzing the information collected and following up with key department personnel for further input, staff compiled an assessment of the County's emergency activation and response tactics to identify strengths, weaknesses, and specific recommendations for continued improvement. After conducting interviews with emergency managers and reviewing this report with County Administration, DSI provided insights and recommendations based on their professional expertise across the emergency management spectrum. It is important to note while the EOC serves as a central command and control facility for the effective coordination of disaster management functions, and pre- and post-storm operational decisions are determined by the LCEM Director, each partner agency maintains direct control of its field assets in order to make the tactical decisions necessary toward the fulfillment of incident management objectives. With DSI's command of emergency management responsibilities and response techniques, the findings and recommendations identified herein include well-executed response activities, opportunities to strengthen practices and protocols, and areas identified to improve future emergency operations based on the actions taken by LCEM, County departments, and other partner agencies activated in the EOC.

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### 1.3 Organization of the Report

This After-Action Report provides an extensive summary of Leon County's emergency operations prior to, during, and immediately following Hurricane Hermine. The report presents a series of specific findings and recommendations designed to highlight best practices that can be utilized during future emergency activations and to enhance Leon County's ability to protect life and property in the event of future large-scale emergencies. Specific findings and recommendations for improvement, as well as successful response strategies, are clearly identified throughout this assessment and summarized in the conclusion of the report (Section 6). In many cases, the findings and recommendations in this report are applicable beyond hurricane events and will enhance Leon County's overall preparedness to respond to various emergency incidents.

The After-Action Report was developed and structured based on FEMA's guidance for compiling post-incident reports for identifying lessons learned. The report is organized as follows:

- **Section 1: Introduction**  
Provides background information about the plans, preparedness, response, and recovery efforts of Leon County and partner agencies during Hurricane Hermine; outlines the methodology and organization of this After-Action Report; and describes the structure of the emergency management function in Leon County.
- **Section 2: Planning, Training, and Community Preparedness Efforts**  
Details efforts taken by Leon County and community partners related to planning, training, mitigation efforts, and community preparedness initiatives.
- **Section 3: Overview of Hurricane Hermine and its Impacts**  
Describes Hurricane Hermine's development, path, and storm-related impacts to infrastructure systems and private property.
- **Section 4: Hurricane Hermine Preparedness, Response and Recovery**  
Provides summaries, assessments, findings, and recommendations on the emergency activation efforts including preparations immediately prior to the storm; actions and strategies undertaken to address the impacts (downed trees, road blockages, electrical outages, food and water distribution, comfort stations, etc.); and the long-term recovery efforts (debris removal, damage assessments, FEMA assistance and reimbursement, etc.)
- **Section 5: Additional Opportunities and Recommendations**  
Provides a compilation of additional observations, generally more technical and/or operational in nature, identified as a result of Hurricane Hermine along with recommendations for staff to address internally.
- **Section 6: Conclusion**  
Provides a conclusion of the After-Action Report including a list of the findings and recommendations identified in this assessment to improve future emergency operations.
- **Section 7: Appendices**  
Following the conclusion of the report, several appendices are included containing plans, documents, and other materials referenced throughout this report.

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### 1.4 Citizen Engagement and Community Feedback

On September 7, 2016, Chairman Proctor, Mayor Gillum, and Sheriff Wood held a public meeting to discuss the ongoing response and recovery efforts related to Hurricane Hermine. In addition to each party supporting continued cooperation and coordination of efforts, the Chairman and Mayor expressed the need to host a series of jointly conducted community listening sessions throughout the City and unincorporated area of the County. The need to pinpoint the continually evolving needs of the community, along with the appropriate resources to address those needs, required engaging citizens directly so that County, City, and Sheriff's Office officials could hear first-hand about their evolving needs and to gain their fresh observations about how the hurricane impacted their homes, neighborhoods, and families.

The Sheriff, County Administrator, City Manager, LCEM Director, and other key emergency support staff attended each of the five community listening sessions to provide the most up to date information, gather feedback, and provide citizens the opportunity to direct questions or concerns to any of the participants. These five listening sessions engaged over 400 citizens at locations throughout the community in the weeks following Hurricane Hermine:

- Monday, Sept. 19 – Bethel AME, 501 W Orange Ave.
- Wednesday, Sept. 21 – Woodville Community Center, 8000 Old Woodville Rd.
- Thursday, Sept. 22 – Eastside Branch Library, 1583 Pedrick Rd.
- Monday, Sept. 26 – Fire Station #4, 2899 W. Pensacola St.
- Tuesday, Sept. 27 – St. Peter's Anglican Church, 4784 Thomasville Rd.

The citizen engagement and community listening sessions provided important opportunities to discuss response and ongoing recovery efforts and to learn from citizens about how Leon County and partnering response agencies can best meet the needs of the community in future disaster events. Due to the nature of the storm and the feedback received from participants, there were several recurring themes identified through these listening sessions. Table 1 identifies several of the principal themes that emerged from the community listening sessions and the corresponding findings and sections of this report that provide a discussion of each theme. The rows highlighted in orange represent pre-storm planning and preparation activities.

**Table 1: Principal themes from the Hurricane Hermine community listening sessions**

Theme:	Related Finding(s) & Recommendation(s):	Report Section(s):
Hazard mitigation related to electrical infrastructure, such as tree maintenance and underground electric	Finding #24 Recommendation #24.1	2.4.4
Coordination and parity with the State and Leon County Schools regarding the announcement of office and school closures	Findings #31, #32 Recommendations #31.1, #32.1	3.6
Need for enhanced personal and neighborhood-level disaster preparedness	Findings #20, #21, #22, #23 Recommendation #22.1	2.4.1 2.4.2 2.4.3 2.4.5

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Planning, training, exercises, and preparedness among emergency management response agencies	Finding #18 Recommendations #18.1, #18.2	2.2
Timing and process of power restoration including the utilization of mutual aid assistance and visibility of response efforts	Findings #64, #65, #66, #67, #68, #69, #70 Recommendations #67.1, #69.1, #70.1	4.9.2
Methods and content of communications and emergency public information	Findings #37, #38, #39, #40, #41, #42, #43, #44, #45 Recommendations #39.1, #41.1, #42.1, #44.1, #44.2, #45.1, #45.2, #45.3, #45.4, #45.5, #45.6, #45.7	4.2 4.2.1 4.2.2 4.2.3 4.2.4 4.2.5
Availability of assistance for home repairs, tree removal, and social services	Findings #23, #50, #79, #84, #85 Recommendations #23.1, #50.1, #79.1, #85.1, #85.2	2.4.4 4.3 4.12 4.16
Timing and process of debris removal efforts	Findings #14, #15, #16, #80, #81 Recommendations #16.1, #81.1	2.1.4 4.14

In addition to community listening sessions, staff also participated in a series of meetings conducted by the Citizens for Responsible Spending Post-Hurricane Recovery Best Practices Task Force (CRS Task Force). This citizen group held several meetings following Hermine to discuss the community's preparedness and response, and to provide recommendations for continued improvement in the event of future hurricanes or severe storms. The Task Force issued its final report on October 24, 2016 which included 22 specific recommendations for the planning, response, and recovery phases of an emergency event (Appendix B). As part of its assessment of response and recovery efforts associated with Hurricane Hermine, the DSI Group also reviewed the CRS Task Force's report and recommended that the County factor its recommendations into its overall strategy for improvement. Table 2 identifies several of the principal themes and recommendations presented in CRS Task Force's report which shares many similarities to the feedback received through the community listening sessions.

**Table 2: Principal themes and recommendations of the CRS Post-Hurricane Recovery Best Practices Task Force**

Theme/Recommendation	Related Finding(s) & Recommendation(s)	Report Section(s)
Disaster response training should occur regularly and at least at the onset of the annual hurricane season	Finding #18 Recommendations #18.1, #18.2	2.2
Work with local media outlets to regularly educate and advise citizens on basic storm preparation	Findings #19, #20, #21, #22 Recommendation #21.1	2.4 2.4.1 2.4.2 2.4.3

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County and City should jointly study hazard mitigation issues related to electrical infrastructure and tree maintenance	Findings #23, #24 Recommendations #23.1, #24.1	2.1.2 2.4.4 2.4.5
In advance of a storm, staging areas and points of distribution should be established and communicated to the public.	Findings #37, #74, #75, #76, #77 Recommendations #75.1, #76.1	4.2.1 4.10
In advance of a storm, negotiate with FDOT for assistance in early removal of downed trees.	Findings #34, #35, #63 Recommendations #34.1, #34.2	4.1.1 4.9.1
Need for one trusted source of information to rely on for accurate and timely information. Must be careful not to share information that has not been approved and released by appropriate official.	Findings #37, #38, #39, #40, #41, #42, #45, #46 Recommendations #39.1, #41.1, #42.1, #45.1, #45.2, #45.3, #45.4, #45.5, #45.6, #45.7, #46.1	4.2 4.2.1 4.2.2 4.2.3 4.2.5 4.2.6
Emphasis on outgoing communications utilizing social media and mobile applications to keep the public informed of efforts including restoration priorities	Findings #42, #43, #44 Recommendations #42.1, #44.1, #44.2	4.2.3 4.2.4
Provide real-time information on the status of local businesses such as grocery stores, gas stations, and hotel vacancies.	Findings #88, #89, #90, #91 Recommendations #90.1, #91.1, #91.2	4.18 4.18.1 4.18.2 4.18.3

Although many of the themes and recommendations identified in Table 1 and Table 2 affirm emergency management practices that are currently in place, some recommendations identify areas for improvements that are contemplated throughout this After-Action Report. For quick reference, these tables list the corresponding findings, recommendations, and sections of the report to review additional information relating to each theme and/or recommendation.

**Finding #1: The community listening sessions held following Hurricane Hermine provided important opportunities to discuss response and ongoing recovery efforts and to learn from citizens about how Leon County Government and partnering response agencies can best meet the needs of the community during future disasters.**

Recommendation 1.1: Update the Leon County CEMP to provide for community listening sessions to be held following major emergency events, and encourage the City's joint participation in these sessions.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Administration*

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### 1.5 Structure of the Emergency Management Function in Leon County

Once Hurricane Hermine passed through the area leaving many residents without electricity, water, or clear passage to travel on the roadways, some residents were not aware of how, or whom, to report these issues. This confusion is understandable since there have been infrequent mass emergency events over the past 30 years dating back to Hurricane Kate. The general public was likely exposed to the preparation messages by multiple jurisdictions (State, County, City) just before the storm, followed by multiple response efforts shared on digital platforms relating to the restoration efforts (road clearing, utilities, comfort stations) by multiple jurisdictions. The CRS Task Force Report concurred that the chain of command and reporting structure at the EOC was unclear during the disaster. Aware of these concerns during the emergency Commission meeting on September 6, the Board directed the County Attorney's Office to prepare a memorandum regarding Leon County's emergency management powers and structure in a declared state of emergency (Appendix C).

LCEM is one of only ten county emergency management programs in Florida to report to the Sheriff's Office on a day-to-day basis but transfers to the Board during a local state of emergency. While frustrated residents may have been unsure who to contact or who could best address their concerns, this confusion over the chain of command and reporting structures did not permeate among the staffing ranks within the EOC due to the existing protocols in place. To eliminate confusion during a disaster, the County's CEMP explicitly recognizes the LCEM Director as the lead executive in command of emergency operations and responsible for coordination with partner agencies. As a result, the activation and response to Hurricane Hermine represented the greatest level of intergovernmental and partner agency coordination to date and fostered decisive decision-making in a collaborative environment. In the first extended activation of the new County EOC, 30 separate agencies were represented during the Hermine incident with typical shifts involving over 120 personnel. An additional 35 citizen volunteers (non-employees) supplemented these efforts by staffing the Citizen Information Line, discussed in further detail in Section 4.3 of this report.

This section of the report expounds on the emergency powers presented in the County Attorney's memorandum to provide clarity regarding the working roles and coordination between the State, County, and City during an emergency event. In addition, specific findings and recommendations are presented herein to enhance the operational effectiveness, coordination, perception relative to the structure of emergency management in Leon County.

#### 1.5.1 State of Florida

The Governor of Florida is responsible (statutorily and constitutionally) for meeting the needs of the state and its people in the event of emergencies and disasters. According to the State of Florida CEMP, the Governor may assume direct operational control over all or any part of the emergency management functions within the state once a state of emergency has been declared by executive order. The State CEMP calls for the State Coordinating Officer (SCO), generally the Director of the Florida Division of Emergency Management (FDEM), to be the authorized representative of the Governor charged with managing and coordinating state and local emergency response and recovery efforts.

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### 1.5.2 Interlocal Agreement with the Leon County Sheriff's Office

As previously stated, LCEM is a division of the Leon County Sheriff's Office based on an Interlocal Agreement approved by the Board of County Commissioners in 1999 that transferred the day-to-day oversight of LCEM to the Sheriff. Pursuant to Section 252.38, Florida Statutes, the director of each county emergency management agency in Florida is appointed by the Board of County Commissioners or the chief administrative officer of the county; however, the statute also allows for a county constitutional officer (or an employee of a constitutional officer) to be appointed as the county emergency management director. Under the Sheriff, LCEM operates year-round out of the Leon County Emergency Operations Center (EOC) located within the state-of-the-art Public Safety Complex.

At the time of the Interlocal Agreement with the Sheriff, there were several emergency functions physically collocated at the Leon County Sheriff's Office which supported the alignment of LCEM under the County Sheriff. These functions included the 911 dispatch system, the physical and hardened space housing LCEM, along with the electrical and information technology infrastructure to support these services in a time of emergency. Since that time, the Consolidated Dispatch Agency (CDA) was created as a standalone agency, which includes the Sheriff, and was placed in the new Public Safety Complex. The EOC, along with other intergovernmental public safety resources, have also relocated to the Public Safety Complex which is physically managed by the County.

The emergency management field is a confluence of planning and administrative responsibilities with an emphasis on year-round training activities and intergovernmental and partner coordination. Law enforcement, much like utility restoration or debris clearing and removal, is just one of many vital support functions in the event of a disaster. Emergency management also involves the coordination of public works, communications, information technology and geographic information systems, volunteer services, services provided by partner organizations, emergency shelters, and many other critical functions, insofar as the Board may wish to consider returning this function back to the County Commission year-round.

For the overwhelming majority of Florida counties (57 of 67), the day-to-day functions of emergency management are carried out as a department under a County Administrator and subject to the policies and procedures established by the Board of County Commissioners. Most of the remaining 10 counties are fiscally constrained and utilize their Sheriff's Office, including sworn law enforcement officers, due to limited resources. Should the Board wish to discontinue the existing LCEM reporting structure, the Interlocal Agreement with the Sheriff's Office requires a 60 day written notice of intent. Returning LCEM under the Board, reporting to the County Administrator, would more align the County's emergency management function with other Florida counties and help streamline year-round operational matters including staffing, training, and deployment opportunities.

**Finding #2: As evidenced through the community listening sessions and the CRS Task Force report, perceptions and confusion linger regarding the command structure and who is in charge during an emergency.**

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**Finding #3:** The confusion regarding the chain of command and reporting structures did not permeate within the EOC as the CEMP explicitly recognizes the LCEM Director as the lead executive in command of emergency operations and responsible for coordination with partner agencies.

**Finding #4:** Despite any public confusion, the emergency activation and response to Hurricane Hermine represented the greatest level of intergovernmental and partner agency coordination to date, fostering decisive decision-making in a collaborative environment.

**Finding #5:** The 911 Dispatch (CDA) and the Emergency Operations Center are no longer collocated with the Leon County Sheriff's Office out of necessity. They are now collocated in the Public Safety Complex, which is managed by the County, alongside other intergovernmental public safety resources.

Recommendation 5.1: Direct staff to prepare an agenda item to return the emergency management function on a year-round basis under the Board of County Commissioners, reporting to the County Administrator.

*Lead Agencies: Leon County Administration*

### 1.5.3 City of Tallahassee Incident Management Plan

Section 252.38, Florida Statutes authorizes and encourages municipalities to create municipal emergency management programs. Such programs shall be coordinated with the county emergency management agency and be consistent with a county's emergency plan. In the event that a municipality does not have an emergency management program, it shall be governed by the county emergency management agency. The City of Tallahassee has an Emergency Management Program and adopted a plan, as contemplated in Section 252.38(2), as an all-hazard emergency guide based on the National Incident Management System. While the City's plan is consistent with the County's CEMP, Rule 27P-6.010 of the Florida Administrative Code enables the County to periodically review the City's plan to determine compliance with the established statutory criteria and existing CEMPs. In recent years, LCEM has reviewed and provided informal feedback to the City on its Incident Management Plan. In its review of the County's CEMP and this After-Action Report, DSI recommended that the City's Incident Management Plan be included as an annex to the County's CEMP.

Leon County's CEMP calls for close intergovernmental coordination with the City given its role as a service provider and capacity to marshal resources, all of which were on display at the EOC during the Hermine activation. Like the County CEMP, the City's Incident Management Plan follows NIMS and the Incident Command System by defining the roles and responsibilities of City employees and related agencies during an emergency. It covers the sequence of events that should occur before, during, and after an emergency. Each City department is responsible for maintaining supplemental procedures based upon the City's Incident Management Plan. Consistent with the Leon County CEMP, the City Manager or his/her designee will mobilize City resources and personnel during an emergency to achieve overall incident management objectives identified by the County EOC.

To effectuate its incident management objectives, the City created an Emergency Preparedness Coordinator (EPC) position in 1995 to serve as the City's central point of contact for emergency management coordination and planning. The City's EPC is a full-

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time emergency management professional with relevant experience in both municipal and county government. The office of the EPC is located at Fire Station #3 on South Monroe Street, requiring coordination and planning between the City and LCEM to take place via telephone calls, emails, or meetings. During Hermine, the City's EPC served in the County EOC throughout the activation to assist LCEM with situational awareness regarding the deployment of City resources and to coordinate resource requests through the County.

In accordance with National Incident Management Systems (NIMS), as well as the State and County CEMPs, the City's EPC is required to coordinate its requests for state or federal assistance through LCEM during a declared state of emergency. This is referred to as centralized resource ordering and is the preferred method of resource management under NIMS because it creates a hierarchy for resource requests within government jurisdictions which serves as another recognition of LCEM's jurisdiction over the entire County during a disaster.

**Finding #6: Florida Statutes authorizes and encourages municipalities to create municipal emergency management programs which shall be coordinated with the county emergency management agency and be consistent with a county's emergency plan.**

**Finding #7: LCEM periodically reviews and provides feedback to the City on its Incident Management Plan.**

**Finding #8: To effectuate the City's incident management objectives, the City employs an Emergency Preparedness Coordinator to serve as the City's central point of contact for emergency management coordination and planning. The City's Emergency Preparedness Coordinator is required to submit requests for state and federal assistance through LCEM during a declared state of emergency.**

**Finding #9: Since the City maintains its own emergency management program, there is a need for ongoing coordination between the City's Emergency Preparedness staff and Leon County Emergency Management to ensure the greatest level of emergency management coordination and planning.**

Recommendation 9.1: The City's emergency management plan should be included as an annex to the County's CEMP.

*Lead Agencies: Leon County Emergency Management*

### 1.5.4 Role of the Leon County Emergency Operations Center

Hurricane Hermine was the first test for the new EOC since the construction of the Public Safety Complex, as it involved fully integrated County and City staff as well as other partner agency representatives in the EOC over multiple operational periods. This extended emergency activation required the prolonged cooperation of all of these entities and the systematic and timely execution of emergency plans, procedures, and protocols to meet the needs of the community during and after the storm. While this section of the After-Action Report provides discussion about the structure of the EOC, Section 4.1 provides much greater detail about how the EOC facilitated the massive coordination of information, personnel, supplies, equipment, and other resources required during Hurricane Hermine in the execution of established emergency plans and protocols.

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In anticipation of weather related emergencies, Leon County Administration works in conjunction with LCEM to monitor the severity of the threat and determine an appropriate course of action. Once a determination is made that there is an emergent threat, County Administration leads the efforts to secure the Chairperson's signature for a Declaration of a Local State of Emergency, coordinates resources across County departments, and directs the necessary personnel to the EOC. The LCEM Director ensures other critical organizations and agencies are prepared to activate and allocate staff resources to the EOC through the regular use of conference calls. A detailed discussion about preparations made in the EOC specifically during Hurricane Hermine is included in Section 3.3 of this report.

Upon activation, the Leon County EOC serves as a central command and control facility for the effective coordination of disaster management functions during an emergency. The core functions of the EOC are to collect, gather and analyze data; make decisions that protect life and property; maintain continuity of government operations; and communicate critical operational information with all concerned agencies and individuals. The LCEM Director generally makes pre- and post-storm operational decisions rather than directly controlling field assets. Based on the operational decisions made at the EOC, each participating agency makes the tactical decisions necessary to direct its field assets toward the fulfillment of incident management objectives. For example, the LCEM Director may determine the need to open a storm shelter but does not have the authority to compel Red Cross employees to open and staff the shelter nor require the Tallahassee Police Department to post officers on site. Fortunately, participating agencies work together to collectively resolve challenges and rely on the guidance offered by the respective emergency plans.

For the coordination of short-term and synchronized recovery activities, the LCEM Director serves as the recognized Coordinating Officer and point of contact for the community, participating local agencies, and the Florida Division of Emergency Management. Once the short-term recovery objectives have been met and long-term recovery begins, leadership transitions to the primary agency representatives (i.e. County Administration, City Administration, Talquin Electric Cooperative).

The next section of this After-Action Report details the year-round planning, training, and measures taken under the existing policies and protocols that govern emergency management in Leon County. The information provided in the overview of Hurricane Hermine offers a scope of the emergency event including the size, strength, and path of the storm is critical to the context in which decisions are made by the EOC and participating agencies in preparation for the storm. Those operational decision points, response activities, and recovery efforts are detailed in Section 4 of the After-Action Report.

**Finding #10: As the central command and control facility for the effective coordinating of disaster management, the County EOC fostered a collaborative environment for partner agencies focused on resolving challenges in the field.**

**Finding #11: At the local level, the process of activating and coordinating resources between the County, City, and partner agencies has worked well with few exceptions.**

## Section 2.0 Planning, Training, and Community Preparedness Efforts

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### 2.0 Planning, Training, and Community Preparedness Efforts

Leon County Emergency Management (LCEM) works year-round to plan, train, and prepare for emergency events. LCEM coordinates with a variety of Leon County departments, City of Tallahassee agencies, and outside organizations throughout the year to prepare vital resources in the event of an emergency. This section of the Hurricane Hermine After-Action Report includes an assessment of the various emergency plans and strategies in place to ensure the community's readiness to respond to disasters.

#### 2.1 Emergency Plans and Protocols

Leon County has adopted a variety of emergency plans and protocols that govern the activities of emergency response personnel following an incident. Together, these documents provide a strategic and consistent framework with regard to pre- and post-disaster actions to keep the community safe and well-informed during emergency events.

##### 2.1.1 Comprehensive Emergency Management Plan

Chapter 252, Florida Statutes requires all Florida counties to take precautionary steps to prepare for emergencies by developing an emergency management plan that is coordinated and consistent with the State of Florida Comprehensive Emergency Management Plan. The Leon County Comprehensive Emergency Management Plan (CEMP) was developed in accordance with Chapter 252. In its review of the County's CEMP, DSI found the CEMP to be consistent with FEMA Comprehensive Preparedness Guide 101, *Developing and Maintaining Emergency Operations Plans*. The CEMP is the guide by which Leon County prepares for, responds to, and recovers from emergency events including Hurricane Hermine. Each emergency event is unique and requires different types and degrees of response and recovery actions. Accordingly, the CEMP reflects an all-hazards approach that describes the basic strategies, assumptions, operational goals and objectives, and mechanisms by which the County will mobilize resources and conduct activities to guide and support emergency management efforts. The approach outlined in the CEMP applies to all phases of emergency management – preparedness, response, recovery, and mitigation. DSI reports that the County appropriately implemented Hermine operations consistent with the existing CEMP.

The Leon County CEMP follows the National Incident Management System (NIMS). On September 13, 2005, the Leon County Board of County Commissioners adopted NIMS as the standard for incident management in Leon County. Adoption of NIMS by state and local organizations is a condition for federal preparedness assistance through grants, contracts, and other activities. NIMS provides a consistent nationwide framework and approach to enable government at all levels, the private sector, and nongovernmental organizations to work together during emergencies, regardless of the incident's cause, size, location, or complexity. It provides a common system and vocabulary that facilitates communication among emergency management and response personnel within and across agencies and jurisdictions. Many personnel from Leon County, the City of Tallahassee, the Leon County Sheriff's Office, and partnering response agencies have received NIMS training, contributing to the efficiency and fluidity of operations within the Leon County EOC as described in Section 4.1 of this report.

The Leon County CEMP is divided into three sections (Basic Plan, Recovery Annex, and Mitigation Annex). The Basic Plan section contains preparedness and response elements

## Section 2.0 Planning, Training, and Community Preparedness Efforts

including general information about hazards in our community, geography, demographics, continuity of operations, responsibilities, financial management, and specific references to standard operating guides, supporting plans, and County and State authority to implement the CEMP. The Recovery Annex provides directions and steps the County must take to recover from an event by:

- Implementing damage assessment processes
- Opening disaster recovery centers to assist residents
- Managing debris
- Keeping citizens informed through community relations
- Identifying unmet needs, and
- Providing emergency housing for citizens

The Mitigation Annex contains the process for identifying mitigation projects, identifying sources of funding for projects, and providing mitigation education. This annex discusses the Tallahassee-Leon County Local Mitigation Strategy, discussed in further detail in Section 2.1.2 below. The Leon County CEMP is included for reference in Appendix D to this After-Action Report.

The latest revision to the CEMP was approved by the Florida Division of Emergency Management in 2012 and is required to be updated again before 2017. However, in order to best utilize the opportunity to incorporate lessons learned and best practices identified during Hurricane Hermine, LCEM has requested an extension from the Florida Division of Emergency Management (FDEM) in order to incorporate the feedback and recommendations contained in this After-Action Report. FDEM subsequently approved an extension until February 2017 to update the Leon County CEMP.

**Finding #12: In its review of the County's response and recovery operations associated with Hurricane Hermine, DSI interviewed staff, reviewed the County's CEMP, and found that the County appropriately implemented Hermine operations consistent with the existing CEMP.**

**Finding #13: The Leon County CEMP is due for an update in accordance with state requirements and as outlined in the CEMP. Hurricane Hermine was a valuable learning experience and provided several opportunities to continually enhance Leon County's emergency preparedness and ability to respond to and recover from disaster events. These opportunities are detailed throughout this report.**

Recommendation 13.1: Update the Leon County CEMP to incorporate the findings and recommendations identified in this report.

*Lead Agencies: Leon County Emergency Management*

### 2.1.2 Local Mitigation Strategy

Some of the damage caused by severe weather or other emergencies can be minimized or eliminated by mitigating the effects of these incidents to protect property and infrastructure. In the summer of 1998, the Florida Department of Community Affairs (DCA) provided funding to all Florida counties and municipalities to assist in preparing a comprehensive Local Mitigation Strategy (LMS) for each jurisdiction.

The Tallahassee-Leon County LMS was first adopted in the fall of 2000 by the Leon County Board of County Commissioners and the Tallahassee City Commission and has been updated every five years since its adoption. The LMS is a joint product of the

## Section 2.0 Planning, Training, and Community Preparedness Efforts

participating local governments and represents a comprehensive set of goals, initiatives, programs, and capital projects intended to reduce risks for the citizens of both unincorporated and incorporated areas of Leon County. The LMS does so by:

- Identifying hazards to which the County is vulnerable, such as hurricanes, tornadoes, floods, fires, and hazardous materials releases;
- Determining where the community is most vulnerable to these hazards;
- Assessing the facilities and structures that are most vulnerable to hazards;
- Preparing a prioritized list of mitigation projects to take advantage of available funding;
- Identifying funding sources for the mitigation projects; and
- Making hazard awareness and education a community goal.

Since its initial development, the LMS has been a critically important element of local planning efforts to reduce risk to Leon County citizens and their property from the effects of hazards. The LMS identifies specific strategies and initiatives to mitigate risks associated with disasters and emergency events. As an example, one initiative included in the LMS was the construction of a joint EOC. Efforts during Hurricane Hermine specifically were enhanced by the continued implementation and evolution of the LMS – for example, the LMS provides for the development of an emergency notification system for all hazards (discussed in Section 4.2.1 of this report), continuous identification of training opportunities for emergency responders (Section 2.2), and provision of community-based emergency shelters throughout the County (Section 4.4), among many other mitigation initiatives.

### 2.1.3 Post-Disaster Redevelopment Plan and Disaster Housing Strategy

Leon County, in collaboration with the City of Tallahassee, developed the Leon County Post-Disaster Redevelopment Plan (PDRP) in 2012 to provide a framework to guide decisions for intermediate and long-term recovery and mitigation after a major disaster. The PDRP is coordinated with the Leon County Comprehensive Emergency Management Plan, the Tallahassee-Leon County Mitigation Strategy, and other relevant planning documents.

The Leon County Disaster Housing Strategy was developed in 2012 as part of the Post-Disaster Redevelopment Plan process. This document identifies roles and responsibilities of local government for interim housing as needed after a disaster and describes the roles of state and federal government for long-term housing assistance. This strategy details a framework for providing safe, sanitary, functional and accessible temporary housing options for displaced residents in order to expedite long-term community recovery.

The scope of the PDRP and Disaster Housing Strategy is primarily concerned with incidents involving extensive long-term redevelopment efforts. During Hurricane Hermine, all short- and long-term community recovery needs were met through the implementation of the CEMP. As such, it was determined that there was no need during Hurricane Hermine to activate the PDRP and Disaster Housing Strategy. Notwithstanding this, these plans should be updated to incorporate lessons learned during Hermine.

**Finding #14: The PDRP, developed in 2012, is updated on a five-year schedule and should be updated following any disaster event. The PDRP and the Disaster Housing Strategy should be updated to incorporate lessons learned from Hermine.**

## Section 2.0 Planning, Training, and Community Preparedness Efforts

Recommendation 14.1: Engage the Apalachee Regional Planning Council to initiate a comprehensive update of the PDRP and Disaster Housing Strategy, as appropriate, incorporating lessons learned from Hurricane Hermine.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Tallahassee-Leon County Planning Department*

### 2.1.4 Debris Management Plan

Leon County maintains a Debris Management Plan that prescribes actions to be taken toward restoring public services and ensuring public health and safety following a disaster. The plan was developed in 2008 from lessons learned during severe weather events including Bonnie/Charley (2004), Frances (2004), Ivan (2004), Jeanne (2004), Dennis (2005), and Fay (2008), and was most recently updated in 2013. Consistent with Leon County Ordinance No. 10-18 regarding the removal and management of disaster-generated debris, the plan provides for the prioritization of roads to be cleared to allow access to critical facilities immediately following a storm, activation of debris collection and monitoring contractors, establishment of debris management sites, removal of debris along private roads, and public information efforts. The Debris Management Plan was accepted by FEMA on February 7, 2014.

The clean up after Hermine required the activation of three of the eleven temporary debris management sites identified in the Debris Management Plan which prevented unnecessary delays in the recovery process. These temporary sites are strategically located in the east, southeast, and southwestern portions of the County. In addition, the need for a fourth temporary site in the northeast was identified to increase the collection efficiency by reducing the travel time for debris removal trucks. The County worked with the Phipps family to establish a temporary debris management site just off Orchard Pond Parkway.

FEMA encourages state and local governments to take a proactive approach to coordinating and managing debris removal operations as part of their overall emergency management plan. FEMA offers a cost sharing program for debris removal for federally declared disaster areas. FEMA contributes 75% while the state and local government must contribute 12.5% each.

The Sandy Recovery Improvement Act of 2013 authorized an Alternative Procedures Pilot Program for debris removal. This program provides for an increased federal cost share above the standard 75% based on an accelerated timeframe for debris removal. Additionally, the pilot program provides a one-time 2% increased cost-share incentive for counties that have a FEMA-accepted debris management plan with pre-qualified debris removal contractors in place before the start of the disaster. The 2% increase applies to debris removal operations performed within 90 days from the start of the incident period of a major disaster or emergency declaration. Since Leon County's Debris Management Plan was accepted by FEMA in 2014 with qualified contractors in place prior to Hurricane Hermine, the County is eligible to participate in the pilot program. Staff notified FEMA of the County's intent to participate in the Pilot Program on November 9, 2016. As a result, the federal cost share for Leon County's debris removal operations for Hermine will be as follows:

## Section 2.0 Planning, Training, and Community Preparedness Efforts

*Table 3: Federal cost share for debris removal under the Alternative Procedures Pilot Program, with additional 2% incentive due to the County's Debris Management Plan*

Timeframe (days from start of incident period)	Federal Cost Share
1-30	87%
31-90	82%
91-180	75%
181+	0% (unless FEMA approves a time extension)

As described in Section 4.14 of this report regarding debris removal operations following Hurricane Hermine, all debris removal operations were concluded within the initial 90 days following the storm.

**Finding #15:** As a result of the Debris Management Plan, the removal of debris along private roads was seamlessly integrated into the recovery plans. However, uncertainty remains regarding FEMA's willingness to fully reimburse the County for these roads.

**Finding #16:** In light of the three pre-approved temporary debris management sites as identified in the Debris Management Plan having already been inspected and approved by the Florida Department of Environmental Protection, the County was able to immediately accommodate the 200,000 cubic yards of debris gathered throughout the community.

**Finding #17:** The need for a temporary debris removal site in the northeast was identified following Hurricane Hermine in order to enhance the debris collection process.

Recommendation 17.1: Staff should explore establishing a permanent temporary debris removal site on the northeast side of town, and once identified, include this site in an updated Debris Management Plan.

*Lead Agencies: Leon County Public Works*

### 2.2 Training for Emergency Management Response Personnel

The training and qualification of emergency management response personnel is critical to the successful implementation of the National Incident Management System (NIMS), which is the adopted standard for incident management in Leon County, as described above. According to FEMA, NIMS training is required under Homeland Security Presidential Directive (HSPD-5) to receive federal funding, contracts, grants, training, and reimbursement of disaster recovery costs. Under the NIMS training program, personnel must attend training based on their response role and the degree of incident complexity those personnel will likely face. Although each personnel role in an emergency response has different position-specific training requirements, each responder generally is required to take a core group of between two and seven training courses.

Leon County staff across the entirety of the organization are thoroughly trained in their role as response personnel during emergencies. There is a continual need, common among all local governments, to identify and provide training opportunities for new staff members who join the organization. To meet this need, LCEM hosts a variety of training and exercise opportunities throughout the year, including workshops, seminars, mock EOC activation exercises, and drills. LCEM maintains a Multi-Year Training and Exercise Plan (MYTEP) that includes these activities.

## Section 2.0 Planning, Training, and Community Preparedness Efforts

The MYTEP serves as a roadmap to accomplishing emergency preparedness and training goals and enhancing community preparedness through a proposed schedule of training and exercises.

Following is a list of these training and exercise activities hosted by LCEM since the new Public Safety Complex was completed in 2013 (this list does not include the specialized training required of staff within individual County departments and other agencies):

*Table 4: Recent training, exercise, and coordination activities hosted by Leon County Emergency Management*

<b>Activity:</b>	<b>Date:</b>
Hosted a coordination meeting with Leon County Office of Information Technology and Federal Bureau of Investigation	3/12/2014
Training: G-775 EOC Operations and Management Course	3/20/2014
Training: G-775 EOC Operations and Management Course	4/3/2014
Hosted the National Weather Service-Tallahassee Office's Regional Emergency Management Hurricane Training Day	5/6/2014
EOC Operations Integration Planning Meeting with City of Tallahassee	6/10/2014
Emergency Operations Center Full Activation Exercise	6/26/2014
Citizen Information Line Operator Training	6/30/2014
Citizen Information Line Operator Training	7/8/2014
Ebola Outbreak Briefing	10/10/2014
Leon County Citizen Engagement Series EOC Exercise	11/13/2014
Citizen Information Line Operator Training	3/31/2015
Hosted the Big Bend Health Care Coalition Regional Hurricane Exercise	4/22/2015
Citizen Information Line Operator Training	4/29/2015
Training: MGT-412 Sports and Special Event Evacuation Training and Exercise	5/5/2015
Citizen Information Line Operator Training	5/7/2015
EOC Operations Orientation Meeting	6/3/2015
Training: MGT-318 Public Information in an All-Hazards Incident	6/16/2015
Training: MGT-404 Sports and Special Events Incident Management	7/21/2015
EOC Emergency Support Functions Hurricane Table Top Exercise	2/19/2016
Training: L-926 All-Hazards ICS Planning Section Chief	4/4/2016
Hosted USFA All Hazards Incident Management Team Course	4/11/2016
Leon County Citizen Engagement Series EOC Exercise	5/17/2016
Leon County Sheriff's Office Special Operations Division hurricane planning meeting	6/23/2016
Training: G-202 Debris Management	6/29/2016
Training: FL-604 Procurement Disaster Assistance	6/30/2016
Citizen Information Line Operator Training	7/15/2016
Hosted a Zika response coordination meeting with the Florida Department of Health	8/12/2016
Citizen Information Line Operator Training	9/3/2016

## Section 2.0 Planning, Training, and Community Preparedness Efforts

**Finding #18: Many Leon County staff have received both general and position-specific NIMS training. As a result of turnover that naturally occurs in the workforce, however, there is a continual need to identify and provide emergency management training opportunities for County staff.**

Recommendation 18.1: Working with Leon County Human Resources, continue to identify NIMS training needs for new and existing County staff and provide training opportunities to meet these needs.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Human Resources*

Recommendation 18.2: Staff concurs with DSI's recommendation to undergo a self-assessment of the County's emergency management program through the Emergency Management Accreditation Program.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Human Resources*

### 2.3 Leon County Reserve Policy

In response to the after-effects of Tropical Storm Fay in 2008, the Board approved the creation of the Catastrophe Reserve Fund (Policy No. 07-2, "Reserves," included in Appendix E to this report). The fund was created to allow access to emergency funds needed in case of a declared local state of emergency. Policy 07-2 requires the County to maintain unrestricted emergency reserves between 3% and 8% of the General Fund/Fine and Forfeiture Fund budget, and to maintain the Catastrophe Reserve at 2%. For FY 2015-16, the Catastrophe Reserve funding level was set at \$2.7 million.

The Catastrophe Reserve Fund allows cash flow for expenses related to the disaster. Funds can be used in support of staff overtime, equipment, contractual support (i.e. debris removal) and materials or supplies in the event of a natural disaster. In addition, funds may also be used to pay for solid waste, building permit, and growth management fees for eligible residents for the purpose of home restoration or reconstruction. During Hurricane Hermine, the Catastrophe Reserve Fund proved beneficial to recovery efforts, as it was a source of funding that allowed for the emergency waiver of building permit and growth management fees, as discussed in further detail in Section 4.12 of this report.

**Finding #19: Leon County's establishment of the Catastrophe Reserve Fund proved beneficial as protocols were established and funding was readily available to assist with local response and recovery efforts.**

Recommendation 19.1: Amend the Leon County CEMP to reflect Leon County's Catastrophe Reserve Fund and its allowable uses during emergency events.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Office of Financial Stewardship*

## Section 2.0 Planning, Training, and Community Preparedness Efforts

### 2.4 Community Preparedness

A universal challenge for emergency managers is that citizens systematically misjudge low-probability, high-impact events such as natural disasters. Because of this, it is inherently difficult to convince people to be prepared for an emergency; however, the value of personal preparedness cannot be overstated, and Leon County works throughout the year to help citizens to learn and become more prepared.

According to the U.S. Department of Homeland Security, individuals, families, and households play an important role in a community's overall emergency preparedness and response to disasters. By reducing hazards in and around homes through efforts such as raising utilities above flood level or securing unanchored objects against the threat of high winds, individuals reduce potential emergency response requirements. The Department of Homeland Security also encourages individuals, families, and households to prepare emergency supply kits and emergency plans so they can take care of themselves and their neighbors until assistance arrives.

Every community is exposed to some level of risk from hazards. Natural disasters cannot be avoided, but their potential effects can be effectively reduced through proper planning. Personal preparedness is the first and most effective intervention to reduce the impact of disasters. Leon County works throughout the year to provide opportunities for citizens to prepare for natural disasters. These opportunities are discussed in the following sections of this report.

#### 2.4.1 Disaster Survival Guide

Each year, Leon County partners with the Capital Area Chapter of the American Red Cross; the Apalachee Regional Planning Council; and Taylor, Jefferson, and Madison Counties to create an annual Disaster Survival Guide. The guide is presented each year at a major news conference at the beginning of hurricane season; in 2016, this press conference was held on June 1. The Disaster Survival Guide provides essential information, applicable on a regional basis, regarding natural disaster preparedness, evacuation tips, and extensive information about the impacts of hurricanes. The guide recommends that each household stock a two-week supply of food and water, based upon the timeframe for power restoration following Hurricane Kate in 1985.

The Disaster Survival Guide is promoted in the *Tallahassee Democrat*, the Capital Outlook, weekly regional papers, and is available at the Red Cross office, libraries, the Leon County Courthouse, community centers, City facilities, and local businesses. Red Cross volunteers also distribute the Disaster Survival Guide at numerous community events and neighborhood meetings. Approximately 100,000 printed copies of the Disaster Survival Guide are distributed annually throughout the Big Bend region, which is also available for download from the Leon County website, as well as the Capital Area Chapter of the American Red Cross and emergency management websites.

Leon County also maintains a website specifically focusing on community preparedness, [www.haveahurricaneplan.com](http://www.haveahurricaneplan.com). During hurricane season, the hurricane-specific website is continually highlighted on Leon County's website to urge residents to prepare for the hurricane season. The 2016 Disaster Survival Guide is included in this report as Appendix F.

## Section 2.0 Planning, Training, and Community Preparedness Efforts

**Finding #20: The widespread distribution of the Disaster Survival Guide indicates substantial engagement and interest in personal preparedness. The number of printed guides distributed in 2016 declined slightly from the prior year; however, staff expects interest to increase in 2017 in light of Hurricane Hermine.**

### 2.4.2 “Build Your Bucket” Event

Leon County launched the “Build Your Bucket” initiative in 2015. Every year at the beginning of the hurricane season, the Build Your Bucket event is held to highlight the importance of having a disaster plan and kit. This year’s event was held on June 8, 2016 in coordination with 25 community partners including City of Tallahassee departments, community nonprofit service providers, and #HurricaneStrong, a national hurricane resilience initiative. Over 250 citizens participated in the 2016 Build Your Bucket event, more than double the number who participated in the 2015 event. At this event, citizens assemble their own disaster supply buckets while learning readiness tips on how to further prepare for a disaster. Buckets include critical starter supplies such as batteries, first aid kits, and flashlights. In addition, emergency first responders attend to answer questions and provide additional insight regarding emergency preparedness to citizens.

**Finding #21: Leon County’s Build Your Bucket event has helped over 350 citizens to become better prepared for disasters in the two years since it was launched.**

### 2.4.3 Citizen Engagement Series: “Public Safety: Preserving Life, Improving Health, and Promoting Safety”

Leon County has hosted two Citizen Engagement Series events in recent years focused on the topic of public safety. These sessions, titled “Public Safety: Preserving Life, Improving Health, and Promoting Safety,” were held at the Public Safety Complex in November 2014 and May 2016 and featured Leon County EMS, the Consolidated Dispatch Agency, and Leon County Emergency Management. The May 2016 Citizen Engagement Series event on the topic of public safety was conducted in partnership with the Capital Medical Society in order to provide an opportunity for local physicians to see how the County’s public safety services are provided.

Approximately 150 citizens have participated in the two Citizen Engagement Series events on public safety, and a third session is planned for spring 2017. These sessions highlighted the operations and services provided by Leon County to deliver high-quality public safety services to the community. The sessions included scenario-based exercises that demonstrate the operation and coordination of the Leon County EOC during activation.

**Finding #22: Partnering with the Capital Medical Society for the May 2016 Citizen Engagement Series event on public safety was successful and provided an opportunity for local physicians to see how public safety services are provided in Leon County.**

Recommendation 22.1: Continue to pursue targeted partnerships with local civic organizations to build awareness and familiarity with Leon County’s public safety services including emergency management.

*Lead Agencies: Leon County Community and Media Relations*

*Support Agencies: Leon County Emergency Management*

## Section 2.0 Planning, Training, and Community Preparedness Efforts

**Finding #23:** Leon County makes several efforts throughout the year to help citizens become better prepared for disasters. Because citizens systematically misjudge low-probability, high-impact events such as natural disasters, it is often difficult to get people engaged in disaster preparedness. However, the County's personal preparedness initiatives can potentially save lives and protect property and are worth every effort.

### 2.4.4 City and Talquin Electric Tree Removal and Replacement Programs

During the September 13, 2016 meeting, the Board discussed ways to mitigate future tree-related damage to electrical infrastructure and requested that staff review any existing programs offered by the City and Talquin Electric Cooperative specifically related to the removal of trees from private property. Currently, both City Utilities and Talquin operate very similar tree removal and replacement programs on private property, as described below. The approaches used by Talquin and the City are also similar to several other utility providers across the State of Florida that have also implemented programs to facilitate the pruning, trimming or removal of trees on private property that could present a hazard to power lines.

For the purpose of this discussion, it is important to distinguish between power lines and cable or phone lines maintained by communications providers. This was an issue identified by citizens during community listening sessions following Hurricane Hermine. Power and communications lines generally use the same poles, and the lower two lines are typically communications lines. In accordance with industry standards, communications providers and electric utility providers are responsible for clearing trees and limbs that are touching their respective lines. Limbs resting on a communications line generally do not disrupt service, although a limb resting on a power line has the potential to cause an outage. From time to time electricity providers receive customer reports of trees touching a communications line. In these instances the electricity provider will generally pass these reports along directly to the communications provider.

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

The City of Tallahassee maintains tree trimming and pruning guidelines for electric line clearance. The City utilizes its staff and contracted work crews to trim and prune trees away from electric lines. The City's entire electric grid is maintained on an 18-month cycle. In 2014, the City adopted a limited pilot program to address areas with a higher than normal level of tree-related power outages. Under the pilot program, the City increased the clearance between trees and distribution circuits from 4'-6' to 10'-12'. To date, two of the three geographic areas included in the pilot program have been completed. In the first six months following the completion of the first pilot area, outages lasting longer than one minute were reduced by 75%.

In addition to the City's tree trimming and vegetation management program, City customers can also request that a tree be trimmed if it is threatening the power line. Any City Utilities customer can request that the City evaluate trees on private property for removal that may be of hazard to overhead power lines. The City's certified arborist, in consultation with the property owner, will make a determination on the potential impact to utility lines. If a determination is made that the tree needs to be removed, the City will pay for and perform the tree removal and grind stumps from trees removed by the City to six inches below the ground surface at no cost to the property owner. The

## Section 2.0 Planning, Training, and Community Preparedness Efforts

City offers to provide a seven-gallon tree to any property owner as a replacement for a tree that has been removed. The City does not maintain an active list of the number of trees removed on private property, but estimates that approximately 50 trees are removed each year.

### ***Talquin Electric Cooperative:***

Talquin Electric offers a program similar to the City to evaluate trees on private property that may be of hazard to overhead power lines. Upon determination by Talquin staff that a tree needs to be removed, Talquin will remove the tree at no cost to the property owner. Talquin has arranged for customers who have trees removed on their property to receive a voucher for a replacement from Tallahassee Nurseries. Approximately 140 tree vouchers have been submitted to Tallahassee Nurseries to date in 2016.

Talquin Electric also conducts vegetation management activities. Talquin is recognized by the Arbor Day Foundation as a Tree Line USA utility for best management practices in utility arboriculture. Talquin is permitted by Leon County to perform the necessary trimming, pruning, or removal of trees to provide 15 feet of clearance on each side of a utility pole and to remove overhanging limbs no higher than 15 feet above primary wires. However, Talquin appraises each potential problem tree situation on a case-by-case basis, and may remove trees on private property that are farther than 15 feet away from the power lines, in consultation with the property owner, if they provide a potential hazard to lines and equipment. Prior to removing trees on private property or along roadways, staff from Leon County's Department of Development Support and Environmental Management (DSEM) will verify that the tree meets the standards for removal and that the property owner has signed an affidavit granting Talquin permission to remove the tree.

**Finding #24: Talquin Electric Cooperative and the City of Tallahassee both offer tree removal on private property at no cost to the property owner if, based on a professional assessment, a determination is made that the tree causes a threat to the utility's power lines. Both utilities provide replacement trees to the property owner free of charge.**

Recommendation 24.1: Work with Talquin Electric and City Utilities to further promote tree removal and replacement programs through the annual Disaster Survival Guide and other methods.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Community and Media Relations*

### **2.4.5 Additional Opportunities to Strengthen Community Resilience**

During community listening sessions hosted immediately following Hurricane Hermine, several citizens emphasized the importance of personal and neighborhood-level preparedness. Citizens identified a need to enhance community resilience in order to better withstand the effects of severe weather events through additional preparation at the household level – preparing household emergency plans and gathering supplies prior to the storm – and also highlighted a need to improve the resiliency of public infrastructure, including electrical infrastructure and public buildings that may be relied upon during response and recovery efforts. Citizens repeatedly stated that they wanted to know if there was a long-term investment plan to continually improve the resiliency of public infrastructure. Also, citizens wanted to know if priorities were established to address the most important needs of the community when public infrastructure is

## **Section 2.0 Planning, Training, and Community Preparedness Efforts**

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compromised and which would be beneficial to expediting the recovery times for public infrastructure. Tree protection and preservation, including an evaluation of public policies related to tree protection, urban forestry practices, as well as tree trimming and management by residents on private property was also an area of significant interest, as discussed in Section 2.4.4 above.

During the September 7, 2016 meeting discussed in Section 1.4, the Chairman and Mayor discussed long-term disaster planning efforts for the County and City. This included jointly engaging a disaster planning professional to evaluate the community's overall vulnerabilities, resiliency, and community expectations. During the September 13, 2016 Board meeting, the Board discussed this concept and asked staff to provide more information about this issue after the presentation of the Hurricane Hermine After-Action Report. Since the Board meeting, County staff has held discussions with the City about this concept and the City has indicated that it is supportive of partnering to jointly conduct such a study.

**Finding #25: Additional opportunities exist to assess our community's overall disaster vulnerability and resilience.**

Recommendation 25.1: Direct staff to prepare a future agenda item for the consideration of partnering with the City of Tallahassee in engaging a disaster planning professional to evaluate the community's overall vulnerabilities, resiliency, and community expectations.

*Lead Agencies: Leon County Administration*

*Support Agencies: Leon County Emergency Management*

## Section 3.0 Overview of Hurricane Hermine and its Impacts

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### 3.0 Overview of Hurricane Hermine and its Impacts

Hurricane Hermine was the eighth named storm and the fourth hurricane of the 2016 Atlantic hurricane season. Hermine was the first hurricane to make landfall in Florida since Hurricane Wilma in 2005 and was the first hurricane to directly hit Apalachee Bay since Hurricane Alma in 1966. The following sections of this report discuss the path of Hurricane Hermine, its associated weather impacts, and damage caused by the storm within Leon County.

#### 3.1 Hermine's Path

Hurricane Hermine originated as a tropical wave off the coast of Cape Verde. Leon County Emergency Management (LCEM) began tracking the system on August 18 when the National Hurricane Center first designated it as Invest 99L. As the storm moved westward and into the Caribbean Sea, it began to develop a well-defined center of circulation and was designated Tropical Depression Nine on August 28 as it passed between Cuba and Key West, Florida.

While sea surface temperatures were sufficiently warm for development, once a Tropical Depression, Hermine struggled to intensify due to westerly wind shear over the Gulf of Mexico. During this time, there was a wide spread in the track guidance for the storm. As Hermine began to turn to the north in the Gulf of Mexico, deep convection was able to form closer to the low pressure center, likely due to a decrease in storm-relative shear. As a result, the system strengthened into a Tropical Storm on the afternoon of Wednesday, August 31. While initially Hermine was slow to intensify, it quickly strengthened during the 24 hours prior to making landfall and was designated a Category 1 hurricane on Thursday, September 1. During this time, the mean sea level pressure dropped from 1000 mb at 1 PM August 31 to 988 mb at 2:55 PM on September 1. As Hurricane Hermine moved toward the coast during the evening of September 1, the satellite presentation of the storm became increasingly symmetrical and an eye became noticeable. Hurricane Hermine continued to track north-northeast toward the coast and made landfall early Friday morning, September 2, 2016 at 1:30 AM just east of St. Marks near the Wakulla-Jefferson County line. The National Hurricane Center began issuing tropical storm and hurricane watches with the 5 PM advisory on Tuesday, August 30 for portions of the Florida panhandle and Big Bend. Tropical storm warnings were issued for these areas with the 5 AM advisory on Wednesday, August 31. At the 11 PM EDT advisory on August 31, much of the Big Bend area that was under the Tropical Storm Warning and Hurricane Watch was upgraded to a Hurricane Warning.

Hurricane forecasts issued by the National Hurricane Center are not exact. Each forecast track point contains a margin of error, which is particularly large at longer range. The three-day forecast has a 230-mile margin of error, extending to a 350-mile margin of error in the five-day forecast. Wind intensity forecasts also similarly include a margin of error, as much as 25 mph at in the five-day forecast. Rapid intensification of a tropical weather system, as occurred with Hurricane Hermine, is one area the National Hurricane Center has difficulty forecasting. The amount of uncertainty contained within a hurricane forecast underscores the importance of being prepared throughout hurricane season.

## Section 3.0 Overview of Hurricane Hermine and its Impacts

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### 3.2 Declared States of Emergency

Governor Rick Scott issued a State of Emergency in anticipation of Tropical Depression #9 (which would later become Hurricane Hermine) on August 31, 2016 for 42 counties including Leon County. The Chairman of the Leon County Board of County Commissioners issued a Local State of Emergency for a seven-day period beginning on September 1. The Local State of Emergency was subsequently extended for additional seven-day periods on September 7 and September 14.

Under a Local State of Emergency, pursuant to Section, 252.38 Florida Statutes, procedures and formalities otherwise required of local governments are waived until such time that the declaration expires. This provides the County the authority to take emergency measures including, but not limited to, the use or distribution of any supplies, equipment, materials, and facilities assembled or arranged to be made available pursuant to the County's disaster emergency plans. The two extensions of the Local State of Emergency allowed for continued administration of debris removal operations, utilization of the County's Catastrophe Reserve funds, and an extended period of waived building permit fees (as described in greater detail in Section 4.12 of this report).

**Finding #26: The timely issuance of state of emergency declarations was beneficial and provided the support needed to conduct important emergency response and recovery activities such as debris removal operations and the waiver of building permit fees for citizens.**

### 3.3 Preparations at the Leon County Emergency Operations Center

As illustrated in the Leon County CEMP, Leon County Emergency Management (LCEM) uses conference calls to exchange information between County, City, and other emergency response partners before, during, and after emergency situations. Typically, LCEM initiates these conference calls when the Apalachee Bay falls within the National Hurricane Center's 5-day error cone of a tropical cyclone, holding one conference call per day. Once the Apalachee Bay falls within the National Hurricane Center's 3-day error cone, two calls are to be conducted daily. As the process of recovery takes over, the need for conference calls will cease.

LCEM conducted 27 conference calls throughout the Hurricane Hermine incident, which were vital for the coordination of information and available resources. The first call was held on Tuesday, August 30 and the final call was held on September 12. Although Apalachee Bay was within the five-day error cone as early as August 28, LCEM deferred scheduling conference calls until August 30, as Hermine was still classified as a tropical depression at that time and remained so until it was upgraded to a tropical storm on August 31.

The decision to activate the Leon County EOC was made on Wednesday, August 31 as the storm's forecast track and intensity became clearer. Based on the forecast track of Hermine along with the potential for strong winds and heavy rainfall, it was determined that the EOC would begin 24 hour activation at 7 AM on Thursday, September 1. The EOC was activated with full staffing for 111 consecutive hours. After the fourth day of activation, night shifts were staffed with partial activation staffing for the following two days.

The following entities were represented in the Leon County EOC, illustrating the extent of coordination among local agencies involved in the response and recovery efforts:

## Section 3.0 Overview of Hurricane Hermine and its Impacts

- Leon County Emergency Management
- Leon County Administration
- Leon County Public Works
- Leon County Emergency Medical Services
- Leon County Animal Control
- Leon County Community and Media Relations
- Leon County Sheriff's Office
- Leon County Volunteer Services
- Leon County Office of Information Technology
- Tallahassee-Leon County GIS
- City of Tallahassee Administration
- City of Tallahassee Emergency Preparedness
- City of Tallahassee Communications
- City of Tallahassee Information and Technology
- City of Tallahassee Community Beautification & Waste Management
- City of Tallahassee Electric Utility
- City of Tallahassee Underground Utilities
- City of Tallahassee Parks, Recreation, and Neighborhood Affairs
- Tallahassee Police Department
- Tallahassee Fire Department
- Consolidated Dispatch Agency
- Florida Division of Emergency Management
- Florida Department of Health-Leon County
- Florida Department of Transportation
- Florida Fish and Wildlife Commission
- Florida Department of Law Enforcement
- Talquin Electric
- American Red Cross-Capital Area Chapter
- The Salvation Army
- 2-1-1 Big Bend

A lesson learned from Tropical Storm Fay in 2008 was the need to address a shortage of personnel during extended activation periods. At that time, staff identified some instances where staffing and volunteer levels were inadequate due to long shifts during the 24-hour EOC operations and extended recovery period. To address this issue, the Board approved a modification to the County's Personnel Policy that maximizes staffing levels by designating County employees as "EOC Essential" during a Declared State of Local Emergency. EOC Essential employees may be required to report to the EOC to assist in the County's disaster response efforts. As a result, despite the extended activation period, the EOC did not experience any staff shortages during the Hurricane Hermine operations. Many outside agency partners also participated in the activation over an extended period to facilitate coordination and input on their agency's policies, resource availability, and other incident-related activities.

**Finding #27: Despite the extended activation period, the EOC did not experience any shortages of County staff during the Hurricane Hermine operations, due in part to a modification to the County's Personnel Policy that maximizes staffing levels by designating County employees as "EOC Essential" during a Declared State of Local Emergency. This was a lesson learned from Tropical Storm Fay in 2008.**

**Finding #28: During its first test since the construction of the new Public Safety Complex, the EOC facilitated an unprecedented level of interagency coordination.**

## Section 3.0 Overview of Hurricane Hermine and its Impacts

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### 3.4 Sandbag Distribution Prior to the Storm

Anticipating a heavy rainfall event, prior to Hurricane Hermine's landfall, Leon County and the City of Tallahassee established sandbag distribution sites at eight locations throughout the County. Staging for sandbag operations began on Wednesday, August 31 and staff replenished materials at several locations until weather conditions began to worsen on Thursday, September 1. Over 30,000 sandbags were distributed during this time – more than the previous three years combined. Sandbag distribution sites were established at the following locations:

- J. Lee Vause Park
- Intersection of Ranchero Road and Oak Ridge Road
- Tekesta Park in Killlearn Lakes
- Apalachee Regional Park
- James Messer Park
- Winthrop Park
- Lawrence-Gregory Community Center
- Jack L. McLean Community Center

**Finding #29: Establishing sandbag sites the day prior to Hurricane Hermine was beneficial and many citizens took advantage of this opportunity.**

### 3.5 Weather Impacts Associated with Hurricane Hermine

Hurricane Hermine made landfall with sustained coastal winds of up to 80 mph. In Leon County the storm brought wind gusts of over 60 mph and sustained tropical storm force winds which lasted for a prolonged period of approximately six hours. Staff at the EOC closely monitored weather stations throughout the County during the storm to ensure the safety of County and City first responders and Public Works personnel who continued working until weather conditions became too dangerous. The highest wind gust was recorded at FSU WeatherSTEM observation site at Doak Campbell Stadium, which recorded a wind gust of 64 mph. However, most weather observation stations in Leon County lost electrical power approximately two hours before the strongest weather arrived, which suggests the possibility that stronger gusts could have occurred. Initial rainfall forecasts called for 5-10 inches of rain in Leon County with isolated amounts of 15 inches or higher possible. Fortunately, these higher isolated amounts did not occur and Leon County ultimately only received approximately 5" of rainfall associated with Hurricane Hermine.

High winds associated with Hurricane Hermine caused hundreds of downed trees that blocked roadways throughout Leon County. The storm caused widespread electrical outages affecting City of Tallahassee and Talquin Electric Cooperative customers. As a result of the damages sustained by Hurricane Hermine, the City's electric system experienced the loss of 50% of the high voltage transmission system, 33% loss of the City's electric substations, 75% of the electric distribution system and over 65% (or approximately 75,000) of the City's electric customers. This is the most significant damage that the City's electric system has experienced since Hurricane Kate. In addition, approximately 77% (or approximately 20,000) of Talquin customers in Leon County lost power. For many electric customers on private wells, loss of power also affected water availability as residential well pumps would not operate unless backup power was available.

Power outages associated with Hermine affected not only residential customers, but also small businesses, health care facilities, schools, state agencies, infrastructure systems, and more.

## Section 3.0 Overview of Hurricane Hermine and its Impacts

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Some gas stations also lost power and did not have backup generators to operate fuel pumps. The storm also affected underground utility infrastructure throughout the County; all of the City of Tallahassee's production wells and wastewater pump stations lost power during the storm, as well as the City's electronic monitoring system. However, despite the significant impacts of power loss to underground utilities, however, the vast majority of City customers experienced no interruption of water or wastewater service. Power outages associated with Hurricane Hermine disabled over 200 traffic signals, or over 59% of all signals countywide. Several local cell towers lost power during the storm as well. Although cell towers are generally equipped with backup batteries, some towers lost their backup power as well as their main power.

Hurricane Hermine presented significant challenges for short-term response operations. Section 4 of this report details the specific actions taken by Leon County and its partner agencies to overcome these challenges and effectuate a quick and thorough response.

**Finding #30: 65% of the City's electric customers and 77% of Talquin's electric customers lost power, reflecting the severity of Hurricane Hermine.**

### 3.6 School, University, and Government Office Closures

On Thursday, September 1, Leon County Community and Media Relations issued a news release informing the public that Leon County Government offices and libraries would close at 2 PM that afternoon, would remain closed the following day, and offered a reminder that the County would be closed on Monday, September 5 for the Labor Day holiday. The County's news release also reminded residents that residential waste collection routes will be delayed until further notice and to stay tuned over the weekend for further updates through the Emergency Information Portal and the County's social media platforms. The City issued a similar news release that mirrored the closure hours for Thursday and Friday due to the hurricane.

Although local government offices were closed for the extended weekend, hundreds of essential employees were called upon to support the hurricane response and recovery efforts. This included the reopening of certain County facilities over the weekend such as the County's rural waste sites and a comfort station at the Downtown Library, which are both described in greater detail in Section 4 of this report.

Historically, the County Administrator, City Manager, and Leon County Schools Superintendent would coordinate school and office closures via conference call prior to anticipated severe weather events. Prior to Hurricane Hermine, Leon County Schools announced on August 31 that schools would be closed on Thursday, September 1 and Friday, September 2. FAMU and TCC closed all day September 1 and 2 but FSU remained open until noon on September 1. Like FSU, state offices closed at noon on Thursday for the remainder of the holiday weekend. The State of Florida CEMP provides that each state agency is required to maintain a Continuity of Operations Plan (COOP). After a state of emergency is declared by the Governor, state office closures are determined on an agency by agency basis according to the departments' individual COOP. Most State of Florida offices reopened Tuesday, September 6 following the Labor Day holiday, although some state offices temporarily relocated workers to other state buildings until power was restored. Similarly, most County and City offices and facilities reopened the same day. However, area schools remained closed on Tuesday in light of the widespread power outages. Leon County Schools, FSU, FAMU, and TCC reopened to students on Wednesday, September 7.

Public Works staff received notification at approximately 3 p.m. on Tuesday, September 6 from Leon County Schools of their intent to reopen on Wednesday, September 7 and that certain

## Section 3.0 Overview of Hurricane Hermine and its Impacts

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roads and sidewalks needed to be cleared to accommodate school buses, bus stops, and students who walk to school. Public Works debris removal operations following a disaster are guided by the County's Debris Management Plan, which prioritizes the clearance of arterial roadways first, followed by collector roads, then local roads. Leon County Schools identified that Public Works' cut and toss operations had left debris on sidewalks in the vicinity of several schools, and also that low-hanging telecommunications cables remained along some bus routes. To accommodate the last-minute request from Leon County Schools, County and City Public Works staff worked into the night on September 6 to clear sidewalks of debris and clear low-hanging wires from bus routes prior to the schools reopening the following day. In future emergencies, more advance notice would allow Public Works to better coordinate staffing and equipment to meet these needs. Staff identified the need for closer communication with Leon County Schools related to their needs prior to reopening schools.

During community listening sessions following Hurricane Hermine, several residents reported a perceived lack of coordination and parity with regard to the closure of government offices. More specifically, people with children found it difficult to return to work on Tuesday (the State of Florida, Leon County, and the City of Tallahassee all reopened on Tuesday) while schools and daycares remained closed and power was not fully restored across the City.

**Finding #31: Closer coordination with state, university, and school partners regarding the timing of announcements related to closures and reopenings would help citizens to plan for returning to school and work.**

Recommendation 31.1: Work with Leon County Schools, higher education institutions, and state agencies to coordinate the timing of announcements related to facility closures and reopenings.

*Lead Agencies: Leon County Emergency Management*

**Finding #32: Closer coordination with the EOC would have benefitted Leon County Schools with regard to debris removal needs for roads, sidewalks, and bus stops prior to reopening schools.**

Recommendation 32.1: In coordination with Leon County Schools, amend the County's Debris Management Plan to reflect needs for road, sidewalk, and bus stop clearance prior to reopening schools following a disaster. Coordinate with the City to similarly amend its debris management plan.

*Lead Agencies: Leon County Public Works*

*Support Agencies: Leon County Emergency Management*

## Section 4.0 Hurricane Hermine Preparedness, Response and Recovery

### 4.0 Hurricane Hermine Preparedness, Response and Recovery

Section 4 of this After-Action Report highlights the preparation, response and recovery efforts associated with Hurricane Hermine. This includes the actions taken in advance of the storm, immediate response efforts focused on protecting life and preventing further damage to infrastructure systems and property following an emergency event, and the stages of recovery operations in returning the community and the County organization to a normal state of affairs.

#### 4.1 Inside the Emergency Operations Center during Hurricane Hermine

As described previously in this report, the Leon County Emergency Operations Center (EOC) serves as a central command and control facility for the effective coordination of disaster management functions at a strategic level during an emergency. Located in the state-of-the-art Public Safety Complex (PSC) which opened in July 2013, the new EOC allows for the full integration of staff and representatives from Leon County, the City of Tallahassee, the Leon County Sheriff's Office, and a variety of partner agencies during an emergency activation. During its assessment of the County's response and recovery operations during Hurricane Hermine, DSI toured the PSC, reviewed communications systems and floor plans at the EOC, and found the building to be "a state of the art facility with significant resources available for all aspects of homeland security and emergency management." Prior to the construction of the PSC, the City of Tallahassee conducted its emergency operations independently and typically assigned a City liaison to the EOC. Integrating County and City staff in the new EOC allows for much greater coordination and information flow among all agencies and departments during an incident.

Hurricane Hermine was the first test for the new EOC, as it involved fully integrated County and City staff as well as other partner agency representatives in the EOC over multiple operational periods. This extended emergency activation required the prolonged cooperation of all of these entities and the systematic and timely execution of emergency plans, procedures, and protocols to meet the needs of the community during and after the storm. As indicated in Section 3.3 of this report, 30 separate agencies were represented in the EOC during the Hermine incident with typical shifts involving 80 to 100 personnel in the EOC during the majority of the activation. 35 additional non-staff citizen volunteers supplemented these efforts by staffing the Citizen Information Line, discussed in further detail in Section 4.3 of this report. In all, the Leon County Emergency Operations Center facilitated the massive coordination of information, personnel, supplies, equipment, and other resources required during Hurricane Hermine in the execution of established emergency plans and protocols.

**Finding #33: The Leon County EOC performed exceptionally well during its first significant test. The EOC facilitated the close coordination of a massive amount of information and resources and was a primary factor contributing to the success of response and recovery operations.**

**Finding #34: During Hurricane Hermine, electrical service to the Public Safety Complex was disrupted and the facility relied on generator power for 25 hours. The Public Safety Complex experienced no disruption of facilities or equipment during the incident.**

## Section 4.0 Hurricane Hermine Preparedness, Response and Recovery

### 4.1.1 Statewide Mutual Aid Agreement and Resource Requests

Leon County and the City of Tallahassee requested state support through the Statewide Mutual Aid Agreement (SMAA), which enables local governments to coordinate the sharing of resources for emergency aid and assistance before, during, or after a major or catastrophic disaster. The Leon County Board of County Commissioners approved entering into the SMAA in 1995 and approved an updated version of the agreement in 2001. Under the agreement, mission requests must come through the EOC and be submitted by the County's Emergency Management Director to the State. To facilitate these missions, the state developed and utilizes EM Constellation, a web-based information management platform. As described earlier in this report, only counties can submit mission requests at the local level and staff has attached all 28 requests associated with Hurricane Hermine that were made through the County EOC (Appendix G).

The EM Constellation platform is the state's official mission tasking and tracking system as well as a conduit for sharing information with state and local responders during activations. It allows county, state, federal and mutual aid entities to use the same operating environment when responding to and recovering from an emergency. To illustrate the formal communication taking place between the state and local emergency management personnel, Appendix G captures all of the requests made through the County EOC and offers additional context in the "After Action Report – County Staff Comments" column to the far right in preparation of this report for value-added insight on the request, response, and final resolution.

Many of the 28 mission requests are referenced throughout this report with regard to response and recovery efforts by Leon County and partner agencies associated with Hurricane Hermine. However, staff experienced and identified several concerns with some of the pre-landfall requests denied by the state. Of the 28 mission requests submitted to the state by Leon County through EM Constellation, 10 of those requests were placed in advance of Hermine's landfall. Some of the pre-landfall requests were to address immediate and urgent needs such as delivering additional oxygen containers to the special needs shelter (Mission Request #73), to relocating an evacuee from the special needs shelter to a more appropriate healthcare facility (Mission Request #52), and were successfully carried out, in part, with the assistance of local resources.

The potential for flooding and extended power outages were a concern identified throughout the activation and conference calls hosted by the EOC. Unfortunately, several of the County's pre-landfall mission requests were denied by the state in the areas of transportation and public works. In anticipation of a direct hit from Hermine, LCEM placed three mission requests of the Florida Department of Transportation through EM Constellation that were denied by the state. Further, these denied requests demonstrate a lack of clear and consistent communication between the state and local governments:

- A request (Mission Request #57) for 20,000 sandbags to support sandbag distribution sites was placed for Leon County and the City of Tallahassee to the State EOC. The resource was identified as available by the FDOT office in Midway. However, FDOT staff in the State EOC denied the request.

## **Section 4.0 Hurricane Hermine Preparedness, Response and Recovery**

- A request (Mission Request #51) for 30 generators to power traffic signals was placed on behalf of the City of Tallahassee. The resource was identified as available by the local FDOT office in Midway. However, FDOT staff in the State EOC denied the request.
- A request (Mission Request #53) for assistance with road debris clearance on Federal Highway Administration (FHWA) roads but was denied by FDOT staff in the State EOC. An FDOT representative at the State EOC called to advise that FDOT contractors could assist with cut and toss operations after Leon County exhausted all of its staff and contractual resources.

The County and the City had taken precautions for flooding by establishing eight staging location sites for sandbag distribution as early as Wednesday, August 31. Residents heeded the hurricane warnings and shared the concerns for flooding as over 30,000 sandbags were quickly distributed to residents across the eight locations. The denial of this mission request, despite the available capacity to provide the sandbags according to the Midway office, left County and City residents vulnerable to potential flooding associated with a direct hit from Hurricane Hermine. Fortunately, the rain totals were much less than expected and flooding was minimal.

The initial request for 30 generators was made pursuant to procedures outlined in the City of Tallahassee's Traffic Engineering Emergency Plan and consistent with City staff's understanding of how FDOT would respond to a direct impact from a hurricane. This was an attempt by the City to identify areas of need and to provide notice to the state in advance of the hurricane for the repositioning of resources. The FDOT District 3 Traffic Operations office subsequently confirmed this understanding. As a result of the initial denial, an additional request for 50 generators (Mission Request #112) was approved after Hermine made landfall for traffic signals that are managed by the City of Tallahassee Regional Traffic Management Center.

Subsequent to the initial denial of the County's request for road clearing cut and toss assistance (Mission #53), the FDOT Secretary directly contacted the City of Tallahassee the next day and advised that FDOT resources would be made available to assist with cut and toss operations on City-maintained roadways. At that time, the City sought the LCEM Director to submit a mission request (Mission #115) for this assistance along City roadways. The following day on September 3, Leon County Public Works re-requested FDOT resources (Mission Request #164) to assist with cut and toss operations upon learning that FDOT resources were available. This second request was approved, 41 hours after the storm had passed through Leon County.

In each case, these pre-landfall mission requests were marked as "complete" and followed up by a phone call denying the request. According to the EM Constellation Standard Operating Procedure published by FDEM, the mission status term "complete" signifies that the mission needs have been satisfied or sufficiently mitigated. If the state were to automatically deny these resource requests prior to landfall until the actual impacts of the storm were known, the State EOC could have placed the requests "on hold" and addressed them immediately after the storm. This would have lessened the confusion about the status of the requests and saved the time taken to re-request the resources previously identified by the County EOC.

## Section 4.0 Hurricane Hermine Preparedness, Response and Recovery

Another concern was the direct, yet contradictory, phone communication taking place between the State EOC and the County EOC as well as the emergency support function personnel at the state and local levels (i.e. FDOT at the state and County Public Works or City Management at the local level). The established relationships and open communications between these parties are vital in their day-to-day duties and may offer benefits during a time of emergency. The problem that repeatedly came to the forefront during Hurricane Hermine was that the information relayed by phone or email through these personal relationships was contrary to subsequent conversations and the correspondence through EM Constellation. A prime example of this issue was the City's request for generators (Mission Request #51) after being informed by the FDOT office in Midway that there were generators available for use, only to be notified by FDOT representatives in the State EOC that the generators would not be available until all of the City's resources were exhausted following the storm. This theme of communicating outside of the established protocols led to unnecessary delays and frustration. In its assessment of this After-Action Report, DSI recommended that the County work with the Florida Division of Emergency Management on the use of the SMAA and the submission of requests for assistance through EM Constellation. Staff agrees with this assessment.

**Finding #35: There were multiple instances of communications outside of the established protocols during Hurricane Hermine that provided contradictory information and led to unnecessary delays. County staff agrees with DSI's assessment that the County should work with the Florida Division of Emergency Management on the use of the SMAA and the submission of requests for assistance through EM Constellation.**

Recommendation 35.1: Review the pre-landfall requests with the State EOC and FDOT representatives to identify the state resources available to the community prior to an anticipated emergency.

*Lead Agencies: Leon County Emergency Management*

Recommendation 35.2: Review the mission status terms in the EM Constellation Standard Operating Procedures with FDEM and remedy the reasons for labeling denied mission requests as "complete."

*Lead Agencies: Leon County Emergency Management*

**Finding #36: The state's communication and responses through EM Constellation regarding pre-landfall mission requests were inconsistent and not in accordance with FDEM's EM Constellation Standard Operating Procedures.**

### 4.1.2 Information Technology Resources in the Leon County EOC

The Leon County CEMP, Annex 5 – Information and Planning describes the coordination of overall information and planning activities in the EOC during emergency events. The mission of Information and Planning is to collect, analyze, and disseminate information about an actual disaster or potential disaster situation and to coordinate the overall activities of all responders in providing assistance to the affected area. The Leon County Office of Information and Technology assists these efforts by providing Geographic Information Systems (GIS) support, computer and network equipment support, and general IT support during EOC activations.

During Hurricane Hermine, the Office of Information and Technology assigned staff from Management Information Systems (MIS) and Tallahassee-Leon County GIS to provide

## Section 4.0 Hurricane Hermine Preparedness, Response and Recovery

support to the EOC. GIS assisted with mapping the locations of downed trees and power lines during response efforts and also supported emergency communications efforts by mapping the location of emergency shelters, Points of Distribution, and comfort stations, which were posted on the County's Emergency Information Portal. Leon County also developed and deployed a web portal for citizens to self-report damage, which assisted in directing damage assessment teams deployed in the field. Tallahassee-Leon County GIS provided the support for mapping and compiling the assessments required to both assist the field teams and to prepare the information for submission to FEMA.

**Finding #37: The vastly improved GIS system provided important support during Hurricane Hermine, including mapping the locations of emergency shelters, Points of Distribution, and comfort stations; as well as assisting with the damage assessment process following the storm.**

### 4.2 Communications and Public Information

Emergency-related public information efforts are guided by the Leon County CEMP, Appendix 14 – Public Information, which provides guidelines for disseminating and managing information for the public before, during and after emergencies. During Hurricane Hermine, a joint Public Information function was established between Leon County Community and Media Relations and City of Tallahassee Communications to coordinate emergency communication efforts. This decision was made as a result of lessons learned from Tropical Storm Colin in June 2016 which passed to the southeast of Leon County and brought heavy rainfall and moderately strong winds to the area. The joint Public Information function established at that time was critically important and provided for both the County and City to coordinate communications regarding response efforts. This section of the After-Action Report addresses the efforts taken by Public Information personnel at the EOC to communicate critical emergency-related information with the public.

#### 4.2.1 Emergency Information Portal and GovDelivery

Leon County's Emergency Information Portal (EIP) is a website utilized by the Public Information Officer during emergency events to provide critical information to the public. According to FEMA guidelines, the dissemination of information from one centralized portal is a key to ensuring clear, timely, and accurate information which is accessible to the entire affected population. Even in the age of social media, the source of this information should be the centralized portal. Notwithstanding the tremendous potential benefits of social media (discussed in further detail in Section 4.2.3), when information is disseminated disparately, unofficially and/or inconsistently, it exacerbates the spread of rumor, speculation and misinformation which can complicate emergency response efforts.

Leon County's EIP serves as this central portal of vetted, accurate information. During Hurricane Hermine, the EIP was utilized to provide information on the status of available shelters, sandbag locations, road closures, local office and schools closings, health advisories, and volunteer information. The interface for the Public Information Officer (PIO) allows for quick posting of information in real time. The City of Tallahassee maintains its own emergency information page on the City website. However, as a result of establishing a joint Public Information function with the City (as described above), the

## Section 4.0 Hurricane Hermine Preparedness, Response and Recovery

County and City websites coordinated to provide identical emergency information on both webpages.

A potential improvement identified by staff through the Hurricane Hermine experience is to establish a common “back-end” module for County and City emergency information that could populate both the County EIP as well as the City’s emergency information webpage. This would eliminate the need for both County and City staff to post the same information on two websites.

Leon County also utilizes GovDelivery, a digital communications platform used to communicate with citizens who register to receive information from the County. GovDelivery allows Public Information staff to communicate via e-mail, text message, and RSS feed, as well as via Facebook and Twitter. During Hurricane Hermine, EOC Public Information staff utilized GovDelivery to send emergency-related information such as sandbags and National Weather Service warnings to subscribers. The availability of notification services such as these was a top priority identified by the Citizens for Responsible Spending Post-Hurricane Recovery Best Practices Task Force for greater utilization by Leon County residents.

City of Tallahassee Utilities and Talquin Electric Cooperative both maintain online maps allowing the public to view the status of electrical outages during an emergency. Web links to these maps are provided on the County’s Emergency Information Portal. During community listening sessions following Hurricane Hermine, several citizens highlighted issues related to the purpose and accuracy of the City’s outage map. As indicated in Section 4.9.2, City staff is in the process of identifying additional information from its electrical outage management system that can be communicated with the public during future emergencies.

**Finding #38: The continued utilization of the joint Public Information function provided for consistent information and messaging through official County and City websites.**

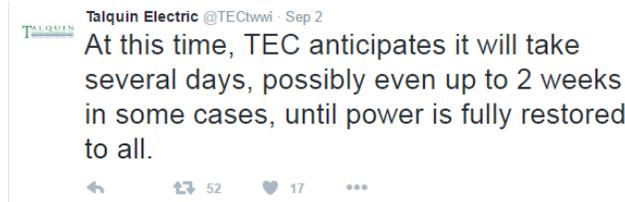
### 4.2.2 Media Relations and Information

During an emergency, Public Information staff work around the clock in the EOC to communicate critical information to the public about the status of the emergency, measures taken by response personnel to manage the emergency, and the progress of response and recovery efforts. As indicated above, a joint Public Information function between County and City staff was established for Hurricane Hermine. Leon County and City of Tallahassee staff jointly issued 25 media advisories and releases prior to, during, and after Hurricane Hermine. Additionally, Public Information staff facilitated three press conferences with local elected and appointed officials, which provided consistent and unified information about the progress of response efforts to the public and media partners.

Leon County Government and the City of Tallahassee are not the only agencies activated in the County EOC with public information personnel and responsibilities. Other partner agencies engage in media and customer relations, which leaves the opportunity for information to be shared with the public before it is shared with the partners in the EOC. For example, Talquin Electric has a responsibility to its customers to provide service restoration updates and related information in the aftermath of a storm. As emergency managers awaited Talquin’s internal damage assessment of its electrical grid

## Section 4.0 Hurricane Hermine Preparedness, Response and Recovery

in unincorporated Leon County once the storm passed, the LCEM Director was made aware of a Twitter post by Talquin Electric indicating that it expected power restoration efforts to take up to two weeks:



Staff subsequently learned that the social media post originated from Talquin's main office, not by the representative in the EOC, and that the estimated restoration time was to set expectations for Talquin's overall regional footprint. Soon after, Talquin assured the EOC that the damage in unincorporated Leon County would be repaired much quicker than the regional estimate. Approximately seven hours later, Talquin issued another social media post indicating that it expected power to be restored to 90% of its customers within three to four days. Power outages and associated response efforts are described in further detail in Section 4.9.2 of this report.

**Finding #39: As provided in the CEMP, Public Information staff in the EOC worked closely with local media partners throughout the incident to keep the media informed about the status and progress of response efforts.**

**Finding #40: Three press conferences were hosted during the incident involving County and City elected and appointed officials, providing consistent and unified information to the public and media partners.**

Recommendation 40.1: Amend the CEMP to reflect hosting a press conference prior to the landfall of any hurricane or tropical storm anticipated to affect Leon County to provide transparent and timely communications about both policy and tactics.

*Lead Agencies: Leon County Community & Media Relations*

*Support Agencies: City of Tallahassee Communications, Leon County Emergency Management*

**Finding #41: Partner agencies have responsibilities to their constituencies and customers, which may represent geographic areas beyond Leon County, and conflict with efforts to provide unified, clear, and consistent information.**

**Finding #42: City Electric and Talquin independently issued public information, advisories, and social media posts during the incident, which in some instances may not have been coordinated or consistent with official communications from the EOC.**

Recommendation 42.1: Ensure that all public information and communication efforts among response agencies are coordinated through the Joint Information Center in the EOC.

*Lead Agencies: Leon County Community & Media Relations*

*Support Agencies: City of Tallahassee Communications, Leon County Emergency Management*

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### 4.2.3 Social Media

Hurricane Hermine was the first hurricane to hit Florida since the advent and widespread use of social media. In the time since Hurricane Wilma hit Florida in 2005, social media has become a key part of our modern lifestyle, providing immediate access to a wide variety of information sources and connectivity to other people within one's network. As such, social media provides new opportunities to reach citizens during emergency events to quickly provide critical information to a vast audience.

During Hurricane Hermine, Public Information staff in the EOC utilized social media, among other communications tools, to keep citizens informed and safe. The County's outreach remained consistent, averaging one social media post per hour throughout the EOC activation. In total, Leon County provided 59 social media Facebook updates before, during, and after the event which received 16,715 likes, comments or shares. The County's Facebook posts reached 305,123 people and increased likes by 1,280 since the storm. In addition, The County's Twitter account issued 82 tweets reaching over 330,000 people, which were shared over 400 times. The outreach provided through social media granted County officials to promptly respond to citizen's concerns, questions, and feedback. Leon County provided immediate responses to citizen's outreach, responding to each inquiry in less than 18 minutes. DSI's assessment was complimentary of Leon County's efforts to provide emergency public information to citizens via social media.

Although utilizing social media granted the County the opportunity to promptly broadcast information, address citizen inquiries, and enhance staff's responsiveness, it also created a new set of challenges related to disaster response and recovery efforts. During an emergency, EOC staff seeks to provide a unified repository of information that is consistent, credible, and valid. This resource is the Emergency Information Portal. Communications using social media and all other tools always direct citizens to refer to the EIP for timely and vetted emergency information. Social media communications by government officials outside the EOC should also be informed by and refer back to the EIP. This is a critically important component of emergency communication efforts.

Social media allows citizens to share information with one another, which creates opportunities for misinformation and confusion. Because social media communications can instantly reach a virtually unlimited number of followers and subscribers, misinformation can also spread rapidly via social media. For example, after opening the Main Library as a comfort station following Hurricane Hermine, staff observed social media posts indicating that all County libraries were open as comfort stations. While social networks can be self-correcting when it comes to misinformation, active intervention by emergency managers to dispel rumors and reassert correct information to the public through social networks is resource intensive. In the area of social media, DSI's assessment recommends that the County more actively engage in monitoring unofficial sources of information during future emergency events.

**Finding #43: Social media is a valuable tool for quickly alerting the public to sudden or rapidly developing emergency situations but must be closely monitored for inaccurate information posted and shared by other parties.**

## Section 4.0 Hurricane Hermine Preparedness, Response and Recovery

Recommendation 43.1: All social media communications by government officials during emergencies should be consistent with, informed by, and refer back to the Emergency Information Portal.

*Lead Agencies: Leon County Community & Media Relations*

*Support Agencies: City of Tallahassee Communications, Leon County Emergency Management*

**Finding #44: Social media has the ability to fill in the gap in communication during a disaster when wired communications or electricity fails by directly reaching residents.**

### 4.2.4 Communication via Mobile Devices

During and after Hurricane Hermine, citizens were able to utilize mobile devices to access emergency information via the County's Emergency Information Portal, the City's emergency information webpage, and other sources. Despite power outages, several options were available for citizens to keep their mobile devices charged – using car chargers, auxiliary batteries, charging their phones at work or other locations with power, or by visiting resources made available during the emergency response such as the Main Library comfort station and community centers.

Some emergency management agencies across the United States have leveraged mobile technology to develop mobile apps during disasters to communicate emergency-related public information, such as evacuation routes, shelter locations, points of distribution, and other information. Apps may also be configured to receive reports of downed trees, power lines, and other service requests. During Hurricane Hermine, citizens' use of the County's Citizens Connect app and the City's DigiTally app spiked considerably; however, these apps do not capture all the information needed for emergency response efforts.

In mid-2016, the Florida Division of Emergency Management (FDEM) entered into a contract with the mass notification company Everbridge Inc. to develop and implement a new mass notification system called AlertFlorida. When implemented, this system will provide the ability to issue statewide emergency alerts and notifications to Florida residents, businesses and visitors, including via mobile devices. Citizens will be able to self-register for notifications, and the system will also provide for the ability to send notifications to listings in the White Pages, Yellow Pages, and also send wireless emergency alerts directly to mobile devices. LCEM staff are in preliminary discussions with FDEM regarding the potential for implementation of this system at the local level.

**Finding #45: Many citizens relied on mobile devices for emergency communications during Hurricane Hermine and opportunities continue to be identified to strengthen the County's ability to communicate with the public via mobile devices.**

Recommendation 45.1: Evaluate opportunities to reconfigure existing mobile apps or implement a new mobile app for emergency management, preparedness, and disaster communications.

*Lead Agencies: Leon County Office of Information and Technology, City of Tallahassee Technology & Innovations, Leon County Sheriff's Office Information Technology Section*

*Support Agencies: Leon County Community & Media Relations, City of Tallahassee Communications, Leon County Emergency Management*

## Section 4.0 Hurricane Hermine Preparedness, Response and Recovery

Recommendation 45.2: Work with FDEM to leverage the use of AlertFlorida upon implementation by the State to provide mass notification in the event of future emergencies.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Office of Information and Technology, Leon County Community & Media Relations*

### 4.2.5 FM Radio Communications

The Leon County CEMP, Appendix 14 – Public Information provides for personnel at the EOC to utilize a variety of communications media, including FM radio, to disseminate critical information to the public during an emergency. To facilitate this, Leon County maintains a telecommunications link with WFSU-88.9 FM which allows LCEM to broadcast live over that frequency from the Public Safety Complex. However, during Hurricane Hermine, the WFSU studio lost electrical power and its backup generator also failed on Friday, September 2. Although the WFSU facility lost power, Leon County was still able to provide timely and frequent emergency information to the public via radio through an existing relationship with Red Hills Radio (99.9 FM, 103.1 FM, 104.9 FM, and 106.1 FM). EOC Public Information staff began issuing public safety announcements immediately following the storm on Friday, September 2 on the Red Hills Radio stations to advertise the Main Library comfort station (discussed in further detail below) and water distribution sites. Additionally, on the morning following Hurricane Hermine's landfall, The Morning Show with Preston Scott on 100.7 FM took live phone calls and broadcast information about the impact of the storm, which helped to provide awareness to citizens about blocked roads and inoperable traffic signals.

During community listening sessions following Hurricane Hermine, several citizens stated that even more radio presence during emergencies would be beneficial to provide timely and accurate emergency information. County and City Public Information staff have already begun conversations with WFSU to provide a great radio presence during future disasters. An opportunity also exists to partner with private radio stations during emergencies, as they can also assist with emergency information by simply reading information posted on the Emergency Information Portal over the air.

#### **Finding #46: Additional opportunities exist for the County to enhance its radio presence during emergencies.**

Recommendation 46.1: Work with local radio partners to increase awareness of the availability of emergency public information.

*Lead Agencies: Leon County Community & Media Relations*

*Support Agencies: Leon County Emergency Management*

Recommendation 46.2: Working with WFSU, evaluate opportunities for County and City Public Information Officers to provide live, on-air emergency information during future incidents.

*Lead Agencies: Leon County Community & Media Relations*

*Support Agencies: Leon County Emergency Management, City of Tallahassee Communications*

Recommendation 46.3: Designate WFSU as the definitive resource for emergency and public safety information on the radio and identify the personnel needed at the EOC to report this information.

*Lead Agencies: Leon County Community & Media Relations*

*Support Agencies: Leon County Emergency Management*

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Recommendation 46.4: Re-examine and upgrade if necessary the existing telecommunications link with WFSU in the Public Safety Complex.

*Lead Agencies: Leon County Office of Information and Technology*

*Support Agencies: Leon County Community & Media Relations*

Recommendation 46.5: Working with the City of Tallahassee, evaluate including the WFSU facility on the list of critical circuits for power restoration.

*Lead Agencies: Leon County Emergency Management, City of Tallahassee Utilities*

*Support Agencies: Leon County Community & Media Relations*

Recommendation 46.6: Work with FSU to provide additional backup generator support to the WFSU broadcast facility.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Community & Media Relations*

Recommendation 46.7: Explore providing video production support (satellite uplink, etc.) for media partners in the Public Safety Complex to broadcast briefings and community updates.

*Lead Agencies: Leon County Community & Media Relations*

*Support Agencies: Leon County Office of Information and Technology, Leon County Emergency Management*

### 4.2.6 Elected Officials' Role in Emergency Communications

Elected officials play an important role in emergency management. Aside from the state and local declarations authorized by the Governor and the Chairman of the Board of County Commissioners, respectively, elected officials establish the parameters and policies that are needed to facilitate effective emergency management and disaster recovery operations. In addition, elected officials are often a familiar face that can offer a sense of calm for citizens anticipating the storm or for those who have suffered through a disaster.

#### **Local Elected Officials:**

During the Hurricane Hermine activation, the County Administrator provided 21 comprehensive email updates to Commissioners with timely, accurate, and consistent information regarding preparation, response, and recovery efforts and to assist Commissioners in responding to constituent inquiries. The information provided was consistent with information posted to the Emergency Information Portal (EIP) and encouraged Commissioners to refer citizens to the EIP as the central source of vetted, accurate public information. During Hurricane Hermine, Commissioners provided suggestions to further enhance communications between the EOC and Commissioners by designating a dedicated Commission Liaison during future large-scale emergency events. This would ensure that Commissioners have the most up-to-date information regarding response and recovery efforts at all times.

Understandably, Commissioners want to be fully responsive to citizen inquiries in a time of emergency. Local elected officials are encouraged to participate fully in the response to an emergency and there are several ways to maximize the effectiveness of local elected officials' participation. First, response efforts can leverage the breadth of elected officials' personal networks, particularly through social media, to help

## Section 4.0 Hurricane Hermine Preparedness, Response and Recovery

disseminate emergency public information. As discussed above and throughout this report, and as extensively provided through various FEMA guidelines, elected officials' sharing of emergency information should always be consistent with, informed by, and refer back to the official source of emergency information – in Leon County' case, the Emergency Information Portal. Second, based on feedback from elected officials during the recovery, staff will put in place opportunities for local elected officials to participate in response and recovery efforts at comfort stations and at Points of Distribution for food and water. This allows elected officials to interact directly with citizens in their district, answer questions about the response and recovery process, and provide information about the Emergency Information Portal to citizens. The presence of elected officials at these locations also helps to reinforce the visibility of local response and recovery efforts.

**Finding #47: County Commissioners were provided regular and comprehensive information on response and recovery efforts but additional information regarding opportunities for elected officials to participate as described above should be communicated with Commissioners as recovery efforts evolve.**

Recommendation 47.1: Designate a dedicated Commission Liaison(s) during future large-scale emergency events to provide a coordinated two-way communication link with elected officials and entities involved in response and recovery operations.

*Lead Agencies: Leon County Administration*

### ***Communication Efforts in Relation to Actions by the Governor during Hermine:***

As provided in the Leon County CEMP, and in accordance with FEMA guidelines, coordination of County, City, state, and federal resources occurs through the EOC. This document thoroughly details many instances in which the coordination of resources from Leon County and City of Tallahassee departments, local nonprofit agencies, and state and federal partners worked extremely well in meeting the post-disaster needs of the community following Hurricane Hermine. In particular, later sections of this report detail the effective communications with the State EOC through EM Constellation to procure bottled water and other resources from the State Logistics Response Center, and separately, to ascertain the status of retail stores immediately following the storm to ensure that citizens were able to replenish food and emergency supplies.

However, while communications and coordination between the Leon County EOC and the State EOC were effective in most instances, the Governor made public comments during Hurricane Hermine suggesting that the City was refusing aid and intentionally prolonging recovery efforts. The Governor's actions fueled speculation and the spread of inaccurate misinformation that the City was refusing additional assistance to aid in response and recovery efforts, which added challenges to emergency communications efforts in an already challenging environment. As discussed in great detail in Section 4.9.2 of this report, the City not only had mutual aid agreements in place and had activated those agreements prior to Hurricane Hermine, the City was steadfast and consistent in its position throughout the recovery that City Utilities would accept help from any person or organization that could accelerate the speed at which they could safely restore power to citizens. As indicated in several sections throughout this report, and as provided in various emergency management guidelines from FEMA as well as the Florida Division of Emergency Management, the clear, accurate, consistent

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communication of information to the public is of the highest importance during emergency events. This is not only to provide the public with critical information, but to mitigate the rumor, inaccuracy, and speculation that commonly occurs in emergency situations.

In contrast to the discussion above, the Governor's communications relative to state and federal disaster declarations were effective and helped to secure resources needed to support response and recovery efforts. As referenced elsewhere in this document, the Governor issued a timely declaration of a state of emergency on August 31 and requested the President to declare a major disaster at the federal level. This was an important step in securing assistance from FEMA following the storm.

**Finding #48: Despite misinformation originating from the Governor's office, at no point during the Hurricane Hermine response and recovery efforts did Leon County refuse assistance from the State. The County made every effort to avail itself of the resources available from the State as well as community partners.**

**Finding #49: The City of Tallahassee was steadfast and consistent in its position throughout the recovery that City Utilities would accept help from any person or organization that could accelerate the speed at which they could safely restore power to citizens.**

**Finding #50: The Governor's communications relative to state and federal disaster declarations were effective and helped to secure resources needed to support response and recovery efforts.**

### 4.3 Volunteer Assistance

During emergency events, VolunteerLEON takes a lead role with respect to volunteer coordination and donated goods. This includes the overall management, coordination and prioritization of volunteer support and distribution of donated resources to meet the needs of impacted areas following a disaster.

The Leon County CEMP provides for the establishment of a Citizen Information Line (CIL), which is a 13-station phone bank established in a dedicated space at the EOC, utilized to receive a large volume of citizen inquiries during an emergency. Leon County's Director of Volunteer Services recruits, trains, and supervises both citizens and County employees to staff the CIL. Following Tropical Storm Fay in 2008, staff identified a shortage of personnel to staff the Citizen Information Line. Since that time, over 200 County staff have been trained to operate the CIL during emergencies. During Hurricane Hermine, the CIL operated for 111 hours with the assistance of AmeriCorps volunteers and City and County staff, who responded to 1,800 calls to the CIL throughout the incident. The CIL was deactivated on Tuesday, September 6 and the lead role transitioned to 2-1-1 Big Bend to handle citizen inquiries.

2-1-1 Big Bend lost power to its main facility immediately following Hurricane Hermine. Although the agency stocks backup batteries for their phones, the backup batteries only last for 12 to 18 hours. However, with the support of Leon County Emergency Management, VolunteerLEON, and the Leon County Office of Information and Technology, 2-1-1 Big Bend moved its operations and transferred its phone lines to the Public Safety Complex on Friday afternoon, September 2 and was back online the same evening. The CIL continued to handle citizen inquiries during this time.

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In 2007, VolunteerLEON partnered with LCEM and the City of Tallahassee's Emergency Preparedness Division to form the Big Bend Community Organizations Active in Disaster (COAD) coalition to improve volunteer coordination during emergency situations. COAD is an association of local, regional, and national humanitarian organizations with operations in the Big Bend region. In accordance with the Leon County CEMP, VolunteerLEON is responsible for activating COAD during emergency events.

During Hurricane Hermine, COAD mobilized volunteer resources to ensure no needs went unmet. Services provided by COAD member agencies included food and water distribution, assistance with operating the Main Library comfort station, and assistance to residents with clearing fallen trees and debris from private properties. Although 2-1-1 Big Bend was able to provide referrals assisting many County residents following Hurricane Hermine, several citizens during community listening sessions indicated that they were unaware of 2-1-1 Big Bend and the services it provides. A finding and recommendation to this effect are included below.

**Finding #51: During community listening sessions following Hurricane Hermine, several citizens indicated that they were unaware of 2-1-1 Big Bend and the services it provides.**

Recommendation 51.1: Explore opportunities to enhance promotion and awareness of 2-1-1 Big Bend and its role during emergencies to reach more citizens and expand services to those in need.

*Lead Agencies: Leon County Community & Media Relations, City of Tallahassee Communications*

*Support Agencies: Leon County Emergency Management*

### 4.4 Emergency Shelters

The Recovery Annex of the Leon County CEMP provides for emergency sheltering operations to accommodate citizens who are displaced as a result of an emergency event. During any type of disaster response, the CEMP designates the Capital Area Chapter of the Red Cross (Red Cross) as the lead agency for opening and managing shelters and evacuees. The general population shelter is staffed by the Red Cross, the Special Needs Shelter is staffed by the Florida Department of Health in Leon County, and pet accessible shelters are staffed by the Big Bend Disaster Animal Response Team (DART).

During Hurricane Hermine, LCEM coordinated with the American Red Cross to open emergency shelters at Chiles High School, Florida High School, and Oak Ridge Elementary School. Overall, 231 citizens were served by these emergency shelters. Shelters were opened Thursday, September 1. Shelter operations at Chiles High School and Oak Ridge Elementary School deactivated on September 2 following the storm. Because Leon County Schools reopened on September 7, the Florida High shelter transitioned to Bethel AME Church on September 6. This shelter deactivated fully on September 8.

In addition to the general population shelter, the Leon County CEMP provides for emergency sheltering operations to ensure care and attention for those with special medical needs. The Florida Department of Health in Leon County (FDOH) is the lead agency for the medical operation of the special needs shelter and the American Red Cross is responsible for the logistics and support operations of the shelter. This is supported by Section 381.0303(2)(b), Florida Statutes, which designates FDOH as having the lead responsibility to staff special needs shelters and to recruit assistance from health care practitioners. Based on DSI's input concerning the Americans with Disabilities Act, staff will evaluate the capability of all emergency shelters to

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accommodate special needs shelterees, a concept known as “whole community” sheltering, in future updates to the CEMP.

In accordance with Section 252.355, Florida Statutes, and as outlined in the CEMP, LCEM maintains a special needs registry in order to plan for the needs of persons with physical, mental, cognitive, or sensory disabilities who will need assistance with evacuation and sheltering during emergencies. Citizens can register online through the Florida Division of Emergency Management website or by using a paper form provided by Leon County Emergency Management. LCEM promotes the special needs registry as part of its public awareness and outreach program. Prior to Hurricane Hermine’s arrival, Leon County EMS worked with Leon County Emergency Management and FDOH to contact individuals on the special needs registry to identify those who needed shelter accommodations.

A special needs shelter was established at Florida High School during Hurricane Hermine, which opened on Thursday, September 1 and served 27 clients, including special needs individuals and their caregivers. FDOH organized 25 personnel to staff the special needs shelter during Hurricane Hermine. Transportation services to the shelter were provided by Star Metro, and in cases where the individual could not be safely moved in that manner, Leon County EMS provided the transportation of the patient. In addition to the special needs shelterees included in the registry, a number of elderly and medically needy patients who were not listed on any special needs lists or registries sought special needs shelter services.

Leon County Animal Control deployed resources to the shelters at Chiles High School at Florida High to make these locations pet-accessible. Animal Control staff coordinated with the Tallahassee-Leon County Animal Service Center (TLCASC) for pet food and supplies and with the Big Bend Disaster Animal Response Team (DART) for kennels and additional staffing. Resources deployed for pet-accessible shelter accommodations were purchased by Leon County as a lesson learned after Tropical Storm Fay in 2008.

**Finding #52: Through coordination at the Leon County EOC, emergency shelters were opened in a timely fashion prior to Hurricane Hermine. 231 citizens and an additional 27 special needs clients and their caregivers utilized the shelters that were established.**

Recommendation 52.1: Evaluate the capability of all emergency shelters to accommodate special needs shelterees in future updates to the CEMP.

**Finding #53: During Hurricane Hermine, staff observed a need to update the special needs registry questionnaire and enhance outreach to prospective registrants.**

Recommendation 53.1: Explore opportunities to further enhance outreach regarding the special needs registry and to refine the questionnaire.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Emergency Medical Services*

**Finding #54: Based on a lesson learned from Tropical Storm Fay in 2008, Leon County Animal Control now has additional resources available to assist with pet-accessible sheltering operations. However, the Leon County CEMP, Annex 17 – Animal Issues has not been updated since 2007 and does not reflect these additional resources.**

Recommendation 54.1: Update the Leon County CEMP, Annex 17 – Animal Issues to reflect the availability of the mobile pet shelter and other resources that are available from community partners.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Animal Control*

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### 4.5 Health Care Agencies and Facilities

Following Hurricane Hermine, several local health care facilities experienced the loss of electrical power. Section 400.23, Florida Statutes requires certain licensed health care facilities including hospitals, surgical centers, nursing homes, assisted living facilities, and others are required to prepare Comprehensive Emergency Management Plans for their facilities. County emergency management agencies are statutorily responsible for reviewing these plans (however, for some other facilities, such as home health agencies, hospices, and others, County Health Departments review emergency plans). The Agency for Health Care Administration (AHCA) has developed compliance criteria which county emergency management agencies must use to review facilities' CEMPs. There are 41 licensed health care facilities in Leon County which must submit a CEMP to Leon County Emergency Management for an annual review. In 2015, 35 facilities submitted their plans to Leon County Emergency Management (LCEM) for review. For those facilities that do not submit their plans for review, LCEM notifies AHCA, who has enforcement authority to ensure the facility's plans are reviewed.

Among other protocols, AHCA's compliance criteria require facilities' CEMPs to describe the procedures to ensure the following needs are supplied:

- Food, water, and sleeping arrangements
- Emergency power
- Transportation
- 72-hour supply of all essential supplies

Additionally, facilities must make provisions for 24-hour staffing on a continuous basis until the emergency has abated and must also describe the policies, roles, responsibilities and procedures for the evacuation of residents from the facility if needed. When disasters occur, health care agencies and facility administrators are charged with the responsibility to care for their clients and residents by executing the provisions of their CEMP. During Hurricane Hermine, the need became apparent to clarify the responsibility of these providers for the patients and residents under their care.

The Leon County CEMP establishes the roles and responsibilities of response agencies as well as health care facilities in the County. Specifically, Annex 8 – Health and Medical Services provides that, with respect to medical facilities, Leon County Emergency Management:

*...will provide notification, information, updates, and the coordination of evacuation assistance to medical facilities (hospitals, nursing homes, assisted living facilities, and other residential facilities) in event of a disaster. There will be representatives from the Leon County Health Department in the Leon County Emergency Operations Center (EOC) to coordinate with liaisons from hospitals, nursing homes, and assisted living facilities.*

Annex 8 provides further that residential health care facilities are responsible to develop and implement comprehensive disaster plans which include evacuation procedures and to establish a facility liaison with FDOH at the County EOC to coordinate and assist with the implementation of facility disaster plans. FDOH is the lead agency designated in the CEMP for the implementation of emergency health and medical activities.

No local health care facilities evacuated residents during Hurricane Hermine. One administrator of a local health care facility made the following remark published in a local news article, indicating that it was not necessary to evacuate the facility's residents:

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*"You don't just load them up and take them somewhere in Tallahassee. Where would we put them? That would have overloaded the system. And it really didn't make sense to drive them to Gainesville or anything and bring in massive buses."*

However, the same facility administrator contacted local elected officials and the Leon County Emergency Management Director with complaints regarding the pace of power restoration efforts. Complaints made to the Emergency Management Director were not made as a matter of medical necessity for patients, but rather as a matter of comfort for the facility's residents. As indicated above, these facilities have emergency plans that describe how the facilities will care for their residents during this type of event. If facility administrators require assistance with the implementation of these emergency plans, FDOH is the lead agency responsible for providing this assistance as indicated in the Leon County CEMP.

**Finding #55: The restoration of electrical service to area health care facilities was prioritized, as discussed in Section 4.9.2 of this report. Local health care facilities are required to have emergency plans that include procedures to transport residents, if necessary, due to the effects of extended power outages but chose to remain at their facilities. Administrators of health care facilities are primarily responsible for the implementation of their emergency plans, and assistance in implementing these plans is available from FDOH as specified in the Leon County CEMP.**

Recommendation 55.1: Coordinate with the Florida Department of Health in Leon County to identify training opportunities and technical assistance for local health care facilities in the development and implementation of emergency facility plans.

*Lead Agencies: Leon County Emergency Management*

### 4.6 Emergency Medical Service

On Wednesday, August 31, Leon County EMS initiated its Emergency Operations Plan for tropical system impacts and issued a situational report advising staff to take protective measures at home by activating their personal emergency plan and to be prepared for possible full staff recall and the likelihood of extra shift assignments. As previously mentioned, EMS administrative staff was assigned to the EOC on August 31 to provide assistance to LCEM and the FDOH in Leon County by contacting individuals on the special needs registry, coordinate the movement of special needs patients, and help setup medical equipment at the special needs shelter. EMS also identified strategic ambulance staging locations and areas of last refuge throughout the County for staff deployed on ambulances. Alternate response plans were finalized based on these locations which included County facilities, schools, fire stations and hospital facilities.

EMS handled over 900 requests for service from the time Hermine began impacting the County through Tuesday morning. Friday morning, September 2 was the peak operational period for EMS. Requests for service during this time were 60% higher than typical call volumes. Staffing levels were increased from Thursday, September 1 through Tuesday, September 6 at levels consistent with the demand for service. Additional ambulances and personnel were deployed at varying levels from the evening of Thursday, September 1 through Tuesday morning, September 6. A third crew member was placed on most ambulances Thursday evening through Friday morning in case crews needed to move patients with potentially no ambulance backup for a prolonged period of time. In a larger-scale event, EMS would have requested the deployment of one or more Ambulance Strike Teams through the Florida Division of Emergency Management. An Ambulance Strike Team consists of five equipped and staffed ambulances and a team leader.

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Ambulance Strike Teams are deployed through the state's emergency management system, in coordination with the FDOH, and are sent from non-impacted jurisdictions.

Leon County EMS maintained constant communication with hospital partners through the incident. All three hospital emergency departments remained operational and capable of accepting patients throughout the event. There was no loss of medical service capability at any facility. In the EOC, EMS provided support to the FDOH with the coordination of needs at nursing homes, assisted living facilities and citizens with special medical needs. Following the storm, EMS assisted citizens in evacuating buildings where elevators were not operational, refreshed oxygen cylinders, coordinated services with their medical supply provider, and assisted citizens who were without power until they were able to make arrangements with their durable medical supply provider. EMS also assisted with the assessment of medical facilities' and nursing homes' ability to sustain services on generator power, as described in Section 4.5 above.

**Finding #56: Between calling special needs registrants, providing medical assistance at emergency shelters, and assisting with the assessment of health care facilities following Hurricane Hermine, Leon County EMS' role in support of the Florida Department of Health continues to expand during emergency activations.**

**Finding #57: Leon County EMS was able to meet service demands throughout Hurricane Hermine by pre-deploying ambulances in the field prior to the storm and utilizing a dynamic staffing model to accommodate an elevated level of demand.**

### 4.7 Law Enforcement

Local law enforcement agencies played a crucial role in efforts to prepare, respond to, and recover from Hurricane Hermine. Leon County Sheriff's Office (LCSO) and Tallahassee Police Department (TPD) representatives worked together in the EOC to address law enforcement and public safety needs during the incident. Prior to the storm's arrival, LCSO prepared the County Jail by switching to backup generator power in the event of power loss. LCSO and TPD both activated Alpha/Bravo shifts in preparation for the storm, which are consecutive 12-hour shifts that provide for continuous around-the-clock staffing.

LCSO and TPD both staffed extra patrols immediately following Hurricane Hermine. Also, because search and rescue operations are sometimes needed following a disaster, the Leon County CEMP provides for some law enforcement officers from both agencies to be supplied with chainsaws during emergency event. While no search and rescue operations were necessary following Hurricane Hermine, these law enforcement officers were able to assist in road clearing efforts following the storm in addition to their primary law enforcement roles. Law enforcement officers also assisted in relaying information back to the EOC regarding areas experiencing extended power outages and significant amounts of storm-related debris. Because of local law enforcement agencies' enhanced presence in areas with extended power outages, the decision was made in the Leon County EOC to coordinate resources with the Salvation Army and Red Cross to assist with the distribution of food to these areas.

On Friday, September 2, the Leon County Sheriff's Office initiated a mission request through the Leon County EOC for 20 state law enforcement officers (Mission Request #134). These officers were requested to provide nighttime security for area businesses that were experiencing extended power outages. Overall, there were no reports of significant increases in crime or looting in the aftermath of Hurricane Hermine.

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**Finding #58:** There were no reports of significant increases in crime or looting in the aftermath of Hurricane Hermine.

**Finding #59:** Mission requests for law enforcement assistance issued through EM Constellation were implemented seamlessly.

**Finding #60:** Road clearing assistance provided by law enforcement officers in the field immediately following Hurricane Hermine was useful and allowed County and City Public Works crews to focus efforts on clearing larger trees and major roadways.

Recommendation 60.1: Update the Leon County CEMP, Annex 16 – Law Enforcement and Security to reflect the availability of law enforcement officers to assist with initial road clearing operations in addition to their primary law enforcement roles. In this update, ensure that these officers are provided with the proper safety equipment, bottled water, and any other supplies needed to safely execute these responsibilities.

*Lead Agencies:* Leon County Sheriff's Office

*Support Agencies:* Leon County Emergency Management

Recommendation 60.2: Identify other County personnel who may be in the field during emergency response operations (e.g., Animal Control, Code Compliance, etc.) and ensure these personnel are provided with bottled water and critical emergency public information that they can share with citizens in the field, such as the location of comfort stations and Points of Distribution.

*Lead Agencies:* Leon County Administration

*Support Agencies:* Leon County Emergency Management

### 4.8 Consolidated Dispatch Agency

During Hurricane Hermine, the Consolidated Dispatch Agency (CDA) was represented in the EOC from the point of activation until Monday, September 5, 2016. The CDA increased staffing levels on September 1 and September 2 to accommodate the expected elevated call volume associated with the storm. From September 1 to September 5, the CDA fielded over 10,500 calls, and on September 2 alone the CDA experienced an increase of approximately 340% over normal call volume. The Hurricane Hermine event was the first time the Computer Aided Dispatch (CAD) system was subjected to such a massive workload.

During Hurricane Hermine, a team of six personnel were relocated to the CDA's backup center via law enforcement escort in the event operations had to be diminished or ceased at the Public Safety Complex. The backup center is located on the second floor of the Leon County Sheriff's Office Jail Facility on Appleyard Drive. However, there were no reported incidents with the performance of the CAD system, which functioned properly throughout the hurricane.

During Hurricane Hermine, CDA staff observed a need to improve the process for gathering information on road conditions and storm-related damage. Public Works crews required certain information regarding roads that were reported as blocked, such as which entity has maintenance jurisdiction over the road (County, City, or State), basic details regarding the size of the tree blocking the roadway, and whether the tree is tangled in power lines.

**Finding #61:** No missed calls or system outages occurred at the Consolidated Dispatch Agency during Hurricane Hermine.

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### 4.9 Infrastructure Restoration

#### 4.9.1 Road Clearing

Leon County and City of Tallahassee Public Works began the process of clearing debris from roadways in the early evening hours of Thursday, September 1 due to severe weather prior to Hurricane Hermine's landfall. The County and City had activated Alpha/Bravo shifts prior to the storm, consisting of seven crews working twelve-hour shifts as well as administrative support staff. County crews were pre-deployed to six previously-selected hardened school locations (Fort Braden, Woodville, Montford, Chaires, Canopy Oaks and Chiles) as well as one crew stationed at the Public Works facility. Public Works crews continued clearing debris prior to the storm until approximately 11:00 PM when they were pulled back to the deployment locations due to the arrival of tropical storm-force winds. At approximately 4:00 AM on Friday, September 2, when winds fell below tropical storm force, County and City crews were moved back out to resume clearing operations.

Public Works efforts were supported by contractors for debris monitoring and removal. These contractors were utilized for the "cut and toss" operation to facilitate faster openings of blocked roads, and later in the debris removal phase of the response. Cut and toss involves cutting and/or pushing debris off of the roadway sufficiently to allow safe vehicular traffic on all travel lanes. County and City crews continued Alpha/Bravo shift operations on September 2, assisted by contracted cut and toss crews as well as Leon County Jail inmate crews. Overall, Leon County responded to approximately 400 downed trees resulting in eight collector roads and 130 local roads being closed due to tree blockages. City crews responded to another 800 downed trees and 90 road closures. All County roads were open to traffic by Sunday, September 4.

In severe weather incidents prior to Hurricane Hermine, the standard practice had been for the City and Talquin to deploy Electric Utility staff with County Public Works crews to clear roads by assisting with discharging power lines wrapped around downed trees. During Hurricane Hermine, however, the City and Talquin anticipated significant damage to their infrastructure as a result of the storm's direct path through the County and initially reserved their staff to make immediate repairs. This caused some delays with respect to road clearing efforts as Public Works crews were unable to quickly remove trees that were wrapped in power lines. By the afternoon of Saturday, September 3, however, Leon County Public Works did receive regular assistance from both the City Electric Utility and Talquin. In post-storm debriefing meetings, County staff acknowledged the City's and Talquin's priorities to maintain and restore their infrastructure. In the future, however, staff will need to coordinate to ensure support from Utilities personnel from the beginning of the incident. City and Talquin staff are aware of the County's concerns and have expressed an interest in working to ensure that future road clearing efforts are not delayed.

On Thursday, September 1 prior to Hurricane Hermine's landfall, Leon County Public Works issued a request through EM Constellation for Florida Department of Transportation (FDOT) assistance with cut and toss road debris clearance on federal-aid roadways (Mission #53). During past emergency events, FDOT routinely provided this assistance. However, during Hurricane Hermine, the FDOT representative at the State EOC contacted Leon County Emergency Management and declined the initial mission

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request, advising that FDOT would provide contractors to assist with cut and toss operations only after local resources had been exhausted. The mission request was marked as “Complete” in EM Constellation, rather than “Declined.” On September 2 following Hermine’s landfall, the FDOT Secretary contacted the City of Tallahassee directly and advised that FDOT resources would be made available to assist with cut and toss operations on City-maintained roadways. This, like other communications involving the State described in Section 4.2.6, was outside of the typical protocol that would normally be expected by local emergency management staff.

The City initiated this request (Mission #115) in coordination with the Leon County EOC on September 2. Subsequently, on September 3 Leon County Public Works re-requested FDOT resources to assist with cut and toss operations upon learning that FDOT resources were made available to the City (Mission #164). This second request was approved, 41 hours after the storm had passed through Leon County. On September 4, Governor Scott issued a press release suggesting incorrectly that the County and City had declined further cut and toss assistance from FDOT. Later that evening, the Governor’s office retracted the Governor’s statement, indicating that it was based on a misunderstanding between the County and City. As indicated earlier in this report, at no point during the Hurricane Hermine incident did Leon County refuse assistance from the State.

**Finding #62: Pre-deploying Public Works crews at strategic locations throughout the County allowed for a faster and more efficient utilization of resources and accelerated the pace of road clearing efforts following Hurricane Hermine.**

**Finding #63: County, City, and Talquin staff have discussed and acknowledged the need to deploy Road Clearing Task Force crews during future emergency events.**

Recommendation 63.1: Update the Leon County CEMP to formalize Road Clearing Task Force crews consisting of Leon County Public Works, City of Tallahassee Electric, and Talquin Electric. Coordinate with the City to similarly update its emergency plans.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Public Works*

**Finding #64: Communications from the State EOC and Governor Scott regarding assistance with cut and toss operations were unclear and counterproductive to response and recovery efforts. Additionally, FDOT representatives should have contacted the Leon County EOC rather than City staff to communicate the availability of resources following the storm (more discussion is provided in Section 4.1.1 of this report and Recommendation #34.1).**

### 4.9.2 Electrical Infrastructure

Pursuant to the Leon County CEMP and as outlined elsewhere in this report, the Leon County Director of Emergency Management is responsible for the overall coordination of response efforts to emergency events. Leon County departments, City of Tallahassee departments, volunteer agencies, and other community partners convene at the Leon County EOC to communicate and coordinate their individual action plans to respond to, recover from, and mitigate the effects of emergencies. In doing so, each participating agency involved in a response will follow their own policies and procedures in order to achieve the overall incident management objectives established at the County EOC. In addition, the City of Tallahassee maintains its own Incident Management Plan that

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details the actions and procedures the City will follow in response to an emergency. As indicated in Section 1.5.3 of this report, the City's Incident Management Plan is consistent with and supports the Leon County CEMP. As provided in the Leon County CEMP as well as the City of Tallahassee Incident Management Plan, City of Tallahassee Utilities and Talquin Electric are the lead agencies for power restoration activities following a disaster.

On the morning of Friday, September 2 immediately following Hurricane Hermine, City of Tallahassee Utilities personnel partnered with the Leon County Sheriff's Office Aviation Bureau to conduct an aerial survey of the power transmission system. As a result of the damages sustained by Hurricane Hermine, the City's electric system experienced the loss of 50% of the high voltage transmission system, 33% loss of the City's electric substations, 75% of the electric distribution system and over 65% (or approximately 75,000) of the City's electric customers. This is the most significant damage that the City's electric system has experienced since Hurricane Kate. In addition, approximately 20,000 Talquin customers in Leon County lost power. The same day, the City of Tallahassee estimated that it could take up to a week to restore power to 90% of its customers. This information was communicated during a press conference conducted at the EOC and communicated by EOC Public Information staff through a news release. Talquin Electric estimated 90% restoration to occur within three to four days.

City and Talquin restoration activities after Hurricane Hermine followed industry-standard electric utility restoration priorities, which are also outlined in the Leon County CEMP – restoration of the critical transmission system, followed by substation restoration, then the restoration of circuits and sub-circuits. The restoration of these major components of electric infrastructure systems must be conducted first, as these components carry power from substations down to neighborhood-level circuits and ultimately individual connections. Following the restoration of major transmission lines, pursuant to the CEMP, the focus shifts to restoring critical circuits that serve facilities such as hospitals; 9-1-1 answering points; potable water, waste water transmission and treatment systems; and other related facilities in support of the health and safety of the affected population. Utility crews then focus on restoring customers, working from the largest outages to smallest outages.

By Wednesday, September 7 (five days following the storm), electrical service was restored to approximately 90% of City customers and nearly all Talquin customers in Leon County, significantly ahead of the estimated schedule that both agencies communicated to the public. Nearly all City customers were restored by Friday, September 9 (one week after the storm) with remaining outages generally associated with damage to customers' service lines that connect an individual meter to the pole.

City of Tallahassee Utilities and Talquin Electric both participate in mutual aid agreements to facilitate the emergency procurement of resources such as equipment, supplies, and labor as needed during disaster events. Consistent with the Electric Utility and industry practices, mutual aid was sought for a number of other utilities within and outside of Florida to provide the needed additional support to restore the electric system. The amount and type of mutual aid utilized is a function of what can safely be utilized during the restoration process.

Talquin Electric utilized resources from 11 other electric cooperatives through mutual aid and three contract companies to restore power following Hurricane Hermine.

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Throughout the incident, the City was steadfast and consistent in its position that it utilized as much mutual aid as was possible to safely, effectively, and quickly restore power. A total of 198 mutual aid line crews and staff from nine utilities assisted with restoration efforts. Following are the agencies that contributed this support:

- Lakeland Electric
- Jacksonville Electric Authority (JEA)
- Kissimmee Utility Authority
- Beaches Energy
- City of Bartow, Florida
- Orlando Utilities Commission
- Keys Energy
- Gulf Power
- Lafayette Utilities System (Lafayette, Louisiana)

Mutual aid crews arrived in Leon County by mid-day on Friday, September 2 following the storm and assisted with the process of restoring electrical service until Sunday, September 11. The City's vegetation management contractors also provided additional support during restoration efforts. In total, the City more than tripled its field workforce during the restoration efforts. In addition to this mutual aid support, the entire City of Tallahassee Electric Utility staff was placed in emergency operation mode to provide the necessary logistical and administrative activities needed to support field restoration efforts. Power restoration was conducted safely by City, Talquin, and mutual aid crews and no accidents occurred in Leon County during Hurricane Hermine response and recovery efforts.

The Florida Department of Transportation also provided mutual aid support for the City's traffic signals by providing, installing, and maintaining portable generators to allow the traffic operations team to quickly restore the traffic signal system in a quick manner. Electrical service was disrupted for over 200 traffic signals throughout Leon County following Hurricane Hermine, or nearly 60% of signals countywide. Portable generators were deployed to bring as many traffic signals back online as possible immediately following the storm, prioritizing major intersections with the most expected traffic. As power was gradually restored, generators were redeployed to other intersections as needed. All traffic signals were restored to main power by Wednesday, September 7.

Following the restoration activities, City of Tallahassee Electric conducted an internal after action review to identify what went well and what actions could be taken to enhance the response and restoration efforts in future events. A number of operational and tactical issues were identified which will be addressed in the annual update of City of Tallahassee Electric's emergency plans. A handful of these issues are more global in nature; these issues and actions are provided below for the purpose of highlighting the City's internal actions to continually enhance the emergency power restoration process:

### **1. "Critical circuit" listing update:**

During the course of the restoration efforts, Electric Utility staff observed a need to re-evaluate the classification of utility customers and update the listing of critical circuits for priority restoration. The City is developing an expanded

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circuit listing of all of the various customer classes that were identified during the storm restoration so that a review of the circuit priority can be conducted.

### **2. Situational awareness for utility customers:**

During and after the restoration process, citizens shared comments and suggestions related to reporting on the status of electric system damage and restoration, including the online outage map. The City is working to determine what additional information can be mined from its outage management system as well as from daily operational reports to enhance this information for sharing with the public. This issue is also discussed in Section 4.2.1 in the context of emergency communication efforts.

### **3. Transmission switching/clearance guidelines:**

Prior to conducting repairs to the City's transmission and distribution system, certain switching and safety clearances must be performed to ensure employee and customer safety. City Electric has reviewed and created an updated protocol for transmission system clearance and switching that should provide for the same level of safety and regulatory compliance yet yield a faster isolation of the transmission system to allow for work to begin.

### **4. "Rapid Response Teams":**

City Electric utilized engineering staff to perform a review of the damage to the City's electric infrastructure and provide technical support to field crews. This support work is being reviewed and updated to provide for enhanced communications with the EOC and the City's electric customers and to enhance future restoration efforts.

One of the electrical restoration challenges that arose following Hermine was utility customers being directed to the alternative provider to resolve their power outages. These customers reside along the edges of the service territories for City Utilities and Talquin Electric for which both providers have facilities that extend into the other's area. As a result, some County residents have a Talquin meter box that receives power through the City's utility lines and vice-versa. Residents would naturally contact the provider of the meter box to report power outages, as that would also be the monthly billing agent, but the provider would redirect those customers since they are not responsible for the downed utility lines delivering power to the homes.

Affecting approximately 2,600 total residents, this matter had previously been identified by both the City and Talquin which already have acquisition plans in place to alleviate the problem. By 2019, the City anticipates full acquisition of the Talquin utility lines within the City's territory. Until that time, both electric providers are committed to resolving reports of outages in these limited areas through direct provider communication rather than redirecting the customer to the alternative provider.

**Finding #65: While technical advancements have been made to detect and locate power outages since Hurricane Kate over 30 years ago, the physical task of repairing a line or replacing a pole remains a time-consuming process.**

**Finding #66: Following disasters involving extensive damage to electrical system infrastructure, repairs to major power transmission lines and substations are prioritized in order to expedite power restoration to the greatest number of customers.**

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**Finding #67:** City of Tallahassee Utilities and Talquin Electric followed industry guidelines in the restoration of electrical service following Hurricane Hermine – specifically, by restoring the critical transmission system first, followed by electrical substations, then the restoration of neighborhood-level circuits and sub-circuits.

**Finding #68:** Following a major disaster, it is difficult to accurately predict how long electrical service may be out. This presents significant challenges to public information efforts, as citizens generally want to know how long the restoration process will take in order to make accommodations for food, lodging, and other needs. During Hurricane Hermine, EOC staff reported that callers to the Citizen Information Line appreciated having information about the locations at which utility personnel were working. The City and Talquin made this information available beginning Tuesday, September 6.

Recommendation 68.1: Throughout an incident, work with City of Tallahassee Utilities and Talquin Electric to communicate the overall plan for utility restoration as well as general information regarding where utility crews are working to restore service each day.

*Lead Agencies:* Leon County Community & Media Relations, City of Tallahassee Communications, City of Tallahassee Electric, Talquin Electric

*Support Agencies:* Leon County Emergency Management

**Finding #69:** Following an internal after action review, City of Tallahassee Electric is exploring ways to improve reporting of power outages through its online mapping application, incorporating public input received during community listening sessions.

**Finding #70:** The Leon County CEMP provides that the City of Tallahassee and Talquin Electric prioritize restoration of electrical power to vital community resources by coordinating with outside agencies and private entities as needed for the restoration of power. Both agencies maintain mutual aid agreements in order to repair or restore energy systems.

**Finding #71:** During community listening sessions following Hurricane Hermine, several citizens observed a need to enhance driver awareness during emergency events regarding inoperable traffic signals. Many drivers were unaware that inoperable traffic signals should be treated as a 4-way stop.

Recommendation 71.1: Include additional traffic safety information in pre- and post-disaster emergency communication efforts.

*Lead Agencies:* Leon County Community and Media Relations, City of Tallahassee Communications

*Support Agencies:* Leon County Emergency Management

### 4.9.3 Underground Utilities

During Hurricane Hermine, the City of Tallahassee lost electrical power to all of its water production wells and all of its wastewater pump stations. The City activated mutual aid assistance for underground utilities from six other agencies prior to the storm. Mutual aid crews arrived on Friday, September 2 and assisted with water and wastewater system repairs until Monday, September 5. 22 of the City's major pump stations have backup generators and smaller stations are outfitted to be powered by portable generators.

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The City experienced 21 sanitary sewer overflows associated with power loss its pump stations. 15 of these spills were reported to be minor (under 100 gallons). Each of the spills was reported to the Florida Department of Environmental Protection (FDEP) in accordance with Chapter 62-620, Florida Administrative Code. FDEP is the agency responsible for the overall policy, permitting, compliance, and enforcement of wastewater programs in Florida. The City of Tallahassee's wastewater treatment facilities and infrastructure systems are permitted by FDEP. Since the City's production wells for potable water are fitted with backup generators, water supply was not interrupted with the exception of some minor disruptions to the distribution system due to uprooted trees.

In addition to impacts caused to Leon County, Hurricane Hermine also significantly impacted the Tampa Bay area. Several wastewater spills associated with Hermine were reported by the cities of Tampa, Clearwater, and St. Petersburg; Pinellas County; Sarasota County; and other affected utility operations. Following Hurricane Hermine, the Governor and FDEP issued an emergency rule regarding public notice associated with wastewater spills and other incidents of pollution. The emergency rule was issued in response to sewage spills in the Tampa Bay as well as a sinkhole that opened at a central Florida phosphate plant, both of which involved the discharge of millions of gallons of contaminated wastewater where the public was not notified until well after the fact. To address the issue, the Governor and FDEP have proposed a rule that would require immediate notice to the Department, local governments and the media after a "pollution" incident is discovered. Emergency Rule 62ER16-1 went into effect September 27, 2016 for 90 days. FDEP also issued Proposed Rule 62-4.161, which is identical to the emergency rule but is going through the normal rulemaking process to make the rule permanent. As of the drafting of this report, the proposed permanent rule is still in the rulemaking process.

**Finding #72: The Leon County CEMP, Annex 3 – Public Works and Engineering does not list Talquin Electric Cooperative as a support agency similar to the City of Tallahassee, although Talquin is listed elsewhere in the CEMP as an agency with primary responsibility for infrastructure restoration. The Recovery Annex of the CEMP and Annex 3 should be updated for consistency and to reflect the City of Tallahassee and Talquin Electric as the lead agencies for water and wastewater infrastructure restoration.**

Recommendation 72.1: Update the Recovery Annex of the Leon County CEMP and Annex 3 – Public Works and Engineering for consistency and to reflect the City of Tallahassee and Talquin Electric as the lead agencies for water and wastewater infrastructure restoration following a disaster.

*Lead Agencies: Leon County Emergency Management*

**Finding #73: Not all wastewater pump stations are equipped with backup generators. Generators would help in reducing the incidence of sanitary sewer overflows during disasters. The Board of County Commissioners has established a legislative priority for the 2017 Legislative Session to seek hazard mitigation funding for this purpose in partnership with the City.**

Recommendation 73.1: Work with the City of Tallahassee to seek funding to install backup generators on pump stations.

*Lead Agencies: Leon County Administration*

*Support Agencies: Leon County Public Works*

## Section 4.0 Hurricane Hermine Preparedness, Response and Recovery

**Finding #74: The State of Florida has proposed an administrative rule prescribing certain reporting requirements for pollution events such as sanitary sewer overflows. County and City emergency plans should be updated to reflect the new reporting requirements.**

Recommendation 74.1: Amend the CEMP to reflect new reporting requirements for pollution events as outlined in Proposed Rule 62-4.161.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Public Works*

### 4.10 Food and Water Distribution

Due to extended power outages following Hurricane Hermine, many residents in rural areas were without water as electric well pumps could not operate. To address this need, immediately following the storm, Leon County Facilities Management and Parks staff began to assess County properties for any reports of damage in order to determine which facilities could be used for Points of Distribution and comfort stations (discussed in the following section). No major damage was reported at any County property. The decision was made to establish Points of Distribution on Saturday, September 3 at five locations in outlying areas of the County for bottled water and personal hygiene supplies:

- Lake Jackson Library
- Ft. Braden Community Center
- Woodville Library
- Chaires Community Center
- Miccosukee Community Center

Leon County placed an order at 6:11 p.m. on September 2 through EM Constellation for two trucks of bottled water (Mission #120). The order was approved by the State EOC and an expected delivery timeframe was communicated to the County EOC. Trucks were dispatched from the State Logistics Response Center in Orlando, arriving overnight within the expected delivery timeframe at the County's staging area, which was established at the Fleet Management facility on Blair Stone Road. Hygiene supplies were also ordered on September 2 and four additional truckloads of water were ordered on September 3 (Missions #122 and #137).

Staff from the Leon County Solid Waste Division, Fleet Management, and Facilities unloaded and staged the bottled water and hygiene supplies upon arrival and loaded the water onto smaller trucks for deployment to the Points of Distribution. This process serves as an example of how the resource request process and communications between the County EOC and State EOC should occur, in contrast with the resource requests issued for assistance with road debris clearance outlined in Section 4.9.1 earlier.

Points of Distribution operated 12 p.m. to 6 p.m. from Saturday, September 3 through Monday, September 5. The Woodville location remained open Tuesday, September 6 due to continued demand. The City of Tallahassee also distributed bottled water at Jack McLean Community Center. Approximately 180,000 bottles of water were distributed by the County and City during Hurricane Hermine.

Also, on September 3, the Director of the Florida Division of Emergency Management notified the County EOC of the potential availability of mobile battery charging stations from Duracell and AT&T. These resources were secured by the State EOC and deployed to locations in Leon County including the Woodville location, which was staged at the J. Lewis Hall, Sr. Woodville Park and helped residents to keep their mobile devices charged.

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Food service was also necessary as extended power outages caused many citizens' perishable food to spoil. The Salvation Army and the American Red Cross Capital Area Florida Chapter provided meal service from September 3 to September 9. The Salvation Army deployed food canteens at the Lake Jackson Library, Ft. Braden Community Center, Chaires Community Center, and Woodville Community Center/Woodville IGA store as well as several roving units to neighborhoods with extended power outages. The Red Cross also deployed mobile food distribution trucks to locations with extended power outages. The City of Tallahassee utilized StarMetro to assist with transportation from affected areas on the south side of Tallahassee to a meal service location at Jack McLean Park. In total, the Salvation Army served over 14,000 meals and the Red Cross served over 6,500 meals and 23,000 snacks.

During community listening sessions following Hurricane Hermine, citizens inquired as to why Leon County Emergency Management did not provide ice as a part of the response effort. Ice is generally not considered an essential life-saving commodity, except in certain circumstances involving keeping medications cool, and the state typically does not grant requests for ice when stores are open that can provide it. By way of example, a request from Madison County Memorial Hospital for dry ice during Hermine in order to cool vaccines was denied. Most grocery stores and big box stores in Leon County were open shortly following Hurricane Hermine.

**Finding #75: The process for requesting mutual aid assistance for bottled water from the State EOC worked seamlessly. Bottled water was shipped immediately and delivered on time to the County staging area, allowing County personnel to quickly distribute the water to areas in need.**

**Finding #76: During Hurricane Hermine, representatives from the Salvation Army and American Red Cross observed a need to identify a list of predetermined sites throughout Leon County that may be suitable for food service. The Leon County CEMP does not identify these locations.**

Recommendation 76.1: Amend the Leon County CEMP to provide for the identification of sites throughout the County that can serve as stationary food service locations.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Tallahassee-Leon County Planning Department*

**Finding #77: The Board of County Commissioners has established a legislative priority for the 2017 Legislative Session to seek funding to improve the disaster resilience of community centers and other facilities in Leon County that could serve as Points of Distribution or comfort stations.**

Recommendation 77.1: In support of the Board's 2017 State and Federal Legislative Priorities, seek funding to enhance the disaster resilience of facilities throughout the County that may serve logistical needs during emergency events.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Facilities Management*

**Finding #78: During Hurricane Hermine, many residents needed a location to recharge mobile devices. The County, City, and private sector partners were able to meet this need by opening libraries and community centers and deploying mobile charging stations.**

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### 4.11 Comfort Stations

In addition to points of distribution, the Leon County CEMP provides for the establishment of “comfort stations” to help residents cool off, hydrate and to receive information from area nonprofit agencies. Leon County opened a comfort station at the Main Library with assistance from the American Red Cross from Saturday, September 3 to Wednesday, September 7. Over 5,000 citizens visited the comfort station during this time. Branch libraries were also opened to the public as power was restored. Additionally, the City of Tallahassee opened Jack McLean Community Center, Sue McCollum Community Center, and Palmer Munroe Teen Center as comfort stations. Information about comfort stations was announced during press conferences and was disseminated by EOC Public Information staff through news releases, social media posts, the County’s Emergency Information Portal, and the City’s emergency information webpage.

Citizens reported to Library staff that they appreciated having a place to go with air conditioning, restrooms, drinking fountains and charging stations where they could stay as long as they liked. Citizens also enjoyed being around other people and utilized library resources such as books, magazines, computers, and the board games that Library staff made available. People stayed at the comfort station after their devices were charged, and many came back each day. For future emergencies, each Library facility could operate as a comfort station as long as the facility has electric service.

During community listening sessions following Hurricane Hermine, some citizens reported that phone calls made to the Library to inquire about the status of the comfort station were unanswered. The Library functioned exclusively as a comfort station from September 3 through September 7 and suspended its normal operations. Accordingly, the efforts of Library staff were focused on the operation of the comfort station and providing relief to citizens. The Library’s phone lines were sent to a voice recording during this time, which provided an announcement to callers that the Library was open as a comfort station.

**Finding #79: During community listening sessions following Hurricane Hermine, some citizens indicated that they were unaware of the availability of comfort stations despite efforts to promote them through a variety of communications avenues as described above. Citizens suggested creating greater awareness of comfort stations by deploying signage along major roadways.**

Recommendation 79.1: Deploy variable message boards on major roads directing citizens to comfort stations during future emergencies.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Community & Media Relations, Leon County Public Works*

Recommendation 79.2: Identify all Leon County Libraries as potential comfort stations for future emergencies.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Libraries*

### 4.12 Permit Fee and Waivers and Relaxed Inspection Requirements

To help the community rebuild after Hurricane Hermine, Leon County and the City of Tallahassee made a joint decision on Monday, September 5 to waive growth management and building permit fees for storm-related repairs, as well as permit fees to remove storm-damaged trees, as long as the work was completed by either the homeowner or a licensed contractor. Fees were also waived retroactively for completed projects associated with damage from

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Hurricane Hermine. Additionally, in order to expedite power restoration, electrical service was allowed to be reconnected by a licensed electrical contractor with final inspections conducted at a later date. The timing of the County and City decision was important, as it occurred on a holiday weekend when permit offices were closed. This allowed citizens to begin making emergency repairs immediately without having to worry about securing permits in advance.

As indicated in Section 2.3 above, Leon County maintains a Catastrophe Reserve Fund to allow access to emergency funds during a declared local state of emergency. The Catastrophe reserve Fund can be used in support of staff overtime, equipment, contractual support (i.e. debris removal) and materials/supplies in the event of a natural disaster. In addition, funds may also be used to pay for solid waste and building/growth fees for eligible residents for the purpose of home restoration/construction. Leon County's Catastrophe Reserve Fund was utilized to reimburse the building fund for fees waived in support of the restoration effort. At the time this report was prepared, fees have been waived or refunded for 82 County building permits totaling nearly \$15,000 in fees, although staff is still receiving additional requests generally associated with after-the-fact permits and delays associated with insurance related issues.

**Finding #80: The joint decision made by the County and City to waive permit fees for storm-related repairs was effective and allowed citizens to immediately make emergency home repairs while permit offices were closed.**

Recommendation 80.1: Amend the Leon County CEMP to include the emergency waiver of building permit fees for disaster-related repairs.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Development Support and Environmental Management, Office of Financial Stewardship*

### 4.13 Mosquito Control

Because Hurricane Hermine did not cause significant flooding issues, Leon County Mosquito Control was able to resume normal operations on Monday, September 5. At that time, Mosquito Control began focusing fog truck spraying in historically problematic areas such as Killearn Lakes, the Lake Jackson area, Chaires area, Woodville, and Ft. Braden. Costs associated with enhanced mosquito control efforts following Hurricane Hermine were generally minor; however, these costs may be reimbursable by FEMA under the Public Assistance Program. Staff has initiated the process to seek reimbursement for these costs (Mission #294). Further discussion regarding FEMA assistance in other areas is provided in Section 4.17 below.

### 4.14 Debris Removal and Monitoring

Since 2012, Leon County and the City of Tallahassee have utilized joint contracts for debris removal and debris removal monitoring services to provide additional resources to County and City Public Works road crews when removing large volumes of disaster-generated debris. These contracts demonstrate exemplary coordination and communication between the two local governments to ensure that enough personnel are made available in a cost-effective manner and that all work is done in compliance with FEMA reimbursement standards. In fact, DSI's assessment found the County's debris clearance and removal practices to be well-organized, well-publicized, and generally outstanding.

Crowder-Gulf, having been activated on September 3 by both jurisdictions for cut and toss assistance to clear roadways, were subsequently engaged on September 5 to begin debris removal the following week on September 12. DRC Emergency Services was activated on

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September 20 and began removing debris on September 21. Debris removal operations occurred in two passes throughout the County with the goal to remove all debris from all public and private roads and rights-of-way in the County, including within City limits. In a coordinated effort with Crowder Gulf, Waste Pro began assisting with the removal of smaller debris piles and bulky items during the second pass, which ultimately allowed them to return to their normal pickup schedule. An automated call system was utilized to make residents aware that emergency debris removal services had been activated, inform citizens of what to expect and direct them to the EIP for additional details, and welcome questions by sharing contact information by phone.

Several types of debris were collected following the storm, including vegetative material, building materials, furniture, appliances, household hazardous waste, and other items. Also, as part of the debris removal process, debris contractors removed "leaners and hangers," which are trees and limbs that have not completely fallen but are within the right-of-way. Leon County Public Works and the County's debris removal contractors ultimately collected over 200,000 cubic yards of debris associated with Hurricane Hermine.

Simultaneous to the debris removal activation, the County and City also activated their debris removal monitoring service vendor, Witt-O'Briens Response Management, Inc. The status of debris operations was communicated by Public Information staff at the EOC using maps posted to both the County's Emergency Information Portal and the City's emergency information webpage along with a three-day planned work schedule describing the location where debris removal personnel were working.

**Finding #81: Leon County Public Works and the County's debris removal contractors ultimately collected over 200,000 cubic yards of debris associated with Hurricane Hermine.**

**Finding #82: Debris removal efforts were communicated by an automated call system and regularly updated maps posted on the EIP.**

Recommendation 82.1: Although there were many communications efforts related to establishing debris removal expectations to the public, additional operational and communication improvements should be made to better identify the planned allocation of resources.

*Lead Agencies: Leon County Community and Media Relations*

*Support Agencies: Leon County Public Works*

### 4.15 Initial Impact Damage Assessment

Hurricane Hermine resulted in extensive damage throughout the community. The results from the initial impact damage assessments were as follows:

- Destroyed properties: 45
- Properties with Major Damage: 187
- Properties with Minor Damage: 259
- Affected properties: 238

Immediately following Hurricane Hermine, LCEM and the Capital Area Chapter of the American Red Cross began collecting information on damaged homes. The Red Cross, a volunteer organization stretched thin servicing a region-wide emergency, was assisted by the County and City which provided 40 personnel over the course of two days to assist with the county-wide damage assessment process by ensuring the greatest degree of coverage to collect information on damaged properties.

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Leon County also developed and deployed a web portal for citizens to self-report damage which assisted in directing the teams deployed in the field. Tallahassee-Leon County GIS provided the support for mapping and compiling the assessments required to both assist the field teams and to prepare the information for submission to FEMA. The data collected from the initial impact damage assessments was submitted to FDEM so that the state could request a Preliminary Damage Assessment for Individual Assistance. These efforts successfully enabled Leon County residents to apply for FEMA Individual Assistance programs.

**Finding #83: As demonstrated by the initial impact damage assessments accepted by FEMA, Hurricane Hermine caused extensive damage to residential homes across Leon County.**

**Finding #84: Initial Impact Damage assessment is a function traditionally facilitated by the American Red Cross. However, the County and City together deployed 40 personnel to assist with data collection during Hermine, and the Red Cross and LCEM provided just-in-time training on initial impact damage assessments. These teams were able to conduct a county-wide damage assessment in two days that successfully enabled Leon County to be eligible for FEMA Individual Assistance.**

Recommendation 84.1: Evaluate opportunities for Leon County to assume the lead role in conducting damage assessments in the future and amend the CEMP as appropriate.

*Lead Agencies: Leon County Administration*

*Support Agencies: Leon County Emergency Management*

Recommendation 84.2: Identify and recruit personnel from County and City departments to staff initial impact damage assessment teams and provide training in the FEMA Damage Assessment criteria annually prior to hurricane season.

*Lead Agencies: Leon County Administration, Tallahassee City Manager's Office*

*Support Agencies: Support: Leon County Emergency Management*

Recommendation 84.3: Implement updated technology that will allow for field data collection that integrates with GIS technology.

*Lead Agencies: Leon County Office of Information and Technology*

*Support Agencies: Leon County Emergency Management*

### 4.16 County and City Navigation Teams

Following Hurricane Hermine, Leon County partnered with the City of Tallahassee to establish "navigation teams" to assist citizens with questions and information regarding the recovery. Navigation teams provided general information to citizens on recovery processes such as filing insurance claims, resources to assist with emergency needs and recovery efforts, permit fee waivers, and other general information. While the CEMP provides for the deployment of a Community Recovery Center (CRC) following a disaster with VolunteerLEON as the lead agency based on a lesson learned from Tropical Storm Fay, the availability of trained volunteers and parent organizations were limited due to the regional impact of the hurricane. The navigation teams provided a similar community resource to provide immediate and thorough relief to citizens impacted by the disaster while Leon County and community partners worked to restore services and critical infrastructure.

Navigation teams were staged at the North Florida Fairgrounds and at the Frenchtown Renaissance Center from September 9 to September 11, 2016. Additionally, a telephone hotline and specialized e-mail address (StormRecovery@leoncountyfl.gov) were established and

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monitored following the closing of the navigation centers. Most customers at the navigation centers were elderly, disabled, and/or fixed income citizens. Most customers' questions were focused on food assistance, tree removal assistance, transportation, and property damage/insurance claims. Overall, the navigation teams were well-received by citizens, many of whom expressed feeling better about their situation after talking with navigation team members.

**Finding #85: While the CEMP calls for the deployment of Community Recovery Centers (CRC) following a disaster, Leon County and the City of Tallahassee recognized the limited availability of trained volunteers across the region and decided to establish navigation teams to provide this service.**

**Finding #86: While Leon County and the City of Tallahassee recognized the need to establish navigation teams following Hurricane Hermine to meet the needs of affected citizens, the Leon County CEMP provides for the establishment of a Community Recovery Center (CRC) following a disaster. Staff observed an opportunity to continue to enhance this resource for future emergency events.**

Recommendation 86.1: Direct staff to identify a community organization that can assist with navigating insurance claims as a member of COAD and as a participant at Community Recovery Center following a disaster. Amend COAD governing documents and the Leon County CEMP as appropriate.

*Lead Agencies: VolunteerLEON*

*Support Agencies: Leon County Emergency Management*

Recommendation 86.2: Pre-identify suitable sites that can serve as Community Recovery Centers, as well as logistical support needs and site layouts. Assign sworn law enforcement officers to direct facility security operations.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: VolunteerLEON, Leon County Facilities Management, City of Tallahassee Environmental Services & Facilities, Leon County Sheriff's Office*

### 4.17 FEMA Assistance

In advance of the Hurricane, Governor Scott declared a State of Emergency for 42 counties, including Leon County, on August 31, 2016. Based on the damage assessments by local officials throughout the state, Governor Scott requested a Presidential Disaster Declaration for Hurricane Hermine on September 20, 2016. The next day County staff met with the Tallahassee-based DSI Group, which manages the FEMA Public Assistance Program on behalf of the state and was consulted in the preparation of the After-Action Report, to outline the next steps of the federal assistance process and to reflect on the Hurricane Hermine response and recovery efforts. On September 28, 2016, President Obama declared a disaster for the State of Florida, including Leon County, authorizing the Public Assistance Grant Program.

#### 4.17.1 Public Assistance Grant Program

The FEMA Public Assistance Grant Program is authorized through the Robert T. Stafford Disaster Relief and Emergency Assistance Act to assist state, tribal, and local governments, and certain private non-profit entities, severely affected by a disaster. To be eligible for the FEMA Public Assistance Grant Program declaration by the President of the United States which is provided in the form of federal reimbursement of eligible disaster expenses, a state must reach a damage cost threshold (\$1.41 per capita), and individual counties must reach a county-specific damage cost threshold (\$3.57 per

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capita). The 2016 threshold for the State of Florida is \$26,509,847 and Leon County's threshold is \$983,489.

On September 9, 2016, the Joint Preliminary Damage Assessment Team consisting of personnel from FEMA and the Florida Division of Emergency Management verified damage reported by Leon County Government, the City of Tallahassee and eligible private non-profit organizations. The Joint Preliminary Damage Assessment Team estimated \$8,771,036 in government and non-profit damage and response costs in Leon County due to Hurricane Hermine. This cost was used as part of the State of Florida's request for a Presidential Disaster Declaration. The statewide damage estimate for Hurricane Hermine was approximately \$45.5 million.

On October 10, 2016, an applicant briefing for government and eligible non-profits was held at the Public Safety Complex for Public Assistance Grant funding. The Florida Division of Emergency Management facilitated the briefing by reviewing program eligibility, application procedures, administrative requirements, and funding limits. Applicants typically have 30 days following a declaration or area designation to request Public Assistance; however the deadline to submit for Hurricane Hermine was extended until November 11, 2016. Leon County submitted its request for Public Assistance on October 28, 2016.

On November 9, 2016, a FEMA Public Assistance Coordinator assigned to help establish the partnership among FEMA, the state, and each applicant, conducted a kickoff meeting with Leon County Government to review specific project formulation and documentation, funding options, and special considerations that may affect funding. At the kickoff meeting, Leon County submitted an application to participate in the FEMA pilot program for the reimbursement of expenses associated with Hurricane Hermine. The County is utilizing the services of Wheeler EMC, Inc. to assist with the development of project worksheets and collection of FEMA-compliant documentation to ensure the maximum reimbursement of disaster costs through the FEMA Public Assistance Program.

**Finding #87: The utilization of an experienced consultant is vital to navigate the FEMA application and reimbursement process for expenses incurred as a result of Hurricane Hermine.**

Recommendation 87.1: Retain a consultant on an ongoing basis to assist with navigating the FEMA reimbursement process, similar to the County's contracts for emergency debris removal.

*Lead Agencies: VolunteerLEON*

*Support Agencies: Leon County Emergency Management*

### **4.17.2 Individual and Households Program Assistance**

FEMA's Individuals and Households Program (IHP) provides up to \$33,000 per household for necessary housing-related expenses and critical needs that cannot be met through other means. For a state or county to be eligible for FEMA IHP assistance, a damage assessment must be completed. Following Hurricane Hermine, LCEM and the Red Cross began collecting information on damaged homes as outlined in the County CEMP. As described in Section 4.15 above, Leon County's initial damage assessment results found 45 homes destroyed, 187 homes with major damage, 259 homes with minor damage, and another 238 homes affected by Hermine.

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For the FEMA IHP to be considered under the declaration, a variety of pertinent factors are considered for a given incident such as:

- The amount and type of damages
- The impact of damages on affected individuals, the state, and local governments
- The available resources of the state and local governments, and other disaster relief organizations
- The extent and type of insurance in effect to cover losses
- Assistance available from other federal programs and sources
- Imminent threats to public health and safety
- Recent disaster history in the state
- Hazard mitigation measures taken by the state or local governments, especially implementation of measures required as a result of previous major disaster declarations

Due to the widespread impact of Hermine, the resources available from the Red Cross to conduct initial impact damage assessments were stretched thin. On September 8 and 9, personnel from Leon County Government and the City of Tallahassee were called upon to complete initial impact damage assessments. An additional 40 County and City personnel were assembled and received just-in-time damage assessment training from the Red Cross before conducting initial damage assessments.

Given the sudden participation and brief training for County and City employees to conduct damage assessments, it was determined to err on the side of caution by documenting all damaged properties regardless of potential FEMA eligibility. Residents that suffered damage to their homes are not eligible for assistance if FEMA determines that the owner has the financial capacity to independently restore the home on their own or if the damage is covered by insurance. Upon completion of site visits and damage assessments, these small teams summarized the data collected and submitted it to the FDEM to request a Preliminary Damage Assessment for FEMA IHP assistance.

A Joint Preliminary Damage Assessment was conducted on September 13 and 14, 2016 consisting of personnel from FEMA, the Small Business Administration, the Florida Division of Emergency Management, and LCEM. FEMA's Joint Preliminary Damage Assessment Team leader commended Leon County for collecting damage information from the public through an online reporting portal (described earlier in Section 4.15) and providing the Team with color coded zone maps which offered quick damage designations and simplified route planning to assess damaged properties. Based on their findings from the 149 locations, the Joint Preliminary Damage Assessment Team believed it had identified enough information to include in the state's request for a Presidential Disaster Declaration. The ratio of destroyed properties and properties with major damage reported in our initial impact damage assessment was consistent with the ratio found in the 149 locations visited in the field validation. It is important to note that the damage identified by FEMA's Joint Preliminary Damage Assessment Team only reflected a sample of the actual damage throughout the County because its calculations are limited to the damage costs of eligible properties. As a result, the President's September 28 Disaster Declaration for the state did authorize the FEMA IHP in Leon County.

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The FEMA IHP consists of two program elements, Housing Needs Assistance and Other Needs Assistance for individuals. Housing support may include financial assistance for homeowners or renters in need of temporary housing solutions, reimbursement of lodging expenses, damage repair costs for a primary residence, and the replacement of a destroyed primary residence. According to the *Tallahassee Democrat*, Leon County residents received \$434,000 through this program as of November 21.

- Other Needs Assistance offers a wide variety of reimbursements for expenses incurred on critical needs caused by the disaster such as child care, medical and dental care, funeral and burial costs, and moving or storage expenses related to the disaster. This program also provides financial support for damages to essential items required for the home, school, or job such as the primary heat source, cleaning equipment (vacuum, dehumidifier, etc.), primary vehicle, and other necessary expenses or critical needs as determined by FEMA.
- While some housing assistance and reimbursement funds are available through these FEMA programs, most disaster assistance from the federal government is in the form of loans by the U.S. Small Business Administration (SBA). Home Disaster Loans through the SBA were made available to Leon County homeowners or renters for repairing or replacing destroyed real estate up to \$200,000 and personal property up to \$40,000. Unlike the FEMA assistance, these low-interest loans are available regardless of an applicant's ability to replace a roof out of pocket and may be used to replace personal property beyond the FEMA's critical needs limitations (primary vehicle, health care, and child care expenses, etc.). Business and Economic Injury Disaster Loans through the SBA are described in greater detail Section 4.18.4 of this report.

To aid citizens with registration for assistance programs, FEMA activated two outreach programs to facilitate registration by the November 28, 2016 deadline, Disaster Survivor Assistance and Disaster Recovery Centers.

- The Disaster Survivor Assistance Program Teams arrived on October 2, 2016 and made contact with storm victims at their homes and at community events. Disaster Survivor Assistance Program Teams visited all of the addresses previously identified by local officials offering guidance on how to access and navigate FEMA disaster assistance programs.
- A Disaster Recovery Center is a readily accessible facility where survivors may go for information about FEMA programs or other disaster assistance needs or questions related to their circumstance. The Disaster Recovery Center for Leon County was established in the large program rooms at the LeRoy Collins Main Library and operated between October 11, 2016 and October 27, 2016. Representatives from the Florida Division of Emergency Management, the Federal Emergency Management Agency, U.S. Small Business Administration (SBA), volunteer groups, and other agencies helped storm victims apply for federal disaster assistance and provide information on low-interest disaster loans for homeowners, renters, and businesses.

FEMA notified the LCEM Director that it was evaluating whether to open a separate Disaster Recovery Center for business needs. Upon notification through the LCEM Director, County Administration and the joint Office of Economic Vitality reached out to

## Section 4.0 Hurricane Hermine Preparedness, Response and Recovery

partner organizations capable and willing to host a more modest Disaster Recovery Center for business needs, such as the Greater Tallahassee Chamber of Commerce and DOMI Station, but FEMA ultimately made a determination to focus its area resources on residential needs.

**Finding #88: Storm-related damage identified during County and City staff-led initial impact damage assessments and verified by FEMA's Joint Preliminary Damage Assessment Team supported the federal authorization of the Individual Household Assistance program in Leon County.**

### 4.18 Business, Industry, and Economic Stabilization

The State's responsibilities for managing the resources available from the private sector, either through donation or compensation, to aid the recovery of the private sector is assisted by private sector partners represented in the State EOC by various business groups and associations such as the Florida Chamber of Commerce, the Florida Retail Federation, the Florida Petroleum Council, Visit Florida, etc. After a disaster occurs, the State's CEMP (ESF #18) calls for an economic assessment of impacted communities so that pertinent and timely information can be provided to the private sector on the recovery process. These responsibilities range from gathering information on retail establishments open for business to coordinating with the petroleum industry (ESF #12) to monitor the supply of transportation fuels. Although not identified in the County CEMP, Leon County and FDEM also share information relating to the hotel availability in support of hosting evacuees and staging response and recovery contractors. Included in this section are examples of positive and timely exchanges of information as well as areas identified for the County to take on additional responsibilities to enhance future response efforts. The section concludes with information on recovery assistance programs specific to businesses and commercial properties.

#### 4.18.1 Retail Stores and Restaurants

On the afternoon following the Hurricane's passing, LCEM submitted two mission requests (#103 and #108) seeking the status, capabilities, and plans for retailers and gas stations in Leon County. The State EOC quickly responded to Mission Request #103 with a list of grocery stores and big box retailers that were open for business. At that time, all Publix grocery stores were open on generator power and area Walmart stores were awaiting the arrival of their generators by semi-truck. The first area Walmart store, as well as area home improvement stores, opened later that afternoon on September 2. The afternoon reopening of these large retailers was important to restore a level of normalcy in the community and provide access to critical supplies following the storm.

As expected, many local restaurants remained closed following the storm until power was restored and food inventory was inspected and/or replaced. Residents quickly flocked to local retailers to stock up on natural gas to cook on their barbeques. One anecdotal observation or finding in the two days following the Hurricane was the number of people that sought freshly cooked meals at the area hospitals. Capital Regional Medical Center, Tallahassee Memorial Hospital, and the Tallahassee Memorial Emergency Center-Northeast, each experienced extremely high volumes of customer traffic in their cafeterias because their generator systems allowed them to continue operations without interruption.

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**Finding #89: State Emergency Support Function #18 gathers and provides information regarding the status of businesses that are open following a disaster. Public Information efforts immediately following Hurricane Hermine could have incorporated some of this information to assist citizens in locating stores that could provide disaster relief supplies.**

**Finding #90: Hospital cafeterias were the restaurant of “choice” as some of the few venues serving cooked meals immediately following Hermine.**

### 4.18.2 Gas Stations

Mission Request (#108) by the County requested a fuel status report (ESF #12 in the State CEMP) due to the widespread power outages and reports of closed gas stations. Based on the State CEMP, ESF #12, FDEM has the primary responsibility to monitor and coordinate with the private sector suppliers of energy and transportation fuels such as propane, fuel oil, diesel fuel, and gasoline to ensure that adequate supplies are available and deliverable for normal community functioning. The State did not provide this information in a timely fashion as staff later learned that their method for determining fuel availability was to call all gas stations in Leon County. This lack of reporting capability by the State had not previously been relayed to County emergency managers by the State.

Sec. 526.143, F.S. requires gas stations of a certain size or within a certain proximity to established evacuation routes to maintain backup power for fuel pumps. This state law was enacted following the 2004-05 hurricane seasons, during which gas stations had adequate fuel supply but lacked the electric power to pump fuel for consumer purchase. During Hurricane Hermine, staff learned that the State EOC did not have readily available information regarding the status of gas stations in Leon County and whether they had backup power for their fuel pumps. Florida Statutes authorizes the State and local emergency management directors to directly collect and maintain information on these facilities.

**Finding #91: State Emergency Support Function #12 is charged with gathering and providing information regarding fuel supplies and the status of gas stations that are open following a disaster. The State EOC did not have readily available information regarding the status of gas stations in Leon County and whether they had backup power for their fuel pumps.**

Recommendation 91.1: Given the authority provided in Florida Statutes, Leon County Emergency Management should collect and maintain information on gas stations that have backup power supplied to their fuel pumps.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Tallahassee-Leon County Geographic Information Systems*

## Section 4.0 Hurricane Hermine Preparedness, Response and Recovery

### 4.18.3 Coordination with Local Hotels

The Leon County Division of Tourism Development is called upon during a hurricane for a variety of support including finding hotel rooms for residents who may have experienced damage to their home, out-of-town responders (electricians, contractors, EMTs, etc.) assisting with restoration and recovery efforts, and neighbors evacuating from nearby coastal communities. For the latter, Tourism embraces its role as a host for coastal evacuees and communicates with hoteliers to share up-to-date information on evacuation orders, road and bridge closings, power outages, and when it is safe to return to those areas.

As Hurricane Hermine approached the Big Bend area, Leon County Tourism posted special weather alerts on VisitTallahassee.com, surveyed hoteliers to gauge inventory and identify any special rate offers, updated its website to reflect properties with room availability, and activated the *Hotel Hotline* (606-BEDS [2337]) to speak directly with Tourism staff during regular business hours. Approximately 50% of lodging properties (25 hotels) were responsive to the survey and staff reached out to tourism industry partners daily to provide assessment reports throughout the emergency activation. As Tourism gathered this information daily, status reports were shared with the County EOC and upon request to Visit Florida.

After the storm had passed on Friday, September 2, fewer than 10 hotels had power and all were sold out and turning guests away. Unfortunately, many hotels in Leon County did not have alternate power sources and were forced to close since they could not accommodate guest needs and experienced inoperable phone and computer systems. Some of the properties that remained operational were downtown hotels that experienced minimal interruption of electrical service. However, several other properties throughout the County remained operational because they were equipped with backup generators. One large hotelier just outside of downtown relied on its permanent generator to accommodate guests while two properties near the I-10/Capital Circle interchange made preparations to rent generators in advance of the storm.

For the remainder of the weekend through Monday, September 5, Tourism staff acted as a conduit surveying local attractions and lodging properties as power was restored to determine their status of operations. Staff also informed hotel properties of the comfort station established at the Main Library and continually updated its website regarding area lodging and attractions with a focus on the number of visitors expected to arrive just a few days later for the FSU home football game on Saturday, September 10.

A credit to the mutual aid agreements already in place, many contractors arrived as power was restored with previously arranged hotel accommodations. It has long been a best practice of the response and recovery industry to have agreements in place with national hotel brands to ensure that employees have a place to stay even in a high demand period. That being said, Tourism was called upon in several instances to help place smaller groups of contractors throughout the week. In fact, Tourism assisted approximately 15 contractors with rooms in Wakulla County because they were forced to relocate due to the arrival of guests for the FSU football game on September 10.

In the wake of the storm, there were reports of hotels charging two to three times the normal room rate. According to a *Tallahassee Democrat* article published on October 4,

## Section 4.0 Hurricane Hermine Preparedness, Response and Recovery

2016, there were 57 complaints of price gouging in Leon County associated with Hurricane Hermine. According to the Florida Attorney General's Office, no formal actions have been taken against area hoteliers at the time of this writing.

**Finding #92: The Leon County CEMP is silent regarding the role of Tourism Development staff during emergencies. Staff observed an opportunity to assign Tourism Development staff to the EOC to staff the Hotel Hotline.**

Recommendation 92.1: Update the Leon County CEMP to reflect Tourism Development staff's role in coordinating hotel availability during emergencies including the Hotel Hotline.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Division of Tourism Development*

Recommendation 92.2: Transfer the Hotel Hotline to a desk at the EOC after hours and during closures to be staffed by Tourism Development and volunteers.

*Lead Agencies: Leon County Division of Tourism Development*

*Support Agencies: Leon County Emergency Management, Leon County Office of Information and Technology*

**Finding #93: While many hotels throughout the County lost power during Hurricane Hermine, many were able to remain operational as a result of advance planning – either by installing backup generators or by making arrangements in advance to rent backup generators.**

Recommendation 93.1: Work with local hoteliers to raise awareness regarding the need for local hotels to remain operational during emergency events and provide technical assistance as appropriate.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Division of Tourism Development*

**Finding #94: Many mutual aid agencies arrived in Leon County with hotel arrangements already in place in accordance with standing agreements they have with national hotel chains. This is an industry best practice and should be reflected in all County and City mutual aid agreements.**

Recommendation 94.1: Review the County's existing mutual aid agreements and ensure that all existing and future agreements provide for agencies to have agreements in place to guarantee hotel accommodations upon arrival.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Purchasing Division*

### 4.18.4 Stabilization and Recovery Efforts

Although FEMA decided against opening a Disaster Recovery Center for business assistance, there were a number of organic and coordinated initiatives in support of entrepreneurs. As some businesses remained without power following the Labor Day holiday weekend, The Tallahassee-Leon County Office of Economic Vitality coordinated with local establishments such as Domi Station, CoLab @ The Pod, and the Institute for Nonprofit Innovation and Excellence which graciously opened their doors by offering free work space, coffee, and Wi-Fi in an air conditioned environment.

On September 6, Governor Scott activated Florida's Small Business Emergency Bridge Loan Program and allocated up to \$10 million to support small businesses impacted by

## **Section 4.0 Hurricane Hermine Preparedness, Response and Recovery**

the Hurricane. These short-term bridge loans were designed to provide interest-free financial assistance in a timely fashion for small businesses that experienced physical or economic damage as a result of Hurricane Hermine.

The Florida Small Business Emergency Bridge Loan Program is offered through the Florida Department of Economic Opportunity and administered locally by the Florida Agricultural and Mechanical University's Small Business Development Center (FAMU SBDC). The FAMU SBDC assembled a panel of five local lenders, and chaired by the Office of Economic Vitality, to rapidly review bridge loan applications. Owners of small businesses with two to 100 employees were eligible to apply for up to \$25,000 by October 31. Through this program, the panel approved 12 applications submitted by local businesses for a total of \$224,500 in emergency bridge loans.

On September 29, the day after the Presidential Disaster Declaration, the U.S. Small Business Administration (SBA) announced the availability of Disaster Loans to assist small businesses, non-profits, homeowners, and renters affected by Hurricane Hermine. This federal program offered greater capital through three types of low-interest disaster loans; Business Physical Disaster Loans, Economic Injury Disaster Loans, and Home Disaster Loans. Eligible Business Physical Disaster Loans loan applicants could borrow up to \$2 million to repair or replace damaged or destroyed real estate, machinery, and equipment, inventory, and other business assets. Applicants could also be eligible for an additional 20% on their loan for mitigation improvements to protect property from future damage caused by a similar disaster. The Economic Injury Disaster Loans could provide up to \$2 million to alleviate economic injury, less insurance coverage, and help meet working capital needs caused by the disaster.

The application window for physical property damage, as well as the home loans through the SBA previously discussed in Section 4.17.2, recently closed on November 28 but the deadline to submit an economic injury application is June 28, 2017. According to the *Tallahassee Democrat*, nearly \$8.2 million in SBA loans had been approved for Leon County residents and business owners as of November 20, 2016.

## Section 5.0 Additional Opportunities and Recommendations

### 5.0 Additional Opportunities and Recommendations

Following is a compilation of additional observations during Hurricane Hermine along with recommendations for staff to address internally. These observations are generally associated with more technical and/or operational details than the remainder of this report, but are presented in Table 5 below in the interest of providing a complete and thorough examination of every aspect of Leon County’s preparedness and capacity for response and recovery. Further, the County engaged DSI, a professional emergency management consulting group, to review the findings contained in the After-Action Report and offer objective findings and recommendations, which are found throughout this report.

*Table 5: Additional observations and recommendations associated with Hurricane Hermine*

<u>Findings/Observations:</u>	<u>Recommendations:</u>	<u>Lead Agency:</u>
<b>Finding #95:</b> Although the CEMP provides for conference calls to be initiated when Apalachee Bay falls within the 5-day error cone, LCEM initiated conference calls on August 30 (two days before landfall). However, Hermine was still only a tropical depression at the time.	Amend the CEMP to provide for conference calls to begin when the state of Florida (rather than Apalachee Bay) falls within the 5-day error cone.	Leon County Emergency Management
<b>Finding #96:</b> Utilizing a web-based conference call platform would allow for participating agencies to utilize graphics and images to help build a common operating picture among all organizations engaged in emergency response activities.	Upgrade to a web-based conference call platform.	Leon County Sheriff’s Office Information Technology Section
<b>Finding #97:</b> During Hurricane Hermine, staff observed an opportunity to enhance the flexibility of the EOC layout by configuring each EOC computer to allow any County or City employee to access their network.	Configure EOC workstation computers to allow both County and City staff to access their networks.	Leon County Sheriff’s Office Information Technology Section
<b>Finding #98:</b> During Hurricane Hermine, staff observed a potential opportunity to streamline response efforts by improving the work order management system utilized during emergencies.	Convene a task force to evaluate the requirements of interfacing to various work order management systems during emergency events.	Leon County Office of Information and Technology

## Section 5.0 Additional Opportunities and Recommendations

<u>Findings/Observations:</u>	<u>Recommendations:</u>	<u>Lead Agency:</u>
<p><b>Finding #99:</b> Public Information staff must balance the need to keep the media informed about the progress of response activities while also addressing other areas of their responsibility, such as responding to citizen inquiries. This topic is addressed in the CEMP but should be refined.</p>	<p>Clarify the CEMP to provide for the EOC Public Information Officer and the LCEM Director to establish a schedule for media briefings at the beginning of any extended incident and communicate this schedule with media partners.</p>	<p>Leon County Community and Media Relations</p>
<p><b>Finding #100:</b> Media partners visiting the EOC requested to observe the activities of response personnel working in the EOC.</p>	<p>To minimize disruptions to emergency response personnel and to maintain the security of the EOC, explore providing a video-only live feed of the EOC in the Media Room for visiting media partners to use.</p>	<p>Leon County Office of Information and Technology</p>
<p><b>Finding #101:</b> Many individuals served at the EOC throughout the duration of the activation. Additional training could enhance depth among the EOC support team, allowing the rotation of staff during an emergency activation. This would limit the burden on departments and agencies contributing staff to the EOC.</p>	<p>Continue to provide training for staff from all participating agencies and include them in training and exercise plans.</p>	<p>Leon County Emergency Management</p>
<p><b>Finding #102:</b> Incident Action Plans were not distributed to all staff in the EOC.</p>	<p>Ensure the consistent distribution of Incident Action Plans to EOC staff during each operational period.</p>	<p>Leon County Emergency Management</p>
<p><b>Finding #103:</b> Citizen Information Line staff and volunteers could benefit from more frequent situation reports from Public Information Staff in the EOC.</p>	<p>Amend the CEMP to designate Leon County Community and Media Relations as the lead entity responsible for providing situation reports to CIL staff.</p>	<p>Leon County Emergency Management</p>
<p><b>Finding #104:</b> During Hurricane Hermine, 2-1-1 Big Bend lost power to its main facility, requiring the agency to relocate to the Public Safety Complex.</p>	<p>Amend the Tallahassee-Leon County Local Mitigation Strategy to designate the 2-1-1 Big Bend facility as a critical facility and assist in seeking funding to install a backup generator.</p>	<p>Leon County Emergency Management</p>

## Section 5.0 Additional Opportunities and Recommendations

<u>Findings/Observations:</u>	<u>Recommendations:</u>	<u>Lead Agency:</u>
<p><b>Finding #105:</b> Future shelter operations should include a plan for registered sex offenders. Though no conflicts occurred during Hurricane Hermine, registered sex offenders require a separate shelter or must be segregated from the main shelter population.</p>	<p>Work with the Leon County Sheriff's Office to resolve issues relative to registered sex offenders and emergency shelter operations.</p>	<p>Leon County Emergency Management</p>
<p><b>Finding #106:</b> Staff from the Leon County Office of Intervention and Detention Alternatives (OIDA) observed a need to ensure that monitoring devices for clients with court-ordered GPS monitoring can operate continually in the event of extended power outages. Batteries on GPS monitoring devices must be charged daily, so in the event of an extended power outage, clients need to have a designated place to recharge their device's battery.</p>	<p>Designate a location where OIDA clients can charge their GPS monitoring device battery during emergency events and update internal procedures to be able to communicate this location with clients.</p>	<p>Leon County Office of Intervention and Detention Alternatives</p>
<p><b>Finding #107:</b> Staff observed a need during Hurricane Hermine to improve the process for gathering information from citizen reports made through the Consolidated Dispatch Agency, the Citizen Information Line, and 2-1-1 Big Bend on road conditions and storm-related damage in order to best facilitate response and recovery efforts.</p>	<p>Identify ways to collect additional details about downed trees, such as the diameter of the tree and whether it involves a power line, when receiving reports from the public.</p>	<p>Leon County Emergency Management</p>
<p><b>Finding #108:</b> The layout of some temporary debris staging areas was restrictive and did not allow for easy access for equipment and staging of debris.</p>	<p>Re-evaluate and identify debris staging areas throughout Leon County, ensuring that these sites are configured such that they can accommodate sufficient volume of debris and equipment.</p>	<p>Leon County Public Works</p>
<p><b>Finding #109:</b> Staff observed an opportunity to further enhance the County's ability to assist citizens following a disaster through navigation teams and/or Community Resource Centers.</p>	<p>Identify a community organization that can assist with navigating insurance claims as a member of the Community Organizations Active in Disaster (COAD) and as a participant at a Community Recovery Center or as part of a navigation team following a disaster. Amend COAD governing documents and the Leon County CEMP as appropriate.</p>	<p>VolunteerLEON</p>

## Section 5.0 Additional Opportunities and Recommendations

<u>Findings/Observations:</u>	<u>Recommendations:</u>	<u>Lead Agency:</u>
	Pre-identify suitable sites that can serve as Community Recovery Centers, as well as logistical support needs and site layouts. Assign sworn law enforcement officers to direct facility security operations.	Leon County Emergency Management
<p><b>Finding #110:</b> Closer coordination with debris removal and monitoring contractors is needed to ensure that sufficient trucks, equipment, and staffing will be available to fully support future debris operations.</p>	Coordinate with debris removal contractors during pre-hurricane season kickoff meetings to identify equipment that will be needed to remove debris from private roads that are in poor condition.	Leon County Public Works
	Re-evaluate the terms of debris removal and monitoring contracts to ensure that contractors' resources and personnel will be available to meet local needs.	Leon County Public Works
	During pre-hurricane season kickoff meetings each year, verify the debris monitoring contractor's proposed command center location to ensure adequate space is available to properly conduct monitoring operations.	Leon County Public Works
	Conduct a tabletop exercise with debris removal and monitoring contractors during pre-hurricane season kickoff meetings.	Leon County Public Works
	Designate a staff member to act as a project manager to oversee debris monitors and haulers.	Leon County Public Works

## Section 6.0 Conclusion

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### 6.0 Conclusion

Hurricane Hermine was the most severe weather event to affect Leon County since Hurricane Kate in 1985. Damage caused by the storm left many thousands of citizens without electricity for several days, frustrated by the pace of restoration, amid rumors of delays due to the refusal of additional resources available to assist with the recovery, and people's expectations related to the reliability of available information in the age of social media. Although these challenges presented a significant test of Leon County's plans, training, partnerships, and response capabilities during Hurricane Hermine, Leon County coordinated large-scale response and recovery activities involving a variety of partnering response agencies to quickly and effectively meet citizens' needs following the disaster.

While the impacts of Hurricane Hermine were severe, Leon County recognizes that it must continue to enhance its plans and capabilities to prepare for even larger, more severe disasters. The strengths and recommendations for continuous improvement contained in this After-Action Report will help to further enhance Leon County's preparedness for future emergency events.

In reviewing all aspects of Leon County plans, preparations, response, and recovery efforts from Hurricane Hermine, staff has identified the 110 findings and 80 recommendations presented in this report. In recognition of the importance of these findings, Leon County has already begun to address a number of the recommendations for improvement. For example, Leon County has adopted a list of state and federal legislative priorities for 2017 that includes seeking funding to enhance the disaster resilience of critical facilities throughout the County in partnership with the City of Tallahassee. Additionally, County, City, and Talquin Electric staff have already begun the process of refining protocols to establish Road Clearing Task Force crews during future incidents to further expedite the restoration of critical transportation networks. Together with the specific recommendations for revisions to the County's Comprehensive Emergency Management Plan, these actions demonstrate Leon County's commitment to learning lessons from every emergency event, developing solutions to identified issues, and following through on their implementation in the interest of better serving citizens.

Based on the Board's direction, staff will bring back future agenda items as needed to implement the recommendations contained in this After-Action Report. In addition, staff will provide a status report to the Board on the implementation of these findings and recommendations prior to the start of the 2017 hurricane season.

## Section 7.0 Appendices

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### 7.0 Appendices

Appendix A: List of Acronyms

Appendix B: Citizens for Responsible Spending Post-Hurricane Recovery Best Practices Task Force Final Report

Appendix C: County Attorney Memorandum Regarding Emergency Management Powers

Appendix D: Leon County CEMP

Appendix E: Leon County Board Policy No. 07-2, "Reserves"

Appendix F: 2016 Disaster Survival Guide for the Capital Area

Appendix G: EM Constellation Mission Requests

### Hurricane Hermine After-Action Report Recommendations

Anticipated Implementation	#	Recommendation	Lead Agency	Lead Contact	Support Agency	Report Page #
Immediate	1.1	Update the Leon County CEMP to provide for community listening sessions to be held following major emergency events, and encourage the City's joint participation in these sessions.	Leon County Emergency Management	Kevin Peters	Leon County Administration	23
Immediate	5.1	Direct staff to prepare an agenda item to return the emergency management function on a year-round basis under the Board of County Commissioners, reporting to the County Administrator.	Leon County Administration	Andy Johnson		26
Immediate	9.1	The City's emergency management plan should be included as an annex to the County's CEMP.	Leon County Emergency Management	Kevin Peters		27
Immediate	13.1	Update the Leon County CEMP to incorporate the findings and recommendations identified in this report.	Leon County Emergency Management	Kevin Peters		30
Immediate	19.1	Amend the Leon County CEMP to reflect Leon County's Catastrophe Reserve Fund and its allowable uses during emergency events.	Leon County Emergency Management	Kevin Peters	Leon County Office of Financial Stewardship	35
Immediate	40.1	Amend the CEMP to reflect hosting a press conference prior to the landfall of any hurricane or tropical storm anticipated to affect Leon County to provide transparent and timely communications about both policy and tactics	Leon County Community and Media Relations	Matt Cavell	City of Tallahassee Communications, Leon County Emergency Management	53
Immediate	42.1	Ensure that all public information and communication efforts among response agencies are coordinated through the Joint Information Center in the EOC.	Leon County Community and Media Relations	Matt Cavell	City of Tallahassee Communications, Leon County Emergency Management	53
Immediate	43.1	All social media communications by government officials during emergencies should be consistent with, informed by, and refer back to the Emergency Information Portal.	Leon County Community and Media Relations	Matt Cavell	City of Tallahassee Communications, Leon County Emergency Management	55
Immediate	47.1	Designate a dedicated Commission Liaison(s) during future large-scale emergency events to provide a coordinated two-way communication link with elected officials and entities involved in response and recovery operations.	Leon County Administration	Andy Johnson		58
Immediate	54.1	Update the Leon County CEMP, Annex 17 – Animal Issues to reflect the availability of the mobile pet shelter and other resources that are available from community partners.	Leon County Emergency Management	Kevin Peters	Leon County Animal Control	61
Immediate	60.1	Update the Leon County CEMP, Annex 16 – Law Enforcement and Security to reflect the availability of law enforcement officers to assist with initial road clearing operations in addition to their primary law enforcement roles. In this update, ensure that these officers are provided with the proper safety equipment, bottled water, and any other supplies needed to safely execute these responsibilities	Leon County Sherriff's Office	Kevin Peters	Leon County Emergency Management	65
Immediate	60.2	Identify other County personnel who may be in the field during emergency response operations (e.g., Animal Control, Code Compliance, etc.) and ensure these personnel are provided with bottled water and critical emergency public information that they can share with citizens in the field, such as the location of comfort stations and Points of Distribution.	Leon County Administration	Andy Johnson	Leon County Emergency Management	65

**Legend:**

- **Immediate:** To be implemented as part of the February 2017 update of the County's Comprehensive Emergency Management Plan (CEMP).
- **Short-Term:** To be implemented prior to the start of the 2017 hurricane season.
- **Long-Term:** Implementation is expected to require an extended time period and is not anticipated by the start of the 2017 hurricane season.
- **Ongoing:** to be implemented on a perpetual basis.

### Hurricane Hermine After-Action Report Recommendations

Anticipated Implementation	#	Recommendation	Lead Agency	Lead Contact	Support Agency	Report Page #
Immediate	63.1	Update the Leon County CEMP to formalize Road Clearing Task Force crews consisting of Leon County Public Works, City of Tallahassee Electric, and Talquin Electric. Coordinate with the City to similarly update its emergency plans.	Leon County Emergency Management	Kevin Peters	Leon County Public Works	67
Immediate	68.1	Throughout an incident, work with City of Tallahassee Utilities and Talquin Electric to communicate the overall plan for utility restoration as well as general information regarding where utility crews are working to restore service each day.	Leon County Community and Media Relations, City of Tallahassee Communications, City of Tallahassee Electric, Talquin Electric	Matt Cavell	Leon County Emergency Management	71
Immediate	71.1	Include additional traffic safety information in pre- and post-disaster emergency communication efforts.	Leon County Community and Media Relations, City of Tallahassee Communications	Matt Cavell	Leon County Emergency Management	71
Immediate	72.1	Update the Recovery Annex of the Leon County CEMP and Annex 3 – Public Works and Engineering for consistency and to reflect the City of Tallahassee and Talquin Electric as the lead agencies for water and wastewater infrastructure restoration following a disaster.	Leon County Emergency Management	Kevin Peters		72
Immediate	73.1	Work with the City of Tallahassee to seek funding to install backup generators on pump stations.	Leon County Administration	Andy Johnson	Leon County Public Works	72
Immediate	76.1	Amend the Leon County CEMP to provide for the identification of sites throughout the County that can serve as stationary food service locations.	Leon County Emergency Management	Kevin Peters	Tallahassee-Leon Planning Department	74
Immediate	77.1	In support of the Board’s 2017 State and Federal Legislative Priorities, seek funding to enhance the disaster resilience of facilities throughout the County that may serve logistical needs during emergency events.	Leon County Emergency Management	Kevin Peters	Leon County Facilities Management	74
Immediate	79.1	Deploy variable message boards on major roads directing citizens to comfort stations during future emergencies.	Leon County Emergency Management	Kevin Peters	Leon County Community and Media Relations, Leon County Public Works	75
Immediate	79.2	Identify all Leon County Libraries as potential comfort stations for future emergencies.	Leon County Emergency Management	Kevin Peters	Leon County Libraries	75
Immediate	80.1	Amend the Leon County CEMP to include the emergency waiver of building permit fees for disaster-related repairs.	Leon County Emergency Management	Kevin Peters	Leon County Development Support and Environmental Management, Leon County Office of Financial Stewardship	76
Immediate	92.1	Update the Leon County CEMP to reflect Tourism Development staff’s role in coordinating hotel availability during emergencies including the Hotel Hotline.	Leon County Emergency Management	Kevin Peters	Leon County Division of Tourism Development	86
Immediate	92.2	Transfer the Hotel Hotline to a desk at the EOC after hours and during closures to be staffed by Tourism Development and volunteers.	Leon County Division of Tourism Development	Kerri Post	Leon County Emergency Management, Leon County Office of Information and Technology	86

**Legend:**

- **Immediate:** To be implemented as part of the February 2017 update of the County’s Comprehensive Emergency Management Plan (CEMP).
- **Short-Term:** To be implemented prior to the start of the 2017 hurricane season.
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- **Ongoing:** to be implemented on a perpetual basis.

### Hurricane Hermine After-Action Report Recommendations

Anticipated Implementation	#	Recommendation	Lead Agency	Lead Contact	Support Agency	Report Page #
Immediate	95.1	Amend the CEMP to provide for conference calls to begin when the State of Florida (rather than Apalachee Bay) falls within the 5-day error cone.	Leon County Emergency Management	Kevin Peters		88
Immediate	99.1	Clarify the CEMP to provide for the EOC Public Information Officer and the LCEM Director to establish a schedule for media briefings at the beginning of any extended incident and communicate this schedule with media partners.	Leon County Community and Media Relations	Matt Cavell		88
Immediate	102.1	Ensure the consistent distribution of Incident Action Plans to EOC staff during each operational period.	Leon County Emergency Management	Kevin Peters		89
Immediate	103.1	Amend the CEMP to designate Leon County Community and Media Relations as the lead entity responsible for providing situation reports to CIL staff.	Leon County Emergency Management	Kevin Peters		89
Immediate	106.1	Designate a location where the Office of Intervention and Detention Alternatives clients can charge their GPS monitoring device battery during emergency events and update internal procedures to be able to communicate this location with clients.	Leon County Office of Intervention and Detention Alternatives	Teresa Broxton		90
Immediate	109.2	Pre-identify suitable sites that can serve as Community Recovery Centers, as well as logistical support needs and site layouts. Assign sworn law enforcement officers to direct facility security operations.	Leon County Emergency Management	Kevin Peters		91
Immediate	110.1	Coordinate with debris removal contractors during pre-hurricane season kickoff meetings to identify equipment that will be needed to remove debris from private roads that are in poor condition.	Leon County Public Works	Robert Mills		91
Immediate	110.3	During pre-hurricane season kickoff meetings each year, verify the debris monitoring contractor's proposed command center location to ensure adequate space is available to properly conduct monitoring operations.	Leon County Public Works	Robert Mills		91
Immediate	110.5	Designate a staff member to act as a project manager to oversee debris monitors and haulers.	Leon County Public Works	Robert Mills		91
Short-Term	22.1	Continue to pursue targeted partnerships with local civic organizations to build awareness and familiarity with Leon County's public safety services including emergency management.	Leon County Community and Media Relations	Matt Cavell	Leon County Emergency Management	37
Short-Term	24.1	Work with Talquin Electric and City Utilities to further promote tree removal and replacement programs through the annual Disaster Survival Guide and other methods.	Leon County Emergency Management	Kevin Peters	Leon County Community and Media Relations	39
Short-Term	25.1	Direct staff to prepare a future agenda item for the consideration of partnering with the City of Tallahassee in engaging a disaster planning professional to evaluate the community's overall vulnerabilities, resiliency, and community expectations.	Leon County Administration	Andy Johnson	Leon County Emergency Management	40

**Legend:**

- **Immediate:** To be implemented as part of the February 2017 update of the County's Comprehensive Emergency Management Plan (CEMP).
- **Short-Term:** To be implemented prior to the start of the 2017 hurricane season.
- **Long-Term:** Implementation is expected to require an extended time period and is not anticipated by the start of the 2017 hurricane season.
- **Ongoing:** to be implemented on a perpetual basis.

### Hurricane Hermine After-Action Report Recommendations

Anticipated Implementation	#	Recommendation	Lead Agency	Lead Contact	Support Agency	Report Page #
Short-Term	31.1	Work with Leon County Schools, higher education institutions, and state agencies to coordinate the timing of announcements related to facility closures and reopenings.	Leon County Emergency Management	Kevin Peters		46
Short-Term	32.1	In coordination with Leon County Schools, amend the County's Debris Management Plan to reflect needs for road, sidewalk, and bus stop clearance prior to reopening schools following a disaster. Coordinate with the City to similarly amend its debris management plan.	Leon County Public Works	Robert Mills	Leon County Emergency Management	46
Short-Term	35.1	Review the pre-landfall requests with the State EOC and FDOT representatives to identify the state resources available to the community prior to an anticipated emergency.	Leon County Emergency Management	Kevin Peters		50
Short-Term	35.2	Review the mission status terms in the EM Constellation Standard Operating Procedures with FDEM and remedy the reasons for labeling denied mission requests as "complete."	Leon County Emergency Management	Kevin Peters		50
Short-Term	45.1	Evaluate opportunities to reconfigure existing mobile apps or implement a new mobile app for emergency management, preparedness, and disaster communications.	Leon County Office of Information and Technology, City of Tallahassee Technology & Innovations, Leon County Sherriff's Office Information Technology Section	Pat Curtis	Leon County Community and Media Relations, City of Tallahassee Communications, Leon County Emergency Management	55
Short-Term	45.2	Work with FDEM to leverage the use of AlertFlorida upon implementation by the State to provide mass notification in the event of future emergencies.	Leon County Emergency Management	Kevin Peters	Leon County Office of Information Technology, Leon County Community and Media Relations	56
Short-Term	46.1	Work with local radio partners to increase awareness of the availability of emergency public information.	Leon County Community and Media Relations	Matt Cavell	Leon County Emergency Management	56
Short-Term	46.2	Working with WFSU, evaluate opportunities for County and City Public Information Officers to provide live, on-air emergency information during future incidents.	Leon County Community and Media Relations	Matt Cavell	Leon County Emergency Management, City of Tallahassee Communications	56
Short-Term	46.3	Designate WFSU as the definitive resource for emergency and public safety information on the radio and identify the personnel needed at the EOC to report this information.	Leon County Community and Media Relations	Matt Cavell	Leon County Emergency Management	56
Short-Term	46.5	Working with the City of Tallahassee, evaluate including the WFSU facility on the list of critical circuits for power restoration.	Leon County Emergency Management, City of Tallahassee Utilities	Kevin Peters	Leon County Community and Media Relations	57
Short-Term	46.6	Work with FSU to provide additional backup generator support to the WFSU broadcast facility.	Leon County Emergency Management	Kevin Peters	Leon County Community and Media Relations	57
Short-Term	46.7	Explore providing video production support (satellite uplink, etc.) for media partners in the Public Safety Complex to broadcast briefings and community updates.	Leon County Community and Media Relations	Matt Cavell	Leon County Office of Information Technology, Leon County Emergency Management	57

**Legend:**

- **Immediate:** To be implemented as part of the February 2017 update of the County's Comprehensive Emergency Management Plan (CEMP).
- **Short-Term:** To be implemented prior to the start of the 2017 hurricane season.
- **Long-Term:** Implementation is expected to require an extended time period and is not anticipated by the start of the 2017 hurricane season.
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### Hurricane Hermine After-Action Report Recommendations

Anticipated Implementation	#	Recommendation	Lead Agency	Lead Contact	Support Agency	Report Page #
Short-Term	51.1	Explore opportunities to enhance promotion and awareness of 2-1-1 Big Bend and its role during emergencies to reach more citizens and expand services to those in need.	Leon County Community and Media Relations, City of Tallahassee Communications	Matt Cavell	Leon County Emergency Management	60
Short-Term	52.1	Evaluate the capability of all emergency shelters to accommodate special needs shelterees in future updates to the CEMP.	Leon County Emergency Management	Kevin Peters		61
Short-Term	53.1	Explore opportunities to further enhance outreach regarding the special needs registry and to refine the questionnaire.	Leon County Emergency Management	Kevin Peters	Leon County Medical Services	61
Short-Term	55.1	Coordinate with the Florida Department of Health in Leon County to identify training opportunities and technical assistance for local health care facilities in the development and implementation of emergency facility plans.	Leon County Emergency Management	Kevin Peters		63
Short-Term	82.1	Although there were many communications efforts related to establishing debris removal expectations to the public, additional operational and communication improvements should be made to better identify the planned allocation of resources.	Leon County Community and Media Relations	Matt Cavell	Leon County Public Works	77
Short-Term	84.1	Determine opportunities for Leon County to assume the lead role in conducting damage assessments in the future and amend the CEMP as appropriate.	Leon County Administration	Andy Johnson	Leon County Emergency Management	78
Short-Term	84.2	Identify and recruit personnel from County and City departments to staff initial impact damage assessment teams and provide training in the FEMA Damage Assessment criteria annually prior to hurricane season.	Leon County Administration, Tallahassee City Manager's Office	Andy Johnson	Leon County Emergency Management	78
Short-Term	86.1	Direct staff to identify a community organization that can assist with navigating insurance claims as a member of COAD and as a participant at Community Recovery Center following a disaster. Amend COAD governing documents and the Leon County CEMP as appropriate.	VolunteerLEON	Jeri Bush	Leon County Emergency Management	79
Short-Term	86.2	Pre-identify suitable sites that can serve as Community Recovery Centers, as well as logistical support needs and site layouts. Assign sworn law enforcement officers to direct facility security operations.	Leon County Emergency Management	Kevin Peters	VolunteerLEON, Leon County Facilities Management, City of Tallahassee Environmental Services and Facilities, Leon County's Sherriff's Office	79
Short-Term	87.1	Retain a consultant on an ongoing basis to assist with navigating the FEMA reimbursement process, similar to the County's contracts for emergency debris removal.	Leon County Office of Financial Stewardship	Scott Ross	Leon County Emergency Management	80
Short-Term	91.1	Given the authority provided in Florida Statutes, Leon County Emergency Management should collect and maintain information on gas stations that have backup power supplied to their fuel pumps.	Leon County Emergency Management	Kevin Peters	Tallahassee-Leon Geographical Information System	84
Short-Term	93.1	Work with local hoteliers to raise awareness regarding the need for local hotels to remain operational during emergency events and provide technical assistance as appropriate.	Leon County Emergency Management	Kevin Peters	Leon County Division of Tourism Development	86

**Legend:**

- **Immediate:** To be implemented as part of the February 2017 update of the County's Comprehensive Emergency Management Plan (CEMP).
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### Hurricane Hermine After-Action Report Recommendations

Anticipated Implementation	#	Recommendation	Lead Agency	Lead Contact	Support Agency	Report Page #
Short-Term	94.1	Review the County's existing mutual aid agreements and ensure that all existing and future agreements provide for agencies to have agreements in place to guarantee hotel accommodations upon arrival.	Leon County Emergency Management	Kevin Peters	Leon County Purchasing Division	86
Short-Term	96.1	Upgrade to a web-based conference call platform.	Leon County Sheriff's Office Information Technology Section	Kevin Peters		88
Short-Term	97.1	Configure EOC workstation computers to allow both County and City staff to access their networks.	Leon County Sheriff's Office Information Technology Section	Kevin Peters		88
Short-Term	98.1	Convene a task force to evaluate the requirements of interfacing to various work order management systems during emergency events.	Leon County Sheriff's Office Information Technology Section	Kevin Peters		88
Short-Term	100.1	To minimize disruptions to emergency response personnel and to maintain the security of the EOC, explore providing a video-only live feed of the EOC in the Media Room for visiting media partners to use.	Leon County Office of Information and Technology	Pat Curtis		89
Short-Term	104.1	Amend the Tallahassee-Leon County Local Mitigation Strategy to designate the 2-1-1 Big Bend facility as a critical facility and assist in seeking funding to install a backup generator.	Leon County Emergency Management	Kevin Peters		89
Short-Term	105.1	Work with the Leon County Sheriff's Office to resolve issues relative to registered sex offenders and emergency shelter operations.	Leon County Emergency Management	Kevin Peters		90
Short-Term	107.1	Identify ways to collect additional details about downed trees, such as the diameter of the tree and whether it involves a power line, when receiving reports from the public.	Leon County Emergency Management	Kevin Peters		90
Short-Term	109.1	Identify a community organization that can assist with navigating insurance claims as a member of the Community Organizations Active in Disaster (COAD) and as a participant at a Community Recovery Center or as part of a navigation team following a disaster. Amend COAD governing documents and the Leon County CEMP as appropriate.	VolunteerLEON	Jeri Bush		90
Short-Term	110.2	Re-evaluate the terms of debris removal and monitoring contracts to ensure that contractors' resources and personnel will be available to meet local needs.	Leon County Public Works	Robert Mills		91
Short-Term	110.4	Conduct a tabletop exercise with debris removal and monitoring contractors during pre-hurricane season kickoff meetings.	Leon County Public Works	Robert Mills		91
Long-Term	14.1	Engage the Apalachee Regional Planning Council to initiate a comprehensive update of the PDRP and Disaster Housing Strategy, as appropriate, incorporating lessons learned from Hurricane Hermine.	Leon County Emergency Management	Kevin Peters	Tallahassee-Leon Planning Department	32

**Legend:**

- **Immediate:** To be implemented as part of the February 2017 update of the County's Comprehensive Emergency Management Plan (CEMP).
- **Short-Term:** To be implemented prior to the start of the 2017 hurricane season.
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### Hurricane Hermine After-Action Report Recommendations

Anticipated Implementation	#	Recommendation	Lead Agency	Lead Contact	Support Agency	Report Page #
Long-Term	17.1	Staff should explore establishing a permanent temporary debris removal site on the northeast side of town, and once identified, include this site in an updated Debris Management Plan.	Leon County Public Works	Robert Mills		33
Long-Term	46.4	Re-examine and upgrade if necessary the existing telecommunications link with WFSU in the Public Safety Complex.	Leon County Office of Information and Technology	Pat Curtis	Leon County Community and Media Relations	57
Long-Term	74.1	Amend the CEMP to reflect new reporting requirements for pollution events as outlined in Proposed Rule 62-4.161.	Leon County Emergency Management	Kevin Peters	Leon County Public Works	73
Long-Term	84.3	Implement updated technology that will allow for field data collection that integrates with GIS technology.	Leon County Office of Information and Technology	Pat Curtis	Leon County Emergency Management	78
Long-Term	108.1	Re-evaluate and identify debris staging areas throughout Leon County, ensuring that these sites are configured such that they can accommodate sufficient volume of debris and equipment.	Leon County Public Works	Robert Mills		90
Ongoing	18.1	Working with Leon County Human Resources, continue to identify NIMS training needs for new and existing County staff and provide training opportunities to meet these needs.	Leon County Emergency Management	Kevin Peters	Leon County Human Resources	35
Ongoing	18.2	Staff concurs with DSI's recommendation to undergo a self-assessment of the County's emergency management program through the Emergency Management Accreditation Program.	Leon County Emergency Management	Kevin Peters	Leon County Human Resources	35
Ongoing	101.1	Continue to provide training for staff from all participating agencies and include them in training and exercise plans.	Leon County Emergency Management	Kevin Peters		89

**Legend:**

- **Immediate:** To be implemented as part of the February 2017 update of the County's Comprehensive Emergency Management Plan (CEMP).
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- **Long-Term:** Implementation is expected to require an extended time period and is not anticipated by the start of the 2017 hurricane season.
- **Ongoing:** to be implemented on a perpetual basis.

**Leon County  
Board of County Commissioners**

**Notes for Agenda Item #9**

# Leon County Board of County Commissioners

## Cover Sheet for Agenda #9

January 24, 2017

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

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

**Title:** Request to Schedule a Workshop on Establishing the Citizens Charter Review Committee for Tuesday, April 4, 2017 at 1:30 pm.

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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
<b>Lead Staff/ Project Team:</b>	Andrew Johnson, Assistant to the County Administrator Heather Peeples, Special Projects Coordinator

**Fiscal Impact:**

This item has no fiscal impact to the County.

**Staff Recommendation:**

Option #1: Schedule a Workshop on establishing the Citizens Charter Review Committee for Tuesday, April 4, 2017 at 1:30 pm.

## **Report and Discussion**

### **Background:**

This agenda item requests the Board's approval to schedule a Workshop on establishing a Citizens Charter Review Committee. In accordance with the Charter, the Board must appoint the next CRC by November 6, 2017.

On November 5, 2002, the residents of Leon County approved the Leon County Charter providing for home rule authority and the enhancement of the structure, powers, and functions of county government. The Charter is a living document that can be amended to help the County better address the ever-changing environment in which we live. One of the ways in which the Charter can be amended is through a Citizen Charter Review Committee (CRC), which the Board is required to appoint every eight years, 12 months prior to the general election.

During the Board's December 12, 2016 Annual Retreat, the Board approved the following Strategic Initiative regarding the Charter review process:

- “In accordance with the Leon County Charter, convene a Charter Review Committee to review the Leon County Home Rule Charter and propose any amendments or revisions which may be advisable for placement on the general election ballot.”

During the January 24, 2017 meeting, the Board will adopt a FY 2017 – FY 2021 Strategic Plan and ratify Board actions taken during the Retreat.

### **Analysis:**

The Workshop item will include information for the Board's consideration in determining how it will compose the next CRC. -The workshop materials will also include an historical background on the Charter and 2010 CRC, an overview of the Charter review process, and consideration of specific issues that the Board may wish to request the CRC consider in their review.

The required timelines in the Charter are:

- The Board must appoint the CRC by November 6, 2017.
- The Board shall consider the CRC's proposed amendments no later than 90 days prior to the general election (August 7, 2018).
- Once the Board approves placing the amendments on the ballot, staff will notify the Supervisor of Elections to place an amendment(s) on the 2018 general election ballot.

The Board's calendar reflects that Tuesday, April 4, 2017 from 1:30 – 3:00 p.m. is available to schedule the workshop.

Title: Request to Schedule a Workshop on Establishing the Citizens Charter Review Committee for Tuesday, April 4, 2017 at 1:30 pm.  
January 24, 2017  
Page 3

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**Options:**

1. Schedule a Workshop on establishing the Citizens Charter Review Committee Tuesday, April 4, 2017 at 1:30 pm.
2. Schedule a Workshop on establishing the Citizens Charter Review Committee for an alternate date.
3. Board direction.

**Recommendation:**

Option #1.

**Leon County  
Board of County Commissioners**

**Notes for Agenda Item #10**

# Leon County Board of County Commissioners

## Cover Sheet for Agenda #10

January 24, 2017

**To:**

Honorable Chairman and Members of the Board

**From:**

Vincent S. Long, County Administrator

**Title:**

Approval to Enter into an Agreement with the Florida Housing Coalition for Research and Analysis in Support of the Tallahassee-Leon County Affordable Housing Workgroup, to be funded equally by Leon County and the City of Tallahassee

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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 Wanda Hunter, Assistant County Administrator
<b>Lead Staff/ Project Team:</b>	Shington Lamy, Director, Office of Human Services and Community Partnerships Lamarr Kemp, Director of Housing Services

**Fiscal Impact:**

This item has a fiscal impact to the County of \$11,250. Funding is available in the General Revenue Contingency Account.

**Staff Recommendations:**

Option #1: Approve the County Administrator to enter into an Agreement with the Florida Housing Coalition jointly with the City of Tallahassee in a form approved by the County Attorney.

Option #2: Authorize the use of \$11,250 from the General Revenue Contingency Account and approve the associated Budget Amendment Request (Attachment #1).

## **Report and Discussion**

### **Background:**

This item seeks Board approval to enter into an agreement with the Florida Housing Coalition jointly with the City of Tallahassee to provide research, analysis and technical support to staff in their role as facilitators to the Tallahassee-Leon County Affordable Housing Workgroup. Costs associated with this Agreement total \$22,500. One half of which (\$11,250) will be paid by the City of Tallahassee.

During the October 27, 2016 Joint Affordable Housing Workshop, the County and City Commissions established the Tallahassee-Leon County Affordable Housing Workgroup (Workgroup) comprised of local affordable housing stakeholders and tasked them to develop a plan for the redevelopment of a multi-family housing unit that provides the following:

- Recommendations for the coordination and collaboration of local government, not-for-profit and for-profit resources.
- A housing design that considers the needs of residents and enhances the overall community.
- Recommendations for leveraging the financial resources of local, state and federal agencies to address permanent support housing for the homeless population.
- Considers engaging organizations that promote best practices in affordable housing models.
- Recommendations for a structure that would sustain the collaborative effort of the Affordable Housing Workgroup.

The Commissions charged the Workgroup to complete the plan within 150 days. County and City staff will facilitate the Workgroup's efforts. The Commissions also directed that United Partners for Human Services (UPHS) assist the Workgroup by providing recommendations that consider the social services needs of the affordable housing residents such as healthcare, education, and workforce training. The first meeting of the Workgroup is scheduled for Tuesday, January 31 at 3 p.m. at the LeRoy Collins Leon County Public Library.

County and City staff met with representatives from the Florida Housing Coalition to discuss their experience in engaging various affordable housing stakeholders to work collaboratively in developing an affordable housing project that best accomplish the task set forth by the Commissions. After reviewing their proposal and recognizing the assistance they have provided on previous affordable housing initiatives and projects, staff concluded that utilizing the services of the Florida Housing Coalition would provide the support and guidance needed to accomplish this task within the allotted timeframe.

Title: Approval to Enter into an Agreement with the Florida Housing Coalition for Research and Analysis in Support of the Tallahassee-Leon County Affordable Housing Workgroup, to be funded equally by Leon County and the City of Tallahassee

January 24, 2017

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**Analysis:**

The Florida Housing Coalition is a statewide not-for-profit Florida based business that has been in operation since 1982. With eight offices throughout the state, it is considered to be a leading expert on affordable housing in Florida. Although it is a separate not-for-profit entity, Florida Housing Coalition serves as the technical support and training agency for the Florida Housing Finance Corporation (FHFC), the funding agency for the State Housing Initiatives Partnership (SHIP). The Florida Housing Coalition acts as a catalyst for affordable housing, bringing together local government, not-for-profit and for-profit housing developers, lenders, philanthropists, and stakeholders to coordinate effective partnerships in affordable housing development projects based on best practices.

For more than 20 years the Florida Housing Coalition has provided training and technical assistance to local government staff in every jurisdiction that receives SHIP funds (67 counties and 52 cities). They have earned a reputation nationally by assisting local governments with implementing Neighborhood Stabilization Program strategies; providing HOME and Community Development Block Grant Program training, and Community Housing Development Organizations. They keep abreast of the availability of new affordable housing funding opportunities through the state and federal governments, as well as private investors. Many of the organizations that are represented on the Workgroup have used the services of the Florida Housing Coalition to assist them in strengthening their qualifications for state and federal affordable housing funds.

As reflected in the proposal (Attachment #2), the Florida Housing Coalition will assist County and City staff in support of the Workgroup by providing the following services:

1. Provide the expertise and guidance on funding strategies and explore the appropriate financing options that would best be accomplished through collaboration and coordination of the available resources.
2. Conduct research and analysis of the existing affordable housing needs data in Tallahassee-Leon County.
3. Assist staff in the review and analysis of projects and proposals being considered by the Workgroup.
4. Provide expertise and guidance on the proposed plan document being prepared for the Commissions.
5. Provide options to support an organizational structure that would sustain the collaborative effort of the Workgroup to avoid conflicts of interest.

As previously discussed, UPHS will identify opportunities that consider the social service needs of the targeted affordable housing residents. Services provided by The Florida Housing Coalition would further compliment the assistance UPHS will provide to the Workgroup.

Title: Approval to Enter into an Agreement with the Florida Housing Coalition for Research and Analysis in Support of the Tallahassee-Leon County Affordable Housing Workgroup, to be funded equally by Leon County and the City of Tallahassee

January 24, 2017

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The Agreement with Florida Housing Coalition would expire upon the Commissions' acceptance and approval of the Workgroup's Plan. The total cost of the Florida Housing Coalition's services is \$22,500. The City supports this concept and has agreed to pay one-half (\$11, 250) of the costs associated with these services. Upon approval by the Board, a joint County-City agreement will be drafted in a form approved by the County and City Attorneys and executed by the County Administrator and City Manager respectively.

**Options:**

1. Approve the County Administrator to enter into an Agreement with the Florida Housing Coalition jointly with the City of Tallahassee in a form approved by the County Attorney.
2. Authorize the use of \$11,250 from the General Revenue Contingency Account and approve the associated Budget Amendment.
3. Do not approve the County Administrator to enter into an Agreement with the Florida Housing Coalition jointly with the City of Tallahassee.
4. Do not authorize the use of \$11,250 from the General Revenue Contingency Account.
5. Board direction.

**Recommendations:**

Options #1 and #2.

**Attachments:**

1. Budget Amendment Request in the amount \$11,250 for the Florida Housing Coalition and General Contingency Statement
2. Florida Housing Coalition Proposal

## FISCAL YEAR 2016/2017 BUDGET AMENDMENT REQUEST

No: BAB17010  
Date: 1/6/2017

Agenda Item No: \_\_\_\_\_  
Agenda Item Date: 1/24/2017

County Administrator

Deputy County Administrator

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

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

### Request Detail: Revenues

Account Information				Title	Current Budget	Change	Adjusted Budget
Fund	Org	Acct	Prog				
							-
							-

Subtotal: -

### Expenditures

Account Information				Title	Current Budget	Change	Adjusted Budget
Fund	Org	Acct	Prog				
001	990	59900	599	General Fund Contingency	190,000	(11,250)	178,750
001	371	53400	569	Other Contractual Services	652	11,250	11,902

Subtotal: -

### Purpose of Request:

This budget amendment aligns general fund contingency to contract with the Florida Housing Coalition to support staff with the Tallahassee-Leon County Affordable Housing Workgroup. The Coalition would assist County and City staff in advising and making recommendations to develop a comprehensive plan for the County and City Commissions. The cost for the services during the five to six month period is \$22,500. The cost would be shared between the County and City (\$11,250 each).

Group/Program Director

\_\_\_\_\_  
Budget Manager

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

Approved By:                      Resolution                       Motion                       Administrator

BUDGET "OPERATING" CONTINGENCY RESERVES				
CONTINGENCY FUND UPDATE (FY 2016/17)				
			GENERAL FUND 001-990-59900-599	Beginning Balance: \$200,000.00
No.	APPROVAL DATE	AGENDA DATE	AMENDMENT TITLE	BALANCE
1	18-Oct-16	18-Oct-16	Over the Edge - Tallahassee	\$10,000
2		<i>24-Jan-17</i>	<i>Tallahassee-Leon County Affordable Housing Workgroup</i>	<i>\$11,250</i>
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<i>Bold, Italic items are pending Board Approval</i>				
USAGE TO DATE (TOTAL AMENDMENTS)				<u><u>\$21,250.00</u></u>
ENDING BALANCE				178,750.00
END BALANCE AS % OF BEGIN BALANCE				89%
USAGE BALANCE AS % OF BEGIN BALANCE				11%

## Joint City-County Affordable Housing Workgroup Proposal

December, 2016

### About the Florida Housing Coalition

The Florida Housing Coalition, Inc. is a statewide nonprofit in business since 1982, with eight offices throughout the state, including Tallahassee. We provide training, technical assistance, and consulting services, on all manner of affordable housing and related issues. The Florida Housing Coalition acts as a catalyst for affordable housing partnerships, bringing together local government staff, nonprofit and for-profit housing developers, lenders, philanthropists, and other stakeholders to collaborate more effectively and increase their capacity. We have extensive experience with organizing affordable housing training and technical assistance events of all sizes and scopes, from statewide conferences and summits to workshops and strategic planning sessions. We help affordable housing stakeholders identify impediments to progress and opportunities for collaboration, and we follow up with these stakeholders to help them implement plans for more effective and efficient affordable housing delivery.

The Coalition is commonly recognized as Florida's foremost expert on affordable housing training and technical assistance. We work under contract with state, regional, and local governments, as well as with the private for-profit and nonprofit sectors. We have served as Florida's affordable housing training and technical assistance provider through the Florida Housing Finance Corporation's Catalyst program and Predevelopment Loan Program for over twenty years. The Coalition has provided training or technical assistance to local government staff in every jurisdiction that receives State Housing Initiatives Partnership (SHIP) funds (67 counties and 52 cities) to enhance housing programs that serve local communities. We are also the Department of Economic Opportunity's statewide technical assistance provider for homeless service providers and their partners.

The Florida Housing Coalition has also earned its reputation nationally; we have worked across the nation assisting local governments with implementation of Neighborhood Stabilization Program (NSP) strategies; providing HOME and Community Development Block Grant (CDBG) program training for local governments, non-profits and Community Housing Development Organizations (CHDOs); and assisting with disaster relief for communities affected by Hurricane Sandy. We have been part of the technical assistance team for Training and Development Associates (TDA), Capital Access, Urban Ventures, and the National Association for Latino Community Asset Builders (NALCAB).

### Proposed Work Plan

Our proposed Work Plan includes five (5) main components. Individual components may be added to or removed from the Work Plan at the Client's request.

**1. PREPARATION AND RESEARCH:** The Florida Housing Coalition team will hold a kickoff meeting with Client representatives to discuss the scope and timeline of the project. In preparation for the Work Group meetings, Coalition staff will become familiar with the issues to be addressed by the Work Group, and will review relevant affordable housing planning documents.

Coalition staff will have preliminary conversations with each of the Work Group members to identify topics for the first Work Group session. These preliminary conversations will identify which members have limited familiarity with the subject of affordable housing. Coalition staff will make two webinar trainings on the basics of affordable housing available to Work group members, and will be available to answer questions and provide information for Work Group members in advance of the first Work Group session.

**2. PREPARATION AND FACILITATION OF WORK GROUP SESSIONS:** Coalition staff will work with the Client to schedule each of the four in-person Work Group sessions (2 hours each). In advance of each session, Coalition staff will research issues to be discussed and will prepare materials for Work Group members, including handouts and PowerPoint presentations. At the first Work Group session, Coalition staff will discuss common affordable housing concepts and terminology, and will ensure that all Work Group members have a common understanding of the concepts and terms discussed. Each member will be provided with a copy of the Coalition's publication *Creating Inclusive Communities in Florida*.

The content of the Work Group sessions will address the broad issues and goals identified in the report on the Joint County/City Workshop on Affordable Housing held on October 27, 2016. However, in the interest of maintaining the Work Group's focus on overarching affordable housing issues, discussion of specific affordable housing development or rehabilitation projects will be kept limited. Between Work Group sessions, Coalition staff will assist Work Group members and the Client as needed to follow up on issues raised in each session.

After each Work Group session, Coalition staff will hold a 2-hour in-person or telephonic debrief (if Client prefers telephonic) with Client representatives to discuss the progress of the previous meeting and prepare for the next meeting. Client representatives will identify issues that should be addressed at the next Work Group session, if applicable, and will raise any concerns about the trajectory of the previous Work Group's discussion. In the meeting after the final Work Group session, Coalition staff and the Client will discuss the process of incorporating Work Group recommendations into the written Affordable Housing Plan. The Coalition strongly believes that the Work Group sessions will be most productive and focused if Coalition staff and Client representatives communicate (debrief) after each session.

**3. AFFORDABLE HOUSING PLAN PREPARATION:** Coalition staff will compile the Work Group recommendations into a written Affordable Housing Plan for Tallahassee and Leon County. Client representatives and Work Group members will have an opportunity to review and comment on a draft of the Plan before it is finalized by the Coalition for Client approval.

**4. POST-WORK GROUP TRANSITION:** Coalition staff will meet in-person or telephonically with Client representatives to discuss implementation of the Affordable Housing Plan. As part of this deliverable, the Coalition will provide recommendations for an organizational structure that would sustain the collaborative effort of the Work Group and be free of conflicts of interest.

## Proposed Timeline and Fee Schedule

The dates in the timeline shown will be modified as appropriate prior to contract execution between the Florida Housing Coalition and the Client.

Task	Tentative Completion Dates	Cost
Kickoff meeting, document review, preliminary contact with Work Group members	1/10/2017	\$5,000
Preparation and facilitation of four (4) Work Group sessions; includes four (4) post-session debriefs with Client	1/19/2017	\$12,000 (\$3,000 each)
Draft and deliver Affordable Housing Plan (including layout and printing)	5/1/2017	\$4,000
Provide post-Work Group transition assistance to Client (up to 10 hours)	6/4/2017	\$150 per hour (up to \$1,500)
<b>Total</b>		<b>\$22,500</b>

## Project Team



### JAIMIE ROSS

**PROJECT ROLE:** Ross will serve as the project supervisor, overseeing the work of other Coalition staff and serving as the primary point of contact with the Client.

**BIO:** Jaimie Ross is an award-winning public interest lawyer with a national reputation for expertise in all aspects of affordable housing, from meeting the needs of persons experiencing homelessness to helping moderate-income families attain homeownership. She is a frequent keynote speaker at national, state, and local housing conferences, addressing the financing and development of affordable housing with an emphasis on meeting the needs of the hardest-to-serve populations. Ross has had dozens of articles published and annually authors the NIMBY Chapter for the National Low Income Housing Coalition's Advocates Guide. She is particularly well known for building partnerships across public and private, for-profit and nonprofit sectors and successfully advocating for funding and legislative improvements that pave the way for providing affordable housing for all. Ross has been providing training and technical assistance for the Florida Housing Coalition, through workshops, clinics, and direct one-on-one technical assistance since 1992.



## MICHAEL CHANEY

**PROJECT ROLE:** Chaney will serve as the project manager, making preliminary contact with the Work Group members and facilitating the Work Group sessions and post-session meetings with the Client.

**BIO:** Michael Chaney is a Technical Advisor with over 20 years of experience providing technical assistance and consultation services to local government, nonprofit housing professionals, and consumers throughout Florida. He is highly experienced at facilitating workgroups comprised of local government appointees and community volunteers, such as AHAC committees, Housing Counselors, and special projects such as work for the League of Cities and the Florida Developmental Disabilities Council (FDDC). The FDDC work, for example, involved preliminary, one-on-one conversations, with members to plan the advisory committee meetings and anticipate topics to be addressed at the quarterly meetings which included some members that had little housing experience, and benefitted from the upfront preparation that informed each meeting.

To view *Housing in Florida: A Resource Guide for Individuals with Developmental Disabilities*, published jointly by the Florida Housing Coalition and the Florida Developmental Disabilities Council, please visit the link below:

<http://www.fddc.org/sites/default/files/file/Housing%20Guide.pdf>



## ROSE PHILLIPS

**PROJECT ROLE:** Phillips will obtain data and information needed for Work Group sessions and other deliverables, and will assist Chaney with Work Group session facilitation. Additionally, Phillips will serve as the lead author for the Affordable Housing Plan.

**BIO:** Rose Phillips is a Research Analyst and Technical Advisor for the Florida Housing Coalition, where she specializes in data collection, policy analysis, and development of guidance manuals and briefs. Phillips also assists colleagues with fact-finding and deliverables to local government and nonprofit clients, including Consolidated Plans, Analyses of Impediments to Fair Housing Choice, sample documents, grant proposals, and requests for qualifications, specializing in writing, editing, and data analysis. She is the primary author of the Home Matter Report for Florida that is produced annually as well as the local government Home Matters Reports, which she produced for the counties of Escambia, St. Johns, Sarasota, and Palm Beach. Her past experience in housing and community development includes conducting housing needs assessments and impact studies, surveying low-income community members on housing and service needs, and helping to facilitate focus groups.



## JOHNITTA WELLS

**PROJECT ROLE:** Wells will coordinate the logistics associated with Work Group sessions.

**BIO:** Johnitta Wells is the Conference and Education Manager at the Florida Housing Coalition. Her primary responsibilities include coordinating the logistics for the Coalition's annual conference, assisting affordable housing advocates with the tools needed to advocate for affordable housing through the Sadowski Affiliates, and handle the Coalition's website. Prior to joining the Coalition, Wells served as communications coordinator with the Florida Chamber of Commerce and editor at Florida A&M University. She brings a wealth of experience in public relations, marketing and publications. She holds a bachelor's degree in public relations from Florida A&M University.

**Leon County  
Board of County Commissioners**

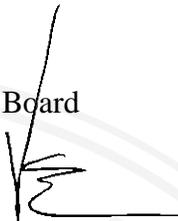
**Notes for Agenda Item #11**

# Leon County Board of County Commissioners

## Cover Sheet for Agenda #11

January 24, 2017

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

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

**Title:** Acceptance of the 2016 Tallahassee-Leon County Board of Adjustment and Appeals Annual Report

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<b>County Administrator Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator David McDevitt, Director, Development Support & Environmental Management
<b>Lead Staff/ Project Team:</b>	Ryan Culpepper, Director, Development Services, DSEM Nancy Garcia, Senior Planner, DSEM

**Fiscal Impact:**

This item has no fiscal impact to the County.

**Staff Recommendation:**

Option #1: Accept the 2016 Tallahassee-Leon County Board of Adjustment and Appeals Annual Report.

## **Report and Discussion**

### **Background:**

Subdivision 3, Article II, of the Land Development Code of Leon County establishes the Board of Adjustment and Appeals (BOAA), defines their powers and duties, and sets out applicable regulations and due process provisions, while the details of the BOAA's operations are outlined in its bylaws. Each year, the BOAA submits their annual report to the Board of County Commissioners for review.

The BOAA is composed of seven full board members and two alternate members. Three of the full board members are appointed by the Leon County Board of County Commissioners, three of the full board members are appointed by the Tallahassee City Commission, and one full board member is appointed on a rotating basis by the City Commission and Leon County Board of County Commissioners. To comply with the BOAA meeting quorum requirements, two alternate Board members (one City of Tallahassee alternate member, one Leon County alternate member) also compose the BOAA. The alternate members may attend the meetings when necessary to make up the required BOAA quorum of four members

### **Analysis:**

During the 2016 calendar year, two (2) applications were received by the BOAA pertaining to land located in unincorporated Leon County (Attachment #1). Of the two (2) applications, one requested a variance pertaining to site location standards that apply to swimming pools and one requested an amendment to the Final Order of a Previously Existing Land Use Conformity (PELUC) Certificate that was issued in 2006.

The BOAA approved one (1) application and denied one (1) application.

### **Options:**

1. Accept the 2016 Tallahassee-Leon County Board of Adjustment and Appeals Annual Report.
2. Do not accept the 2016 Tallahassee-Leon County Board of Adjustment and Appeals Annual Report.
3. Board Direction.

### **Recommendation:**

Option #1.

### **Attachment:**

1. 2016 Tallahassee-Leon County Board of Adjustment and Appeals Annual Report



## TALLAHASSEE ~ LEON COUNTY BOARD OF ADJUSTMENT AND APPEALS (BOAA)



## 2016 ANNUAL REPORT

*Leon County Department of Development Support and  
Environmental Management*  
Renaissance Center, 2<sup>nd</sup> Floor  
435 North Macomb Street  
Tallahassee, Florida 32301-1019  
Phone (850) 606-1300  
Fax (850) 606-1301

Tallahassee-Leon County Board of Adjustment and Appeals (BOAA)  
2016 Annual Report

**Date:** May 12, 2016  
**Case No:** BOAA 16-001  
**Applicant/Agent:** Edward and Elizabeth Holifield  
**Property Owner:** Edward and Elizabeth Holifield  
**Parcel Identification #(s):** 41-16-61-000-007-0

**Request:** Edward & Elizabeth Holifield, property owners of a parcel located off of Longleaf Court, Tallahassee, FL, 32310, requested a variance to section 10-6.802(c)(1) of the Land Development Code (LDC) which only allows swimming pools to be located in side and rear yards.

**Case Comments:** The subject property is located within the Residential Preservation (RP, Section 10-6.617 of the LDC) zoning district and is designated RP on the Future Land Use Map of the Tallahassee-Leon County Comprehensive Plan. The property is located inside the Urban Service Area and is Lot 7 in the Greenwood Subdivision.

The rear yard of the property is encumbered by significant and severe grades which are considered conservation and preservation areas. Pursuant to Section 10-4.202 of the Land Development Code, no development or alterations shall be made in areas identified as conservation or preservation areas. Additionally, Mr. and Mrs. Holifield's home is located 10.39 feet from the northwestern side property line and 11.33 feet from the southeastern side property line, leaving no additional room for placement of a swimming pool in the side yard setback.

The variance request would allow the construction of a swimming pool within the front yard setback. Without the variance, the limitations imposed by the onsite environmental features would not leave sufficient buildable area for the construction of a swimming pool.

A timely application was made to the BOAA.

**Decision:** Proper notice was given to the general public and to owners of property within two hundred (200) feet of the subject property. Staff mailed thirteen (13) notices to property owners within the notification boundary and to neighborhood and business associations (registered with the County) within a one mile radius of the subject property. Two responses (phone call and written comment) were received in opposition to the variance request.

Staff recommended approval of the variance request with conditions included as part of the final order.

The motion to grant approval for the variance request with conditions was passed four (4) in favor to zero (0) opposed.

Tallahassee-Leon County Board of Adjustment and Appeals (BOAA)  
2016 Annual Report

**Date:** May 12, 2016  
**Case No:** BOAA 16-002  
**Applicant/Agent:** SGA Design Group (Daniel Backstrom)  
**Property Owner:** Wal-Mart Stores East LP  
**Parcel Identification #(s):** 21-15-15- -000-1

**Request:** Daniel Backstrom, the agent for a parcel located at 3221 North Monroe Street in Tallahassee, FL, 32303, requested to amend the PELUC Final Order for BOAA Case No. 06-010 in order to change the approved color palette from the current earth tone colors to “Wal-Mart brand” blue and gray tones for the building exterior and monument sign.

**Case Comments:** The property is located within the Wal-Mart Planned Unit Development (PUD 88) and is designated Lake Protection on the Future Land Use Map of the Tallahassee-Leon County Comprehensive Plan. The property is located inside the Urban Service Area.

In 2006, the PELUC Final Order for BOAA Case No. 06-010 was issued for the property which allowed for development of the existing Wal-Mart Super Center (Wal-Mart PUD). Staff determined that changing the color to the “Wal-Mart brand” blue and gray tones would deviate from the intent of the original color scheme approved. At the time of PELUC and PUD approval, a major factor of approval included extensive mitigation to ensure a cohesive and consistent signage pattern for commercial development along the North Monroe corridor.

A timely application was made to the BOAA.

**Decision:** Proper notice was given to the general public and to owners of property within five hundred (500) feet of the subject property. Staff mailed eighteen (18) notices to property owners within the notification boundary and to neighborhood and business associations (registered with the County) within a one mile radius of the subject property. Two (2) responses (phone call and written comment) were received in opposition to the PELUC amendment request.

Staff did not recommend approval of the PELUC amendment request.

The motion to deny approval for the PELUC amendment request was passed four (4) in favor to zero (0) opposed.

**Leon County  
Board of County Commissioners**

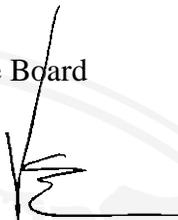
**Notes for Agenda Item #12**

# Leon County Board of County Commissioners

## Cover Sheet for Agenda #12

January 24, 2017

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

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

**Title:** Acceptance of Status Report on 2016 Transfers of Leon County Surplus Computing Equipment to Goodwill Industries

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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 Pat Curtis, Director, Office of Information and Technology
<b>Lead Staff/ Project Team:</b>	Michelle Taylor, Network & Technical Services Manager Jimmy Grantham, IT Coordinator - Technical Services

**Fiscal Impact:**

This item has no fiscal impact to the County. However, as surplus computing equipment is no longer a part of the County's Surplus Auctions, there may have been a potential loss of revenue in the range of \$0 - \$9,550.

**Staff Recommendation:**

Option #1: Accept the status report on 2016 transfers of Leon County surplus computing equipment to Goodwill Industries.

## Report and Discussion

### **Background:**

At the February 9, 2010 meeting, the Board approved ongoing transfers of Leon County surplus computing equipment to Goodwill Industries. This agenda item seeks Board acceptance of the 2016 Status Report.

Goodwill Industries opened an Electronics Recycling/Computer Store in December 2009, stocked with electronics donated from different sources; such as, state agencies, universities, colleges, and the community. All donations are tested on-site by technicians to see if the electronics can be resold. Any electronic devices that cannot be fixed or sold are shipped to recyclers, where they are stripped for parts. The revenue generated from the recycling is used for Goodwill's training programs. The Goodwill Store hires individuals with disabilities, recruits persons through prison work-release programs, and provides free training. The Store refurbishes and resells used computer equipment, as well as, providing service on computers.

### **Analysis:**

Goodwill provides on-site pickup of donated equipment. Leon County held 14 pick-up events in 2016, donating 615 computer-related items, including 285 computers and peripherals of potential resale value. The following table summarizes the quantity and type of items donated. A detailed surplus property detail inventory is provided as Attachment #1.

**Table – Potential Resale Value of Surplus Items**

DEVICE TYPE	TOTAL	Maximum Auction Estimated Value Per Device	Maximum Auction Estimated Value Total
AUDIO EQUIPMENT	29	\$0	\$0.00
COMPUTER	107	\$50.00	\$5,350.00
DOCKING STATION	4	\$0	\$0.00
EXTERNAL HARDDRIVE	5	\$0	\$0.00
FAX MACHINE	5	\$0	\$0.00
KEYBOARD	45	\$0	\$0.00
LAPTOP	42	\$0	\$0.00
MICROPHONE	59	\$0	\$0.00
MISCELLANEOUS	22	\$0	\$0.00
MONITOR CRT/LCD	66	\$0	\$0.00
PC COMPONENT	4	\$0	\$0.00
PRINTER	90	\$25.00	\$2,250.00
PROJECTOR	6	\$0	\$0.00
SCANNER	15	\$0	\$0.00
SERVER	33	\$0	\$0.00
SWITCH	3	\$0	\$0.00
TABLET	32	\$50.00	\$1,600.00
TOUGHBOOK	14	\$25.00	\$350.00
UPS	2	\$0	\$0.00
VCR	1	\$0	\$0.00
VIRTUAL PC HARDWARE	31	\$0	\$0.00
<b>Grand Total</b>	<b>615</b>		<b>\$9,550.00</b>

In the past, surplus computer equipment was auctioned by the County. Since most of the equipment is obsolete, broken, or extinct, predicting current potential buying behaviors at auction is unreliable and accurate calculations of potential revenue from auction is not possible. Therefore, a rough estimate of an auction value is provided assuming \$0 - \$50 per device, for items considered saleable such as computers, printers, tablets, and Toughbooks. The estimated potential auction value of these 285 technology devices ranges from \$0 to \$9,550. There is also cost avoidance for services by internal staff to process and prepare surplus equipment for an auction. Requirements for internal staff time to produce an auction for these items translates into at least 143 hours at an average value of \$57.46 per hour or \$8,216.78, and would cause MIS resources to be unavailable for servicing internal customers and other projects.

Any equipment donated to Goodwill that cannot be fixed or sold, is sold to recyclers who strip the equipment for parts, preventing toxic parts from ending up in landfills. Lastly, transferring the surplus equipment to Goodwill Industries supports its mission in providing jobs and technical training for citizens. Therefore, the relationship with Goodwill Industries continues to be beneficial to both the County and to the community, despite the loss in potential County revenues.

Cody Gray, the Big Bend Goodwill Public Relations Manager, reported the following statistics about the Goodwill Electronic Store and Donation Center for calendar year 2016 in Leon County and the Big Bend area.

- Recycled more than 1,100,000 pounds of computer related E-scrap and household electronics. Keeping those items out of landfills.
- Provided low cost new and refurbished computers and parts to thousands of customers.
- Provided low cost Dell Certified repair services to the Tallahassee and Panama City communities.
- Provided employment to about 860 people in the Panhandle.
- Provided Education, Career Training, and Job Placement Services to thousands of individuals through Goodwill's Mission Services including:  
[www.gwcareercampus.com](http://www.gwcareercampus.com).
- Provided accessible housing options for hundreds of disabled and low income individuals.
- Provided specialized childcare services at Goodwill's Dick Howser Center.
- In December 2011 Goodwill joined the Dell Reconnect Program. Dell has the highest standards of recycling responsibly, and cites our store as continuing to do well and performing to Dell's strict standards and guidelines. We received the 2012 Precision Partner Award our first year involved with Dell and have continued to meet or exceed any and all of Dell's expectations.

**Options:**

1. Accept the status report on 2016 transfers of Leon County surplus computing equipment to Goodwill Industries.
2. Do not accept the status report on 2016 transfers of Leon County surplus computing equipment to Goodwill Industries.
3. Board direction.

**Recommendation:**

Option #1.

**Attachment:**

1. 2016 Surplus Property Detail Inventory

<b>2016 DONATED SURPLUS EQUIPMENT</b>	
<b>DEVICE TYPE</b>	<b>TOTAL</b>
AUDIO EQUIPMENT	29
COMPUTER	107
DOCKING STATION	4
EXTERNAL HARDDRIVE	5
FAX MACHINE	5
KEYBOARD	45
LAPTOP	42
MICROPHONE	59
MISCELLANEOUS	22
MONITOR CRT	2
MONITOR LCD	64
PC COMPONENT	4
PRINTER	90
PROJECTOR	6
SCANNER	15
SERVER	33
SWITCH	3
TABLET	32
TOUGHBOOK	14
UPS	2
VCR	1
VIRTUAL PC HARDWARE	31
<b>Grand Total</b>	<b>615</b>

Date Surplused	Type	LCPN/SN
2/3/2016	COMPUTER	1845
2/3/2016	COMPUTER	29809
2/3/2016	COMPUTER	30338
2/3/2016	COMPUTER	30580
2/3/2016	COMPUTER	31231
2/3/2016	COMPUTER	32721
2/3/2016	COMPUTER	33187
2/3/2016	COMPUTER	33573
2/3/2016	COMPUTER	33576
2/3/2016	COMPUTER	33901
2/3/2016	COMPUTER	DELL1545
2/3/2016	LAPTOP	29859
2/3/2016	LAPTOP	29860
2/3/2016	LAPTOP	29861
2/3/2016	LAPTOP	29862
2/3/2016	LAPTOP	29863
2/3/2016	LAPTOP	29865
2/3/2016	LAPTOP	29867
2/3/2016	LAPTOP	29868
2/3/2016	LAPTOP	31165
2/3/2016	LAPTOP	HPZE4900
2/3/2016	LAPTOP	VOSTRO17
2/3/2016	PRINTER	00171
2/3/2016	SCANNER	CANON3010
3/2/2016	LAPTOP	CC020232
3/2/2016	LAPTOP	CC020264
3/2/2016	LAPTOP	CC020265
3/7/2016	LAPTOP	10-1D68
3/11/2016	COMPUTER	28063
3/11/2016	COMPUTER	28573
3/11/2016	COMPUTER	31511
3/11/2016	COMPUTER	31529
5/16/2016	COMPUTER	ard Bell
5/16/2016	MISCELLANEOUS	BOX1
5/16/2016	MISCELLANEOUS	BOX2
5/16/2016	MISCELLANEOUS	BOX3
5/16/2016	MISCELLANEOUS	BOX4
5/16/2016	MISCELLANEOUS	BOX5
5/16/2016	MONITOR CRT	tor20
5/16/2016	MONITOR LCD	tor1
5/16/2016	MONITOR LCD	tor10
5/16/2016	MONITOR LCD	tor11
5/16/2016	MONITOR LCD	tor12
5/16/2016	MONITOR LCD	tor13
5/16/2016	MONITOR LCD	tor14
5/16/2016	MONITOR LCD	tor15
5/16/2016	MONITOR LCD	tor16
5/16/2016	MONITOR LCD	tor17
5/16/2016	MONITOR LCD	tor18
5/16/2016	MONITOR LCD	tor19
5/16/2016	MONITOR LCD	tor2
5/16/2016	MONITOR LCD	tor3
5/16/2016	MONITOR LCD	tor4
5/16/2016	MONITOR LCD	tor5

Date Surplused	Type	LCPN/SN
5/16/2016	MONITOR LCD	tor6
5/16/2016	MONITOR LCD	tor7
5/16/2016	MONITOR LCD	tor8
5/16/2016	MONITOR LCD	tor9
5/16/2016	PRINTER	320
5/16/2016	PRINTER	00
5/16/2016	PRINTER	20
5/16/2016	PRINTER	15
5/16/2016	PRINTER	75
5/16/2016	PRINTER	330
5/16/2016	PRINTER	X
7/21/2016	COMPUTER	31543
7/25/2016	COMPUTER	29969
7/25/2016	COMPUTER	29971
7/25/2016	COMPUTER	29976
7/25/2016	COMPUTER	29997
7/25/2016	COMPUTER	30035
7/25/2016	COMPUTER	30246
7/25/2016	COMPUTER	30249
7/25/2016	COMPUTER	30250
7/25/2016	COMPUTER	30252
7/25/2016	COMPUTER	30331
7/25/2016	COMPUTER	30332
7/25/2016	COMPUTER	30337
7/25/2016	COMPUTER	30339
7/25/2016	COMPUTER	30529
7/25/2016	COMPUTER	30555
7/25/2016	COMPUTER	30560
7/25/2016	COMPUTER	30584
7/25/2016	COMPUTER	30606
7/25/2016	COMPUTER	30621
7/25/2016	COMPUTER	30626
7/25/2016	COMPUTER	30630
7/25/2016	COMPUTER	30651
7/25/2016	COMPUTER	30799
7/25/2016	COMPUTER	30808
7/25/2016	COMPUTER	30812
7/25/2016	COMPUTER	30813
7/25/2016	COMPUTER	30817
7/25/2016	COMPUTER	30846
7/25/2016	COMPUTER	30847
7/25/2016	COMPUTER	30848
7/25/2016	COMPUTER	30971
7/25/2016	COMPUTER	30974
7/25/2016	COMPUTER	31116
7/25/2016	COMPUTER	31225
7/25/2016	COMPUTER	31226

Date Surplused	Type	LCPN/SN
7/25/2016	COMPUTER	31227
7/25/2016	COMPUTER	31282
7/25/2016	COMPUTER	31283
7/25/2016	COMPUTER	32679
7/25/2016	COMPUTER	32684
7/25/2016	COMPUTER	32686
7/25/2016	COMPUTER	32687
7/25/2016	COMPUTER	32688
7/25/2016	COMPUTER	32689
7/25/2016	COMPUTER	32690
7/25/2016	COMPUTER	33432
7/25/2016	COMPUTER	33436
7/25/2016	COMPUTER	33442
7/25/2016	COMPUTER	33444
7/25/2016	COMPUTER	33451
7/25/2016	EXTERNAL HARDDRIVE	29534
7/25/2016	EXTERNAL HARDDRIVE	29789
7/25/2016	EXTERNAL HARDDRIVE	32478
7/25/2016	EXTERNAL HARDDRIVE	32480
7/25/2016	EXTERNAL HARDDRIVE	DELLDAS
7/25/2016	SERVER	29782
7/25/2016	SERVER	27930
7/25/2016	SERVER	27956
7/25/2016	SERVER	29783
7/25/2016	SERVER	30190
7/25/2016	SERVER	30274
7/25/2016	SERVER	30275
7/25/2016	SERVER	30278
7/25/2016	SERVER	30280
7/25/2016	SERVER	30460
7/25/2016	SERVER	30522
7/25/2016	SERVER	30851
7/25/2016	SERVER	30918
7/25/2016	SWITCH	30217
7/25/2016	SWITCH	31119
7/25/2016	UPS	30267
7/25/2016	UPS	30268
7/26/2016	COMPUTER	32454
7/26/2016	COMPUTER	32703
7/26/2016	COMPUTER	33588
7/26/2016	COMPUTER	33602
7/26/2016	COMPUTER	34272
7/26/2016	COMPUTER	CC020160
7/26/2016	FAX MACHINE	X 1240
7/26/2016	FAX MACHINE	L FAX
7/26/2016	FAX MACHINE	L FAX2
7/26/2016	KEYBOARD	11996
7/26/2016	KEYBOARD	OARD1
7/26/2016	KEYBOARD	OARD10
7/26/2016	KEYBOARD	OARD11
7/26/2016	KEYBOARD	OARD12
7/26/2016	KEYBOARD	OARD13
7/26/2016	KEYBOARD	OARD14
7/26/2016	KEYBOARD	OARD15

Date Surplused	Type	LCPN/SN
7/26/2016	KEYBOARD	OARD16
7/26/2016	KEYBOARD	OARD17
7/26/2016	KEYBOARD	OARD18
7/26/2016	KEYBOARD	OARD19
7/26/2016	KEYBOARD	OARD2
7/26/2016	KEYBOARD	OARD20
7/26/2016	KEYBOARD	OARD21
7/26/2016	KEYBOARD	OARD22
7/26/2016	KEYBOARD	OARD23
7/26/2016	KEYBOARD	OARD24
7/26/2016	KEYBOARD	OARD3
7/26/2016	KEYBOARD	OARD4
7/26/2016	KEYBOARD	OARD5
7/26/2016	KEYBOARD	OARD6
7/26/2016	KEYBOARD	OARD7
7/26/2016	KEYBOARD	OARD8
7/26/2016	KEYBOARD	OARD9
7/26/2016	LAPTOP	32745
7/26/2016	LAPTOP	32816
7/26/2016	MISCELLANEOUS	1 MISC
7/26/2016	MISCELLANEOUS	10 MISC
7/26/2016	MISCELLANEOUS	2 MISC
7/26/2016	MISCELLANEOUS	3 MISC
7/26/2016	MISCELLANEOUS	4 MISC
7/26/2016	MISCELLANEOUS	5 MISC
7/26/2016	MISCELLANEOUS	6 MISC
7/26/2016	MISCELLANEOUS	7 MISC
7/26/2016	MISCELLANEOUS	8 MISC
7/26/2016	MISCELLANEOUS	9 MISC
7/26/2016	MISCELLANEOUS	MISC
7/26/2016	MISCELLANEOUS	MISC
7/26/2016	MISCELLANEOUS	MISC
7/26/2016	MISCELLANEOUS	MISC
7/26/2016	MISCELLANEOUS	MISC
7/26/2016	MISCELLANEOUS	MISC
7/26/2016	MISCELLANEOUS	MISC
7/26/2016	MONITOR LCD	TOR 1
7/26/2016	MONITOR LCD	TORLCD 6
7/26/2016	MONITOR LCD	TORLCD 7
7/26/2016	MONITOR LCD	TORLCD 8
7/26/2016	MONITOR LCD	TORLCD 9
7/26/2016	PRINTER	N5000
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7/26/2016	PRINTER	ASERJET5
7/26/2016	PRINTER	20
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7/26/2016	PRINTER	L DESKJET2

Date Surplused	Type	LCPN/SN
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7/26/2016	SCANNER	L SCANNER12
7/26/2016	SCANNER	L SCANNER13
7/26/2016	SCANNER	L SCANNER2
7/26/2016	SCANNER	L SCANNER3
7/26/2016	SCANNER	L SCANNER4
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7/26/2016	SCANNER	L SCANNER6
7/26/2016	SCANNER	L SCANNER7
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7/26/2016	SCANNER	L SCANNER9
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7/27/2016	AUDIO EQUIPMENT	19785
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7/27/2016	COMPUTER	way Profile 3
7/27/2016	COMPUTER	way Profile 4
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7/27/2016	COMPUTER	31703
7/27/2016	COMPUTER	31705
7/27/2016	MONITOR CRT	tor568
7/27/2016	FAX MACHINE	HER FAX
7/27/2016	FAX MACHINE	HER FAX 2
7/27/2016	MONITOR LCD	TOR 1
7/27/2016	MONITOR LCD	TOR 2
7/27/2016	MONITOR LCD	TOR 3
7/27/2016	MONITOR LCD	TOR 4
7/27/2016	MONITOR LCD	TOR 5
7/27/2016	MONITOR LCD	TOR 6
7/27/2016	PRINTER	AASERJET 1
7/27/2016	PRINTER	ASERJERT 10
7/27/2016	PRINTER	ASERJERT 11
7/27/2016	PRINTER	ASERJERT 8
7/27/2016	PRINTER	ASERJERT 9
7/27/2016	PRINTER	ASERJET 1
7/27/2016	PRINTER	ASERJET 2

Date Surplused	Type	LCPN/SN
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7/27/2016	PRINTER	ASERJET 6
7/27/2016	PRINTER	ASERJET 7
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7/27/2016	PRINTER	00128
7/27/2016	PRINTER	25792
7/27/2016	PRINTER	25794
7/27/2016	PRINTER	27861
7/27/2016	PRINTER	29191
7/27/2016	PRINTER	29682
7/27/2016	PRINTER	32582
7/27/2016	PRINTER	33119
7/27/2016	PRINTER	ATA PRINTER
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7/27/2016	SERVER	29951
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8/25/2016	COMPUTER	32904
8/25/2016	COMPUTER	32909
8/25/2016	COMPUTER	33711
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8/25/2016	LAPTOP	31154
8/25/2016	LAPTOP	31158
8/25/2016	LAPTOP	31171
8/25/2016	LAPTOP	34583
8/25/2016	LAPTOP	34598
8/25/2016	LAPTOP	35460
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8/25/2016	MONITOR LCD	TOR2
8/25/2016	MONITOR LCD	TOR3
8/25/2016	PRINTER	OLOR LJ3800
8/25/2016	PRINTER	J 2035
8/25/2016	PRINTER	PRINTER
8/25/2016	PRINTER	00203
8/25/2016	PRINTER	00242
8/25/2016	PRINTER	29745
8/25/2016	PRINTER	22464
8/25/2016	PRINTER	27861
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8/25/2016	TABLET	33629
8/25/2016	TABLET	33631
8/25/2016	TABLET	33636
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8/25/2016	TABLET	33643
8/25/2016	TABLET	33644

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8/25/2016	TABLET	33658
8/25/2016	TABLET	33660
8/25/2016	TABLET	33661
8/25/2016	TABLET	33662
8/25/2016	TABLET	33663
8/25/2016	TABLET	33664
8/25/2016	TABLET	33665
8/25/2016	TABLET	33666
8/25/2016	TABLET	33668
8/25/2016	TABLET	33683
8/25/2016	TABLET	33904
8/25/2016	TABLET	33905
8/25/2016	TABLET	33933
8/25/2016	TABLET	33934
8/25/2016	TABLET	33935
8/25/2016	TABLET	34118
8/25/2016	TABLET	34262
8/25/2016	TABLET	CBCC 10983
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8/25/2016	TOUGHBOOK	30763
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10/27/2016	SERVER	30535
10/27/2016	SERVER	31739
10/27/2016	SERVER	31740
10/27/2016	SERVER	32973
10/27/2016	SERVER	32974
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11/3/2016	AUDIO EQUIPMENT	0233
11/3/2016	AUDIO EQUIPMENT	0234
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11/3/2016	AUDIO EQUIPMENT	0237
11/3/2016	AUDIO EQUIPMENT	0238
11/3/2016	AUDIO EQUIPMENT	12938
11/3/2016	AUDIO EQUIPMENT	18335
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11/3/2016	AUDIO EQUIPMENT	22529
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11/3/2016	AUDIO EQUIPMENT	22876
11/3/2016	AUDIO EQUIPMENT	23740
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11/3/2016	AUDIO EQUIPMENT	1380
11/3/2016	AUDIO EQUIPMENT	3218
11/3/2016	AUDIO EQUIPMENT	6514
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Date Surplused	Type	LCPN/SN
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11/3/2016	LAPTOP	CC020231
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11/3/2016	MICROPHONE	LanierMIC10
11/3/2016	MICROPHONE	LanierMIC11
11/3/2016	MICROPHONE	LanierMIC12
11/3/2016	MICROPHONE	LanierMIC13
11/3/2016	MICROPHONE	LanierMIC14
11/3/2016	MICROPHONE	LanierMIC2
11/3/2016	MICROPHONE	LanierMIC3
11/3/2016	MICROPHONE	LanierMIC4
11/3/2016	MICROPHONE	LanierMIC5
11/3/2016	MICROPHONE	LanierMIC6
11/3/2016	MICROPHONE	LanierMIC7
11/3/2016	MICROPHONE	LanierMIC8
11/3/2016	MICROPHONE	LanierMIC9
11/3/2016	MICROPHONE	OEMBrandMIC
11/3/2016	MICROPHONE	OEMBrandMIC1
11/3/2016	MICROPHONE	RevereMIC1
11/3/2016	MICROPHONE	RevereMIC10
11/3/2016	MICROPHONE	RevereMIC11
11/3/2016	MICROPHONE	RevereMIC12
11/3/2016	MICROPHONE	RevereMIC13
11/3/2016	MICROPHONE	RevereMIC14
11/3/2016	MICROPHONE	RevereMIC15
11/3/2016	MICROPHONE	RevereMIC16
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11/3/2016	MICROPHONE	RevereMIC2
11/3/2016	MICROPHONE	RevereMIC20
11/3/2016	MICROPHONE	RevereMIC21
11/3/2016	MICROPHONE	RevereMIC22
11/3/2016	MICROPHONE	RevereMIC23
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11/3/2016	MICROPHONE	RevereMIC3
11/3/2016	MICROPHONE	RevereMIC4
11/3/2016	MICROPHONE	RevereMIC5
11/3/2016	MICROPHONE	RevereMIC6
11/3/2016	MICROPHONE	RevereMIC7
11/3/2016	MICROPHONE	RevereMIC8
11/3/2016	MICROPHONE	RevereMIC9
11/3/2016	MICROPHONE	ShureMIC1
11/3/2016	MICROPHONE	ShureMIC2

Date Surplused	Type	LCPN/SN
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11/3/2016	MICROPHONE	UnKBrandMIC13
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11/3/2016	MICROPHONE	UnKBrandMIC15
11/3/2016	MICROPHONE	UnKBrandMIC16
11/3/2016	MICROPHONE	UnKBrandMIC17
11/3/2016	MICROPHONE	UnKBrandMIC2
11/3/2016	MICROPHONE	UnKBrandMIC3
11/3/2016	MICROPHONE	UnKBrandMIC4
11/3/2016	MICROPHONE	UnKBrandMIC5
11/3/2016	MICROPHONE	UnKBrandMIC6
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11/3/2016	MICROPHONE	UnKBrandMIC8
11/3/2016	MICROPHONE	UnKBrandMIC9
11/3/2016	PRINTER	8500
11/3/2016	PRINTER	TWRITER
11/3/2016	PROJECTOR	ECTOR1
11/3/2016	PROJECTOR	ECTOR2
11/3/2016	PROJECTOR	ECTOR3
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11/18/2016	PC COMPONENT	31737
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11/18/2016	COMPUTER	34000
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11/18/2016	COMPUTER	31955
11/18/2016	COMPUTER	31957
11/18/2016	COMPUTER	31958
11/18/2016	COMPUTER	31961
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11/18/2016	COMPUTER	31964
11/18/2016	LAPTOP	30299
11/18/2016	LAPTOP	31155
11/18/2016	LAPTOP	31166
11/18/2016	MONITOR LCD	TOR1
11/18/2016	MONITOR LCD	TOR10
11/18/2016	MONITOR LCD	TOR11
11/18/2016	MONITOR LCD	TOR12
11/18/2016	MONITOR LCD	TOR13
11/18/2016	MONITOR LCD	TOR2
11/18/2016	MONITOR LCD	TOR3
11/18/2016	MONITOR LCD	TOR4
11/18/2016	MONITOR LCD	TOR5
11/18/2016	MONITOR LCD	TOR6

Date Surplused	Type	LCPN/SN
11/18/2016	MONITOR LCD	TOR7
11/18/2016	MONITOR LCD	TOR8
11/18/2016	MONITOR LCD	TOR9
11/18/2016	PRINTER	J 2430
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11/18/2016	PRINTER	J M1319F
11/18/2016	PRINTER	00231
11/18/2016	PRINTER	24541
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11/18/2016	PRINTER	24541
11/18/2016	PRINTER	27134
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11/18/2016	TOUGHBOOK	30770
12/15/2016	COMPUTER	34482
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12/15/2016	TOUGHBOOK	30761
12/15/2016	TOUGHBOOK	30762
12/15/2016	TOUGHBOOK	30767
12/15/2016	TOUGHBOOK	30768
12/15/2016	TOUGHBOOK	30769
12/15/2016	TOUGHBOOK	30773
12/15/2016	TOUGHBOOK	30775
12/15/2016	TOUGHBOOK	30776
12/16/2016	AUDIO EQUIPMENT	ConfCorder
12/16/2016	AUDIO EQUIPMENT	Receiver
12/16/2016	AUDIO EQUIPMENT	Speaker
12/16/2016	AUDIO EQUIPMENT	Speaker2
12/16/2016	AUDIO EQUIPMENT	CamCorder1
12/16/2016	AUDIO EQUIPMENT	CamCorder2
12/16/2016	PC COMPONENT	31598
12/16/2016	COMPUTER	Emachine
12/16/2016	COMPUTER	LGCPU
12/16/2016	DOCKING STATION	CF29Docks1
12/16/2016	DOCKING STATION	CF29Docks2
12/16/2016	DOCKING STATION	CF29Docks3
12/16/2016	DOCKING STATION	DellDock
12/16/2016	KEYBOARD	Keyboard1
12/16/2016	KEYBOARD	Keyboard10
12/16/2016	KEYBOARD	Keyboard11
12/16/2016	KEYBOARD	Keyboard12
12/16/2016	KEYBOARD	Keyboard13
12/16/2016	KEYBOARD	Keyboard14
12/16/2016	KEYBOARD	Keyboard15
12/16/2016	KEYBOARD	Keyboard16
12/16/2016	KEYBOARD	Keyboard17
12/16/2016	KEYBOARD	Keyboard18
12/16/2016	KEYBOARD	Keyboard19
12/16/2016	KEYBOARD	Keyboard2
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12/16/2016	KEYBOARD	Keyboard5

Date Surplused	Type	LCPN/SN
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12/16/2016	MONITOR LCD	Monitor2
12/16/2016	MONITOR LCD	Monitor3
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12/16/2016	MONITOR LCD	Monitor6
12/16/2016	MONITOR LCD	Monitor7
12/16/2016	MONITOR LCD	Monitordec10
12/16/2016	MONITOR LCD	Monitordec11
12/16/2016	MONITOR LCD	Monitordec12
12/16/2016	MONITOR LCD	Monitordec13
12/16/2016	MONITOR LCD	Monitordec14
12/16/2016	MONITOR LCD	Monitordec15
12/16/2016	MONITOR LCD	Monitordec16
12/16/2016	MONITOR LCD	Monitordec17
12/16/2016	MONITOR LCD	Monitordec18
12/16/2016	MONITOR LCD	Monitordec8
12/16/2016	MONITOR LCD	Monitordec9
12/16/2016	PRINTER	00234
12/16/2016	PRINTER	00267
12/16/2016	PRINTER	30072
12/16/2016	PRINTER	HPLJ1
12/16/2016	PRINTER	HPLJ10
12/16/2016	PRINTER	HPLJ11
12/16/2016	PRINTER	HPLJ12
12/16/2016	PRINTER	HPLJ13
12/16/2016	PRINTER	HPLJ14
12/16/2016	PRINTER	HPLJ2
12/16/2016	PRINTER	HPLJ3
12/16/2016	PRINTER	HPLJ4
12/16/2016	PRINTER	HPLJ5
12/16/2016	PRINTER	HPLJ6
12/16/2016	PRINTER	HPLJ7
12/16/2016	PRINTER	HPLJ8
12/16/2016	PRINTER	HPLJ9
12/16/2016	PROJECTOR	30864
12/16/2016	PROJECTOR	Screen
12/16/2016	TOUGHBOOK	30772
12/16/2016	VCR	TIVO
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12/16/2016	VIRTUAL PC HARDWARE	PanoDevice1
12/16/2016	VIRTUAL PC HARDWARE	PanoDevice11
12/16/2016	VIRTUAL PC HARDWARE	PanoDevice12
12/16/2016	VIRTUAL PC HARDWARE	PanoDevice13
12/16/2016	VIRTUAL PC HARDWARE	PanoDevice14
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Date Surplused	Type	LCPN/SN
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12/16/2016	VIRTUAL PC HARDWARE	PanoDevice24
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12/16/2016	VIRTUAL PC HARDWARE	PanoDevice3
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12/16/2016	VIRTUAL PC HARDWARE	PanoDevice7
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12/16/2016	VIRTUAL PC HARDWARE	PanoDevice9

**Leon County  
Board of County Commissioners**

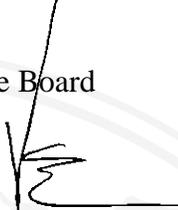
**Notes for Agenda Item #13**

# Leon County Board of County Commissioners

## Cover Sheet for Agenda #13

January 24, 2017

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

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

**Title:** Ratification of Board Actions Taken at the December 12, 2016 Annual Retreat and Approval of the FY 2017 – FY 2021 Leon County Strategic Plan

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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
<b>Lead Staff/ Project Team:</b>	Heather Peeples, Special Projects Coordinator

### **Fiscal Impact:**

While this item has no immediate fiscal impact, certain proposed Strategic Initiatives may have future financial impacts. Inclusion of a Strategic Initiative within the County's Strategic Plan does not commit the Board to future funding as these Initiatives will be brought back to the Board at a later date.

### **Staff Recommendation:**

Option #1: Ratify the actions taken by the Board during its December 12, 2016 Annual Retreat, and approve the Leon County Strategic Plan for FY 2017 through FY 2021 (Attachment #1).

## **Report and Discussion**

### **Background:**

This item seeks ratification of the of Board actions taken at the December 12, 2016 Annual Retreat and approval of FY 2017 – FY 2021 Leon County Strategic Plan.

### **Analysis:**

The 2016 Board Retreat served to both close out the FY2012 - FY2016 Strategic Plan and establish the baseline for the FY2017 - FY2021 Strategic Plan. During the Retreat, the Board received a final summary of the last five-year plan, reviewed an environmental scan of the County, and conducted a Strengths, Weakness, Opportunities, and Threats (SWOT) analysis in preparation for developing the plan for the next five years.

As part of the planning process, the Board reestablished the Vision Statement and Strategic Priorities in addition to establishing new Strategic Initiatives. Staff also proposed adopting an organizational Mission Statement, a “Bold Goal” for each priority area, as well as, a series of five-year “Targets.” The following is a summary of the Board’s actions during the Retreat.

Summary of the FY2012 - FY2016 Strategic Plan: At the Retreat, the Board accepted the *Impact and Progress Report* on the implementation of the FY2012 - FY2016 Strategic Plan. The document is a report on the five years of success in delivering bold projects, big results and striving to be the best. To implement the County’s vision, the Board had established four priority areas: Economy, Environment, Quality of Life and Governance. Those areas were supported by 154 specific strategic initiatives and, during the five year period, 148 or 96% were completed with only 6 (4%) still in progress. Subsequent to the Retreat, the *Impact and Progress Report* has been posted on the County’s website, shared via social media and distributed to community partners.

Environmental Scan: Included in the Board’s materials for the Retreat was an environmental scan, which is an analysis of emerging internal and external trends, issues and conditions that impact Leon County. The environmental scan, as well as the citizen SWOT analysis and preliminary meetings with Commissioners, were used as the basis for the proposed Strategic Priority directional statements. The Board considered the information and analysis included in the environmental scan during their review and approval of the Strategic Priorities.

SWOT Analysis: Prior to the Retreat, staff conducted a Strategic Planning Citizen Survey, which asked targeted citizens to provide feedback on what they believe are the strengths, weaknesses, opportunities, and threats to the Leon County community. The results of the survey were presented to and discussed by the Board at the Retreat before beginning the process of establishing the FY 2017 - FY 2021 Leon County Strategic Plan.

Strategic Priorities: The Board reaffirmed the four existing Strategic Priorities (Economy, Environment, Quality of Life, and Governance) and adopted 20 Directional Statements, which provide focus and additional specificity for each priority area. The adopted Strategic Priorities and associated Directional Statements are included in Attachment #1.

Strategic Initiatives: In order to ensure that the optimized resources of the organization are aligned with Strategic Priorities, the Board adopted 44 Strategic Initiatives. Several of the Initiatives presented during the Retreat were on-going from the previous FY2012 - FY2016 Strategic Plan or were existing efforts on which the Board had recently provided guidance. A complete list of the adopted Strategic Initiatives organized by Strategic Priority is included in Attachment #1.

Five-Year Targets & Bold Goals: At the Retreat, staff recommended and the Board approved the adoption of specific Targets that we expect to realize as an organization over the next five-year plan cycle. These Targets are aligned with each priority area and will communicate to the public and staff throughout the County the specific results that we expect to achieve through the collective execution of our Strategic Initiatives.

Additionally, the Board approved a Bold Goal, for each priority area. Bold Goals differ from Targets in that they are truly stretch goals which will be big and difficult to achieve, but are worthy of staffs' best efforts because they are big and difficult to achieve. The adoption of Bold Goals is something the best organizations do because they recognize that all goals should not be tied to specific programs or current resources. Bold Goals, rather, require the County to explore new partnerships, identify new opportunities, and inspire new ideas.

During the Retreat, the Board also discussed receiving additional information regarding current baseline data for the proposed Targets and Bold Goals. A summary of Targets and Bold Goals, including the baseline information analysis, is included in Attachment #1.

At the Retreat, the Board requested additional information relative to one of the specific Targets – “Reduce by at least 30% the average time it takes to approve a single family building permit.” Staff has prepared a separate agenda item providing an analysis on building permits and associated timelines including the consideration of this Target in the County’s Strategic Plan.

Administrative Items: Administrative items are those issues discussed during the Board Retreat that may require additional policy analysis prior to the Board determining how to proceed, are informational in nature and can be addressed through a status report, or were considered as part of the Hurricane Hermine After Action Report. A complete list of Administrative Items is also included in Attachment #1.

Vision Statement: During the Retreat, the Board adopted an alternative approach of shortening the existing Vision Statement to its most pertinent aspects, while including the most significant one-word aspirations identified in the Strategic Planning Citizen Survey. The Board approved the following Vision Statement:

**A community that is safe, healthy and vibrant.**

Mission Statement: Staff proposed the following organizational mission statement for the Board’s consideration during the Annual Retreat: *To efficiently provide public services that build strong and sustainable communities.* The Board directed staff to further develop the proposed mission statement for later consideration. In particular, the Board requested staff identify alternative language to the “build strong and sustainable communities.”

As discussed at the Retreat, a Mission Statement is a standard element of an organization’s strategic plan and explains its reason for existence. It describes the organization, what it does and its overall intention. The mission statement supports the vision and serves to communicate purpose and direction to employees, citizens, vendors and other stakeholders. The mission also serves as a foundational guide in the establishment of organizational priorities.

Mission statements are similar to vision statements, but they are more concrete and action-oriented. A vision statement describes the organization as it would appear in a future successful state.

Some general guiding principles about mission statements are that they are memorable, outcome-oriented and inclusive. Based on the Board’s guidance at the Retreat, staff is proposing the following revised organizational mission statement:

**To efficiently provide public services which serve and strengthen our community.**

Next Steps: Subsequent to the Board’s approval of the FY 2017 - FY 2021 Leon County Strategic Plan, staff will prepare a formal document that will be broadly distributed through social media, on the County’s website, and as hard copies which will be provided to community partners. Additionally, copies will be provided to the Board for use at community speaking engagements and events.

Staff will implement formal processes for tracking Strategic Initiatives, Targets and Bold Goals. As in the previous five-year planning cycle, the Board will continue to receive biannual status updates on the Strategic Plan at both the Budget Workshop and Annual Board Retreat.

**Options:**

1. Ratify the actions taken by the Board during its December 12, 2016 Annual Retreat, and approve the Leon County Strategic Plan for FY 2017 through FY 2021 (Attachment #1)
2. Do not ratify the actions taken by the Board during its December 12, 2016 Annual Retreat, and do not approve the Leon Strategic Plan for FY 2017 through FY 2021
3. Board direction.

**Recommendation:**

Option #1.

**Attachment:**

1. Strategic Plan for FY 2017 through FY 2021

## **FY 2017 – FY 2021**

### **Leon County Board of County Commissioners Strategic Plan**

#### **Strategic Priority – Economy**

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

- (EC1) - Do well-designed public infrastructure which supports business, attracts private investment and has long term economic benefits.
- (EC2) - Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.
- (EC3) - Leverage university and community partnerships to increase entrepreneurial, technology transfer and commercialization opportunities.
- (EC4) - Grow our tourism economy, its diversity, competitiveness and economic impact.

#### **Strategic Initiatives – Economy**

- (EC4) Utilizing a portion of the BP settlement funds, identify solutions for weatherization of the Capital City Amphitheater stage, inclusive of potential sound mitigation elements. (2016-1)
- (EC1, EC4) Continue to work with FSU on the Civic Center District Master Plan to include the potential partnership to realize the convention center space desired by the County and to bring back issues related to the County's financial and programming roles and participation for future Board consideration. (2016-2)
- (EC4) Support the revision of Sec. 125.0104, F.S. to modify the eligibility for levying the local option High Tourism Impact Tax to include counties that are home to Preeminent State Research Universities in order to levy a sixth cent to support the convention center and arena district. (2016-3)
- Continue to pursue opportunities for workforce development, including:
  - (EC2) Based upon the projected unmet local market for middle skill jobs, continue to host Leon Works Exposition in collaboration with community and regional partners and launch Leon County's Junior Apprenticeship Program. (2016-4A)
  - (EC2) Work with partners, such as The Kearney Center and Leon County Schools, to increase access to training programs, apprenticeships, and other programs promoting middle-skilled jobs. (2016-4B)
- (EC4) Continue to work with FSU to bid and host NCAA cross country national and regional championships at Apalachee Regional Park (ARP). (2016-5)
- (EC2) Implement the Economic Development Strategic Plan as adopted and may be revised by the Intergovernmental Agency. (2016-6)

- (EC2) Complete the joint County/City disparity study and enhancements to the MWSBE program. (2016-7)
- (EC4) Expand our economic competitiveness by coordinating with regional partners to host an Americas Competitive Exchange on Innovation and Entrepreneurship (ACE) conference. (2016-8)
- (EC1, EC2) Evaluate sun setting the Downtown CRA and correspondingly evaluate the effectiveness of the Frenchtown/Southside CRA including the County's partnership with the City. (2016-9)
- (EC4) Enhance sports tourism through the exploration of an NFL Preseason game and other possible events at Doak Campbell Stadium. (2016-10)
- (EC2) To address issues of economic segregation and diversity, evaluate establishing a micro-lending program for small, minority and women-owned businesses. (2016-11)
- (EC1, EC4) Further enhance our competitiveness in attracting national and regional running championships by making additional strategic investments at the Apalachee Regional Park (ARP). (2016-12)

### **Strategic Priority – Environment**

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

- (EN1) - Protect the quality and supply of our water.
- (EN2) - Conserve and protect environmentally sensitive lands and our natural ecosystems.
- (EN3) - Promote orderly growth and sustainable practices.
- (EN4) - Reduce our carbon footprint.

### **Strategic Initiatives – Environment**

- (EN1, EN2) Implement the adopted Basin Management Action Plan (BMAP) for Wakulla Springs including bringing central sewer to Woodville and implementing requirements for advanced wastewater treatment. (2016-13)
- (EN4) Develop strategies to increase recycling and reuse rates. (2016-14)
- (EN3) Implement the Apalachee Landfill closure process in an environmentally sensitive manner which complements the master planning for the site. (2016-15)
- (EN3) Convene the Leon County Sustainable Communities summit on a bi-annual basis. (2016-16)
- (EN3) 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)
- (EN3) Complete an evaluation of transportation fee alternatives to replace the existing concurrency management system of mobility fees. (2016-18)

- (EN4) Successfully launch a commercial and residential Property Assessed Clean Energy (PACE) program and identify opportunities, including the Leon County Spring Home Expo, to train industry professionals on sustainable building practices for participation in the PACE program. (2016-19)
- (EN2) Add environmental education kiosks, trail markings/mapping at Greenways and Parks. (2016-20)
- (EN4) Explore new opportunities for solar on County facilities. (2016-21)
- (EN1) Support the protection of Lake Talquin. (2016-22)
- Reduce nitrogen impacts in the PSPZ (primary springs protection zone) by identifying cost effective and financially feasible ways including:
  - (EN1, EN2) Develop a septic tank replacement program. (2016-23A)
  - (EN1, EN2) Evaluate requiring advanced wastewater treatment (AWT) for new construction. (2016-23B)

### **Strategic Priority – Quality of Life**

*To be a provider of essential services which promote the well-being of our citizens and the livability of our community in our continuous efforts to make Leon County a place where people are healthy, safe, and connected to their community. (Q)*

- (Q1) - Maintain and enhance our parks and recreational offerings and green spaces.
- (Q2) - Provide relevant library offerings which promote literacy, life-long learning and social equity.
- (Q3) - Provide essential public safety infrastructure and services.
- (Q4) - Support and promote access to basic health and welfare services to our community members most in need.
- (Q5) - Support strong neighborhoods.
- (Q6) - Promote livability, health and sense of community by enhancing mobility, encouraging human scale development, and creating public spaces for people.
- (Q7) - Assist local veterans and their dependents with securing entitled benefits and advocating their interests.

### **Strategic Initiatives – Quality of Life**

- Continue to expand recreational amenities to include:
  - (Q1, Q6) Develop a master plan for the Apalachee Regional Park. (2016-24A)
  - (Q1, Q6) Develop a program to establish a signature landscaping feature with a regular blooming season. (2016-24B)
  - (Q1, Q6) Implement the Tallahassee-Leon County Greenways Master Plan. (2016-24C)
  - (Q1, Q6) Evaluate additional trail expansion opportunities. (2016-24D)
  - (Q1, Q6) Work with partners to utilize rights-of-way and utility easements to further expand the trail system. (2016-24E)
  - (Q1, Q6) Identify opportunities to create dog parks in the unincorporated area. (2016-24F)

- (Q5) Complete a comprehensive review and revision to the Land Use Element of the Comprehensive Plan, including a review of inclusionary housing. (2016-25)
- (Q3) Continue to evaluate emergency medical response strategies to improve medical outcomes and survival rates. (2016-26)
- (Q4) Work with the City of Tallahassee to develop a new CHSP process in-light of the United Way's decision to conduct a separate funds distribution process. (2016-27)
- Support the Joint County-City Affordable Housing Work Group's efforts to develop a holistic plan for the redevelopment of a multi-family affordable housing project and identification of additional transitional housing opportunities through community partnerships. (2016-28)
- Continue to serve our seniors through programs and partnerships, including:
  - (Q4) As Florida's first Dementia Caring Community, support the Florida Department of Elder Affairs in the further development of the pilot program, provide enhanced paramedic training and engage local partners in making the County a more dementia-friendly community. (2016-29A)
  - (Q4) Exploring opportunities to address fraud/scams targeted towards seniors. (2016-29B)
  - (Q2, Q4, EC4) To continue to support Choose Tallahassee's efforts to market our community as a retirement destination. (2016-29C)
- (Q4) Identify and evaluate pretrial alternatives to incarceration for low level and non-violent offenders through regional partnerships and state and national efforts, including data-driven justice initiatives. (2016-30)
- (Q7) Work with community partners to expand appreciation of local veterans including recognition of National Pearl Harbor Remembrance Day. (2016-31)
- (Q3) Increase safety in the unincorporated area through the development of a new street lighting program and evaluation of the need for additional signage. (2016-32)
- (Q3, Q4) Improve pet overpopulation by engaging vested community partners in the implementation of spay and neutering strategies. (2016-33)
- (Q4) Continue County support of primary healthcare through participation in Carenet in order to increase access to affordable healthcare for those in need. (2016-34)
- (Q2) Explore opportunities to increase to high speed internet access through a "mobile hot spot" library lending program. (2016-35)

### **Strategic Priority - Governance**

*To be a model for local governance with innovative, competent, and responsible public servants, committed to promoting integrity, creating meaningful opportunities for citizen engagement and co-creation, and ensuring fiscal stewardship. (G)*

- (G1) - Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.
- (G2) - Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value.

- (G3) - Sustain a culture that respects, engages, and empowers citizens in important decisions facing the community.
- (G4) - Retain and attract a highly skilled, diverse and innovative County workforce, which exemplifies the County's Core Practices.
- (G5) - Exercise responsible stewardship of County resources, sound financial management, and ensure that the provision of services and community enhancements are done in a fair and equitable manner.

### **Strategic Initiatives – Governance**

- (G1, G3) Alongside community partners, engage citizens of diverse backgrounds, education, and age on issues that matter most to them through the Citizen Engagement Series and Club of Honest Citizens. (2016-36)
- (G1) Continue to Support Commissioner Desloge during his term as NACo President. (2016-37)
- (G5) In accordance with the Leon County Charter, convene a Charter Review Committee to review the Leon County Home Rule Charter and propose any amendments or revisions which may be advisable for placement on the general election ballot. (2016-38)
- (G2) Implement migration from Groupwise to Microsoft Outlook to better integrate with other software applications that utilize automated notifications, workflows and approvals. (2016-39)
- (G2) Continue the deployment of an updated permitting system that is modernized to use mobile and online technologies. (2016-40)
- (G4) Continue County sponsorship of employees' participation in the Certified Public Manager training. (2016-41)
- (G1) Seek opportunities for partnerships through NACO and FAC's enterprise programs. (2016-42)
- (G5) Continue to explore opportunities for efficiency and cost savings through intergovernmental functional consolidation where appropriate. (2016-43)
- (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)

## Five-Year Targets and Bold Goals

### Economy

**Bold Goal:** Grow the five-year tourism economy to \$5 billion (BG1)

**Targets:**

- Attract 80 state, regional, or national championships across all sports (T1)
- Co-create 500 entrepreneur ventures and 5,500 new jobs, including 200 high-wage jobs in high tech clusters (T2)
- Connect 5,000 students and citizens to middle skilled job career opportunities (T3)
- Host 100,000 residents and visitors as part of the Amphitheater County Concert Series (T4)

### Environment

**Bold Goal:** Upgrade or eliminate 500 septic tanks in the Primary Springs Protection Zone (BG2)

**Targets:**

- Plant 15,000 trees including 1,000 in canopy roads (T5)
- Ensure 100% of new County building construction, renovation and repair utilize sustainable design (T6)
- 75% community recycling rate (T7)
- Construct 30 miles of sidewalks, greenways and trails (T8)

### Quality of Life

**Bold Goal:** Secure more than \$100 million in Veteran Affairs benefits for Leon County veterans and their families (BG3)

**Targets:**

- Double the number of downloadable books at the library (T9)
- Construct 100 fire hydrants (T10)
- Train 8,500 citizens in CPR/AEDs (T11)
- Open 1,000 new acres of park land to the public (T12)

### Governance

**Bold Goal:** Implement 500 citizen ideas, improvements, solutions and opportunities for co-creation (BG4)

**Targets:**

- Reduce by at least 30% the average time it takes to approve a single family building permit (T13)
- Achieve 90% employee participation in the County's "My Rewards" Well Being Program (T14)
- Reduce by 60% the outstanding debt of the County (T15)
- 100% of employees are trained in Customer Experience, Diversity and Domestic Violence, Sexual Violence & Stalking in the Workplace (T16)

### Administrative Items

- Prepare a status report on the Woodville Highway/Capital Circle construction project, including pedestrian and vehicular safety improvements.
  - Included in the Hurricane Hermine After Action Report is a recommendation to include an evaluation of tree trimming policies and urban forestry practices as part of a Resiliency Study.
  - Provide a status report on existing and potential mentoring opportunities for County employees.
  - Prepare an agenda item on the national opioid epidemic including an analysis of existing public education initiatives.
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## Notes, including baseline data, for Bold Goals and Targets

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(BG1) In FY2012 - FY2016, the economic impact of tourism in Leon County totaled \$3.8 billion. The 32% increase by FY2021 will require aggressive marketing, strategic partnering and public relations to leverage community assets related to sports tourism, cultural, historical and nature based amenities and targeted marketing to increase visitors from the region/state.

(T1) In FY2012 - FY2016, a total of 64 state, regional and national championships were hosted in Leon County. The 25% increase by FY2021 is projected based on recent trends in utilization of the Apalachee Regional Park and continued success of the aggressive bids, continued strengthening of partnerships with local universities, clubs and community organizations, in addition to creating new diverse sporting events.

(T2) The Target for co-creation of entrepreneur ventures, new jobs overall, and new jobs in the high-tech industry, was developed through analysis of like-sized communities conducted as part of the Tallahassee – Leon County Economic Development Strategic Plan as well as staff analysis of 2017-2021 employment growth projections from EMSI (labor force analytics modeling software).

(T3) In FY 2016, over 500 students and citizens were connected to middle skilled job career opportunities. From FY17 to FY21, the County will work to connect 1,000 students and citizens annually for a total of 5,000 in five years.

(T4) In FY2014 - FY2016, the Amphitheater hosted 18 concerts with a combined total attendance of over 30,000 residents and visitors. By the end of FY2021, the County projects that the Amphitheater will host 35 – 40 concerts with a combined total attendance of 100,000 residents and visitors which requires average attendance between 60% and 80% for the concerts.

(BG2) In FY2012 - FY2016, there have been no upgraded or eliminated septic tanks in the Primary Springs Protection Zone (PSPZ). Through planned sewer connection projects, state grants, future sales tax funding, and possible Ordinance revisions requiring passive advanced wastewater treatment systems for new construction, the County is targeting the upgrade or elimination of 500 septic tanks in the PSPZ by FY 2021.

(T5) From FY2012 – FY2016, an annual average of approximately 1,800 trees were planted. In FY2017 – FY2021, over 10,000 trees are slated for planting as part of planned reforestation efforts, Arbor Day plantings and other park landscaping. An additional 5,000 trees will be planted through the Adopt-A-Tree program, other landscaping initiatives, and partnerships with the Canopy Roads Citizen Committee in the implementation of a canopy road replanting program.

(T6) By 2021, the County will implement new policies and procedures for utilizing sustainable design in all new construction, renovation, and repair.

(T7) In FY 2016, the County reported that 54% of solid waste had been diverted from the landfills for other uses. To increase diversion rates, over the next five years, additional programs related to increased commercial recycling, cardboard diversion, composting and elimination of mixed loads at the transfer station will be evaluated and implemented.

(T8) In FY2012 – FY2016, the County constructed 14.1 miles of sidewalk and 7.7 miles of greenways and trails for a total of 21.8 miles. By 2021, the target will be accomplished through the continued implementation of the dedicated County Sidewalk program, the Blueprint greenways/trails capital project and other transportation capital projects.

(BG3) In FY2012 – FY2016, Veteran Services helped Leon County veteran's secure \$82 million in benefits. By 2021, the target will be accomplished through the leveraging of partnerships with local Veteran's Administration Clinic, local veteran's agencies/groups, and new targeted marketing and outreach.

(T9) Leon County Libraries currently offer 13,500 downloadable books. By 2021, through partnerships with other libraries and agencies, such as the Panhandle Library Access Network (PLAN) the number of downloadable books available at the Libraries will be doubled and will include more diverse content such as audiobooks, graphic novels, and magazines.

(T10) Since the Board adopted the policy "Criteria for the Placement of Fire Hydrants on Current Water Systems" in 2014, 21 new hydrants have been placed in the unincorporated areas of the County. Beginning in FY2017, through dedicated Fire Assessment Fee funding and future LIFE allocations, the number of hydrant placements will be increased to approximately 20 per year.

(T11) In FY2012 –FY2016, Leon County EMS trained 7,500 citizens in cardiopulmonary resuscitation (CPR) and automated external defibrillator (AED) use. The 2021 target is based on recent trend data indicating a continued increase in utilization of training opportunities, identification of additional targeted outreach for specific users (i.e. pregnant, new parents and senior citizens) and the ability to further increase attendees at training events through enhanced public outreach.

(T12) Including both passive park and facility acreage, 216 new acres of County park land were opened to the public in FY2012 – FY2016. As part of the next five year capital improvement program, additional acreage is anticipated to open to the public as part of the St. Marks Greenway, the Northeast Park and the Apalachee Regional Park.

(BG4) In FY2012 – FY2016, Leon County documented the implementation of over 175 citizen ideas through internal listening sessions. In FY2017, the County has developed a cross-departmental reporting system to record and track the implementation of citizen ideas and recommended improvements from all methods of citizen engagement (i.e. Listening Sessions, Citizen Advisory Boards/Committees, Citizen's Connect, etc.) used across the organization.

(T13) On average, it currently takes 11 business days to approve a single family building permit. To reach this Target, the average time will be reduced to eight (8) days. This Target is to be ratified separately as directed in the agenda item, Building Permit Status Report.

(T14) Current employee participation in the County's "My Rewards" and Well Being Program is at 82.4%. To achieve the target, focused outreach explaining both the health and financial benefits of the program will be further communicated to individual employees not currently participating in the program.

(T15) As of January 2017, the County's outstanding debt, including principal and interest, currently totals \$48,633,089. By 2021, without the issuance of any new debt, the County will reduce its outstanding debt by at least 60%; additional refinancings will provide the opportunity to exceed this target.

(T16) At the close of FY2016, 90% of all current Leon County employees have received at least two of the required trainings. By 2021, all employees will have received all the required trainings.

**Leon County  
Board of County Commissioners**

**Notes for Agenda Item #14**

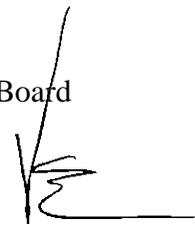
# Leon County Board of County Commissioners

## Cover Sheet for Agenda #14

January 24, 2017

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

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



**Title:** Acceptance of the Status Report on Building Permitting and Approval of a Five-Year Target to Reduce Single Family Building Permit Review Timeframes for New Construction by 30% in the County's Updated FY 2017 – FY 2021 Strategic Plan

<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 David McDevitt, Director, Development Support and Environmental Management
<b>Lead Staff/ Project Team:</b>	Jud Allen, Director, Building Plans Review and Inspection

**Fiscal Impact:**

This item has no fiscal impact.

**Staff Recommendation:**

Option #1: Accept the status report on building permitting.

Option #2: Approve the inclusion of a Target to reduce the single family building permit review timeframes for new construction by 30% over the next five years in the County's updated FY 2017 – FY 2021 Strategic Plan.

## **Report and Discussion**

### **Background:**

This item provides additional information requested by the Board regarding permit review times, fee structure, and seeks the Board's approval to include a Target in the County's updated FY 2017 – FY 2021 Strategic Plan to reduce the single family building permit review timeframes for new construction by 30% over the next five years.

At the Board's Annual Retreat on December 12, 2016, a series of Bold Goals and measurable Targets were proposed for incorporation into the County's updated Five-Year Strategic Plan. Under the Governance Strategic Priority, a measurable Target for single family building permitting review timeframes was provided as single family permits typically account for over 90% (93.5% over the past two years) of all new construction permits filed with the County. The proposed Target identified a 30% reduction in the time required for the County to review and issue new single family building permits during the Strategic Plan's five-year horizon. During the Board discussion on this proposed Target, Commissioners requested additional information related to other potential Targets in this area, in addition to residential permitting. At the Board's regular meeting on December 13, 2016, staff was directed to provide additional information and analysis regarding the various building permits issued by the County, including the associated review and approval processes and related timeframes. The Board also requested information regarding building permit fees, specifically related to minor remodeling projects.

### **Analysis:**

During the recent economic downturn, the County experienced a significant reduction in development and construction-related activities. Development Support and Environmental Management (DSEM) staff utilized this period to work with the industry, Chamber of Commerce, and consultants who frequently use the Department's services to analyze the procedures and processes utilized by the County to review and approve development and building construction-related proposals. This review process resulted in a series of substantial enhancements that were approved by the Board and implemented through revisions to the County's Land Development Code and associated implementing policies and procedures. The enhancements are described in the section below.

### **Permit Process and Recent Enhancements**

During the downturn in the economy and the assessment of County development services, the former department known as "Growth and Environmental Management" was renamed to Development Support and Environmental Management to better reflect the County's commitment to continuously improve and refine its services with an emphasis on value-added support in the form of staff expertise, technical resources, and customer support to assist the development community in realizing the highest quality development potential. Since that time, the enhancements to the County's permitting process have been significant, including the implementation of the two-track review and approval process for new development proposals, concurrent review of the proposed project's environmental and building permits, and a revision

to the County's review thresholds for new development proposals, which has reduced permitting times as more proposals qualify for the Administrative Streamlined Application Process (ASAP) review and approval by staff. In addition, DSEM developed and implemented the Project Manager Model. The Model ensures continuity during the review process, assists with the seamless facilitation of an integrated team approach to customer service, and provides ongoing reinforcement regarding the Department's primary goal of presenting a coordinated and unified team approach to customer service delivery.

To further enhance and ensure the success of the new processes and procedural enhancements approved by the Board, DSEM implemented the department-wide utilization of ProjectDox software to allow the electronic submittal of applications (building permits, site and development plans, and environmental permits) by customers and concurrent review by staff. ProjectDox was implemented in phases with the initial phase including site and development plan and environmental permit applications. The next phase included non-residential building permit applications, and the final phase included residential building permits. During the implementation of ProjectDox, the Department conducted a series of "brown bag" luncheons for frequent users, and completed multiple presentations to industry groups and consultants regarding utilization of the new software. The Department also worked with MIS to develop a user guide for ProjectDox, which was made available to the public on the Department's website.

The implementation of the Project Manager Model and utilization of the ProjectDox electronic submittal software will continue to improve and enhance review efficiencies, which will be reflected in a reduction in the overall review and approval timeframes for building permit applications. In addition, the recent (January 9, 2017) upgrade of the County's permit tracking software from PermitsPlus (which was initially implemented in 1996) to Accela Citizens Access (ACA) is also anticipated to result in a reduction in the overall timeframes associated with the review and approval of building permits. The new permit tracking system will provide enhanced transparency, greater public access to the County's building permitting review and approval process, and will be readily accessible via the new joint City/County GIS-based online permitting portal.

DSEM utilizes formal and informal engagement opportunities with industry stakeholders to continuously seek input in order to enhance customer service. These efforts include hosting lunch & learns, regular presentations and participation in local trade group meetings, facilitating the Leon LEADS Listening Sessions, and supporting the Board-appointed DSEM User Group which reviews and offers recommendations on changes to the Comprehensive Plan and Land Development Regulations. The ongoing communication efforts between DSEM and the end user is vital for the implementation of new programs and enhancement while reinforcing the relevance of managing responsible growth and quality development with an emphasis on environmental protection.

### Permit Fee Structure

The Building Plans Review and Inspection Division is a special revenue program and is 100% user fee supported, receiving no General Revenue. As a component of the process, building permit application review fees are assessed during the plans review process and are collected at the time of issuance of the permit for new construction and alteration/addition projects. Application review fees are assessed for all categories and types of building permit requests received by the County. The current Building Plans Review and Inspection Fee Schedule was adopted by the Board in January of 2007 as recommended by a Board-appointed Building Fee Advisory Committee working with the County's consultant at that time (Attachment #1). The fee schedule was based on an analysis, completed by the Maximus Consulting Group, of the actual cost of providing the various services provided by the Division and included a recommended fee for each service designed to fully recover the cost, consistent with Board direction. Staff does not anticipate seeking an updated analysis to revisit the fee schedule at this time.

To streamline the inspection process and keep costs down, Leon County utilizes a combination inspection approach for both residential and commercial development, whereby one inspector possesses all of the technical competencies and certifications to assess a structure. Other jurisdictions may require separate building permits, inspections, and inspectors for each aspect of a given project, the Division's combination inspectors are trained to inspect all aspects of a project under a single permit from enforcing building codes to performing onsite inspections of foundations, framing, mechanical, plumbing, etc. This saves the builder valuable time and energy in completing their project.

Application review fees for online, subcontractor and specialty contractor-related proposals are generally collected at the time of application submittal. The Building Plans Review and Inspection Division's fees schedule is available to the public online. On occasion, staff receives specific inquiries from property owners regarding application review fees based on cost estimations prepared by contractors for minor projects, and finds that the fees quoted are not consistent with the fee that would be assessed by the County. When this occurs, it is generally in conjunction with projects from subcontractors and specialty contractors where the related review fees are minimal due to the scope of the project involved. For example, the construction cost for a minor remodeling project may be \$500 and require a \$91.38 permit fee. These costs, plus labor, can be presented to the customer in a variety of methods. In addition, the contractor may charge additional fees to the customer as a service charge for filing the permit request. Contractors may identify this cost simply as "permitting" leaving the customer to assume this was the County's cost of the permit. The County has no control with regard to how private contractors detail the costs for minor project estimates.

Governance Target to Reduce Permit Approval Time

Historically, the primary type of building permit requests (typically more than 90%) submitted to the County has been for single family residential-related projects. This includes new construction as well additions and modifications to existing residential structures. Over the past two fiscal years, single family permits accounted for 93.5% (457 of 489) of the new construction permits issued in unincorporated Leon County. This trend is anticipated to continue based on the County's Comprehensive Plan, which implements an Urban Service Area (USA) concept, and the availability of infrastructure (primarily central sewer service) inside the USA. The following table provides a summary by construction type, of the building permits reviewed and issued by the County during the past two fiscal years.

*Table 1: Number and Types of Building Permits Issued over a Two-Year Period*

	Type of Improvement	Permit Type	Total Permits (% by type)
FY14/15	New Construction	Single Family	<b>207 (93.3%)*</b>
		Commercial	15 (6.7%)
	Alterations/Additions	Single Family	327 (90.9%)
		Commercial	33 (9.1%)
FY15/16	New Construction	Single Family	<b>250 (93.7%)*</b>
		Commercial	17 (6.3%)
	Alterations/Additions	Single Family	311 (88.2%)
		Commercial	42 (11.8%)

\*The proposed Five-Year Target seeks to reduce the review time for single family new construction permits.

Attachment #2 includes the annual report summaries for FY14/15 and FY15/16 generated by PermitsPlus for the Department's Building Plans Review and Inspection Division. It should be noted that the other types and categories of building permits reported in Attachment #2 are generally issued to tier-two contractors (electrical, mechanical, roofing, etc.) or specialty contractors (pool, mobile home installation, demolition, etc.), and typically require a relatively limited timeframe for review and approval compared to those outlined in Table 1 above. Additionally, these types and categories of building permit applications do not require the level of plan detail and supporting documentation as those for new construction and alteration/addition proposals.

According to Section 105.3.4 of the Florida Building Code (FBC), which is incorporated by reference into Florida Statutes, "a building permit for a single-family residential dwelling must be issued within 30 working days of application therefor unless unusual circumstances require a longer time for processing the application or unless the permit application fails to satisfy the *Florida Building Code* or the enforcing agency's laws or ordinances." For single family residential construction, the FBC allows for an "owner builder" to act as their own contractor. Under this provision, an owner can submit a building permit application for construction on their homestead property without the requirement of a state-issued general contractor's license.

Table 2, which outlines the average review and approval timeframes from PermitsPlus associated with single family residential-related building permits issued during the past fiscal year, indicates the majority (95%) of new single-family residential construction projects in the County are undertaken by state licensed contractors and not owner builders. Regardless of the applicant, the County's average approval time is 11 business days for single family new construction permits. This is the baseline figure for which the Target was contemplated when staff proposed the measurable Target for the Governance section of the updated Strategic Plan to reduce the County's average review time for single family new construction permits by 30% to eight business days. In working with the Florida Association of Building Inspectors and counterparts across the state, the Building Plans Review and Inspection Division finds the County's 11 day approval time to be very competitive statewide, however, through improvements identified in this item the number of days for approval can be reduced further.

*Table 2: Average Review and Approval Times for Single Family Building Permits*

FY15/16	Applicant	Avg. Days for County Approval	Avg. # of Resubmittals	Avg. Days w/Applicant	Avg. Days for Final Issuance
New Construction	Owner (5%)	11*	1.6	11	22
	Contractor (95%)	11*	1.2	17	28
Alterations/ Additions	Owner (21%)	9	.50	9	18
	Contractor (79%)	9	.50	9	18

\*Baseline measurement for the proposed Governance Target to be reduced by 30% over the next five years.

Table 2 also illustrates the average number of permit application resubmittals along with the average time an applicant spends on the application before resubmitting it back to the County. Contractors have fewer resubmittals on average but permits are issued sooner for owner builder proposals because they have a shorter turnaround time in resubmitting the permit application to the County. Staff finds several factors influence these figures such as contractors' familiarity with the permitting process leading to fewer resubmittals requests, contractors taking longer to resubmit proposals due to greater project complexity and the volume of work being managed, and owner builder applicants utilizing DSEM's on-call Service Advisor. Owner builders are more likely to take advantage of the Building Plans Review and Inspections Division's on call Service Advisor prior to, and at the time of, submitting the building permit application which tends to result in a more complete permit application, including all required supporting materials and documentation.

Concurrent with the building plans review component of the application, the single family residential building proposal is also reviewed for compliance with the applicable land use and zoning provisions of the County's Land Development Code, onsite environmental features and stormwater control and/or conveyance as applicable, and street address assignment and/or verification. In addition, the majority of new single family residential building permit requests

require the concurrent submittal of an application for an onsite septic system. The associated review and approval process for proposed onsite septic systems is the statutory responsibility of the Florida Department of Health, Environmental Health Division. When a single family residential building proposal requires an onsite septic system, the County cannot issue the approved building permit until the Florida Department of Health issues the required onsite septic system permit. Therefore, there will be occasional situations where the total number of days required to approve a building permit application will be driven by the state's review and approval of the project's onsite septic system permit, outside of the control of County staff.

While the data in Table 2 reflects compliance with State Statute in regards to number of days allowed to issue a single family building permit, staff has proposed the 30% reduction in the current permit review timeframe for new single family building permits in an effort to continuously enhance service levels and customer satisfaction. It is anticipated the primary drivers that will facilitate the proposed reduction in review timeframes will be associated with the ongoing enhancements and further expansion of automation, including the recently implemented ACA permit tracking software and the subsequent integration of ACA with ProjectDox. This will also include the continuation of training with industry groups and frequent users regarding the utilization of the Department's various automation enhancements. The Department will also be working with MIS to develop a user guide for the new ACA software program which will be made available to the public on the Department's website.

Other anticipated implementation activities will include enhanced public information regarding the availability and utilization of the on call Service Advisor, and the expansion of the Project Manager Model in the Building Plans Review and Inspection Division. In addition, staff will complete a comprehensive review of the single family building permit application informational packet and submittal checklist in conjunction with representatives from the construction industry, to ensure it accurately reflects the information and documentation required for a complete application (Attachment #3). It is anticipated this exercise and other public education related activities will be undertaken by staff with the goal of reducing the need for the applicant to resubmit additional information based on technically incomplete or insufficient initial submittals.

Commercial construction permit review times were not identified as a Bold Goal or Target due to the relatively few number of permit applications submitted for unincorporated Leon County and the wide range potential projects within the commercial construction class which require a varying level of review and analysis. However, it is important to note that many of the enhancements discussed in this item do apply to and are expected to reduce review times on commercial permits. The varying degree of complexity would not provide for a reliable average review time to compare commercial construction projects such as apartment complexes, religious institutions, medical-related facilities, and restaurants. Along these lines, the FBC and Florida Statutes are silent with regard to a timeframe for the review and issuance of commercial and other non-residential permits due primarily to the complexity of the construction type and the additional issues and associated regulatory criteria, such as public and disabled ingress and egress, fire apparatus access and fire suppression compliance, among others. Therefore, staff

does not recommend the County establish an average permit review time for commercial permits as this small segment of applications would require differing levels of review and analysis.

The proposed measurable Five-Year Target is limited to new single family residential building permit review and approval timeframes because, as illustrated in Table 1, this is and has historically been the predominant type of building permit request submitted to the County. Therefore, focusing solely on these type building permit applications will be most beneficial to the County's citizens. However, it is anticipated that subsequent to the full implementation of the strategies noted above, staff will ultimately initiate a similar process for commercial and other non-residential permits. Staff recommends acceptance of this status report on building permitting and approval to include the following Five-Year Target in the County's updated FY 2017 – FY 2021 Strategic Plan:

- Reduce by at least 30% the average time it takes to approve a single family building permit. (T13)

**Options:**

1. Accept the status report on building permitting.
2. Approve the inclusion of a Target to reduce the single family building permit review timeframes for new construction by 30% over the next five years in the County's updated FY 2017 – FY 2021 Strategic Plan.
3. Do not approve the status report on building permitting.
4. Board direction.

**Recommendation:**

Options #1 & #2.

**Attachments:**

1. Building Plans Review & Inspection Fee Schedule
2. FY14/15 and FY15/16 Annual Report Summaries
3. Single Family Homes Information Packet

<b>BUILDING PLANS REVIEW &amp; INSPECTION FEES</b>	
<b>Building Permits – New Construction and Additions</b>	
City of Tallahassee Fire Plan Review Fee	\$0.02 per sq. ft. under roof
Industrial Permits	\$0.34 per sq. ft. under roof
Commercial Permits	\$0.51 per sq. ft. under roof
Residential Permits	\$0.48/sq. ft. under roof including porches, garages, carports and detached accessory structures
<b>Plans Review Fees, Commercial (based on construction costs)</b>	
\$50,000 - \$100,000	\$74.41
\$100,000.01 - \$500,000	\$104.43
\$500,000.01 - \$1 million	\$139.68
\$1,000,000.01 - \$2 million	\$211.47
\$2,000,000.01 - \$3 million	\$281.97
\$3,000,000.01 - \$5 million	\$348.54
Over \$5 million	\$706.22
<b>Remodeling &amp; Repair Work (based on cost of the building construction)</b>	
\$1.00 - \$2,000	\$91.38
\$1,000.01 - \$15,000	\$212.78
\$15,000.01 - \$50,000	\$386.40 + \$15.60/thousand over \$15,000.01
\$50,000.01 - \$100,000	\$998.63 + \$14.10/thousand over \$50,000.01
\$100,000.01 - \$500,000	\$1644.80 + \$7.77/thousand over \$100,000.01
\$500,000.01 - \$1 million	\$5,305.15 + \$3.97/thousand over \$500,000.01
<b>Electrical Permit Fees</b>	
Electrical Permit Fee	\$62.66
<b>Open Electrical Work</b>	
For the wiring of ea. fixture, drop or receptacle device, or to ea. wall or pendant switch not attached to the fixture including fixtures, drops or receptacle devices and switches when installed at the same time as the wiring for branch circuits	\$0.90
<b>Electric Signs</b>	
For each electrically illuminated sign requiring less than 1,650 watts	\$32.40
For each electrically illuminated sign requiring more than 1,650 watts, but less than 3,350 watts	\$41.77
<b>Fans</b>	
For each ceiling fan, bath exhaust fan, kitchen range hood, or exhaust fan permanently attached to the branch circuit wiring	\$3.42
<b>Light Fixtures</b>	
For each lighting fixture, including drop lights, recessed lights, wall or flush receptacles or other receptive devices not having soldered joints	\$1.20
<b>Motor Generators</b>	
For each electrical motor of ¼ hp or less operating at 600 volts or less	\$6.03
For each electrical motor of over ¼ hp and not over 5 hp operating at 600 volts or less	\$13.07
<b>Electrical Services</b>	
Temporary Electric Service	\$32.64
Permanent Electric Service of 200 amps or less	\$15.66
Permanent electric service or panel of over 200 amps, but not over 400 amps	\$36.55
Permanent electric service or panel of over 400 amps, but not over 600 amps	\$48.30
Permanent electric service or panel of 600 amps, but not over 800 amps	\$62.66
For a permanent electric service or panel of over 800 amps, add for each 100 amps or fraction thereof over 800 amps	\$6.03
<b>Gas Permit Fees</b>	
Gas Permit Fee	\$73.10
Inspection of gas piping at one location (including both rough and final piping inspection)	\$73.10 for 1-4 outlets, inclusive; \$15.53 for each additional outlet
Inspection of conversion burners, floor furnaces, incinerators, boilers or control heating or air conditioning units	\$73.10 for one unit; \$15.53 for each additional unit
Inspection of vented wall furnaces and water heaters	\$34.70 for one unit; \$15.53 for each additional unit
<b>Mechanical Permit Fees</b>	

New construction with complete HVAC equipment and duct work	\$159.26 for each system
Existing buildings where additional mechanical work is done, or HVAC equipment change-outs are made	\$79.63
<b>Plumbing Permit Fees</b>	
Plumbing Permit Fee	\$91.38
For each plumbing fixture, floor drain or trap (including water and drainage piping)	\$8.51
Each House Sewer	\$8.51
Each Water Heater and/or Vent	\$8.51
Water Treatment Equipment	\$8.51
Repair or Alteration of Drainage or Vent Piping	\$8.51
Vacuum Breakers and Backflow Preventers (1-5)	\$8.51
<b>Manufactured Home Fees</b>	
Manufactured Home Permit (inclusive)	\$385.09
<b>Swimming Pools</b>	
In-Ground Pools	\$382.48
Above-Ground Pools	\$78.32
<b>Solar Installations</b>	
Solar Photovoltaic Systems	\$169.70
Solar Water Heating Systems	\$182.76
<b>Miscellaneous Fees</b>	
Abandoned Property Registration	\$150
Automated Permits	\$112.26
Building Re-Inspection Fee	\$65.27
Demolition Fees	\$197.12 for any building or structure
Driveway Connection Fee (Class I - Single Family Residence & Mobile Home)	\$185.00
Driveway Connection Fee (Class II)	\$500.00
Driveway Connection Fee (Class III & IV)	\$1,500.00
Moving any Building or Structure	\$436.00
State Notice of Commencement	\$5.00
State Surcharge Fee	3% of permit fee total, but not less than \$4
Temporary Facilities	\$74.41 for tents or temporary facilities for revivals, carnivals, etc., for periods not to exceed 30 days

**Department of Development Support and Environmental Management  
Building Plans Review and Inspection Division  
Annual Report  
2016**

From Date: 01-Oct-15 To: 30-Sep-16

TYPE	# PERMITS	# DWELLINGS	VALUATIONS	FEES
<b>NEW CONSTRUCTION</b>				
SINGLE FAMILY	250	250	\$58,379,788.40	\$636,439.45
MULTI-FAMILY	9	9	\$16,584,660.00	\$334,498.72
MANUFACTURED HOMES	134	134	\$4,506,195.00	\$67,136.97
COMMERCIAL BUILDINGS	5	5	\$1,619,875.00	\$16,330.87
INDUSTRIAL BUILDINGS	2	2	\$120,000.00	\$5,319.29
PUBLIC BUILDINGS	1	1	\$20,000.00	\$305.92
RELOCATION AND DEMOLISH	35	35	\$192,790.00	\$7,010.49
SWIMMING POOLS	70	70	\$3,077,631.56	\$34,724.74
SIGNS	26	26	\$263,390.00	\$8,964.48
ELECTRICAL ONLY	457	457	\$973,225.71	\$34,828.03
MECHANICAL ONLY	1025	1025	\$6,370,350.82	\$86,157.17
GARAGES AND CARPORTS	27	27	\$425,823.39	\$10,545.26
UTILITY STRUCTURES	92	92	\$1,184,622.86	\$28,385.09
DRIVEWAYS	69	69	\$0.00	\$6,507.04
MISCELLANEOUS I	20	20	\$2,688,340.00	\$24,695.45
<b>ADDITIONS, ALTERATIONS AND CONVERSIONS</b>				
SINGLE FAMILY DWELLING ADDITION	101	101	\$3,178,330.00	\$52,213.59
SINGLE FAMILY DWELLING ALTERATION	210	210	\$2,331,134.70	\$74,308.70
MANUFACTURED HOME ADDITION	2	2	\$18,500.00	\$1,177.34
COMMERCIAL ADDITIONS	1	1	\$19,900.00	\$635.59
COMMERCIAL ALTERATIONS	40	40	\$3,356,965.00	\$47,309.21
INDUSTRIAL AND WAREHOUSE ADDITIONS	1	1	\$2,000.00	\$105.38
ROOFING PERMITS	1687	1687	\$15,506,644.34	\$397,787.79
MISCELLANEOUS II	875	875	\$7,460,464.99	\$200,864.04
SUB TOTAL	5163		\$130,143,835.77	\$2,089,915.94
MISCELLANEOUS FEE LISTED BELOW				\$11,558.65
<b>TOTAL</b>	<b>5163</b>	<b>5163</b>	<b>\$130,143,835.77</b>	<b>\$2,101,474.59</b>

**MISCELLANEOUS FEES**

PLANS CHECK FEES	\$4,261.27
REINSPECTIONS	\$65.27
LICENSE APPLICATION FEES	\$609.62
CONTRACTOR LIC RENEWAL	\$4,911.06
CONT FILE MAINT FEE	\$1,711.43
<b>TOTAL MISCELLANEOUS FEES:</b>	<b>\$11,558.65</b>

**INSPECTIONS**

MECHANICAL	3102
BUILDING	7336
ELECTRICAL	4735
PLUMBING	1817
ENVIRONMENTAL	628
OTHER	781
MOBILE HOMES	212
<b>TOTAL INSPECTIONS:</b>	<b>18611</b>

Prepared by Automation

Jud Allen  
Acting Director of Building Plans  
Review and Inspection

Department of Development Support and Environmental Management  
Division of Building Inspection  
Annual Report  
2015

From Date: 01-Oct-14 To: 30-Sep-15

TYPE	# PERMITS	# DWELLINGS	VALUATIONS	FEES
<b>NEW CONSTRUCTION</b>				
SINGLE FAMILY	207	207	\$48,274,030.00	\$535,771.26
DUPLEX	1	1	\$250,000.00	\$3,633.36
MANUFACTURED HOMES	73	73	\$3,497,560.72	\$36,743.60
COMMERCIAL BUILDINGS	10	10	\$4,828,302.00	\$53,826.51
INDUSTRIAL BUILDINGS	2	2	\$204,000.00	\$3,834.80
PUBLIC BUILDINGS	2	2	\$14,300.00	\$229.72
CHURCHES AND BANKS	1	1	\$842,724.00	\$4,268.09
RELOCATION AND DEMOLISH	27	27	\$231,176.00	\$5,255.24
SWIMMING POOLS	59	59	\$2,553,229.05	\$28,717.50
SIGNS	17	17	\$106,621.40	\$4,943.42
ELECTRICAL ONLY	261	261	\$441,088.50	\$21,058.15
MECHANICAL ONLY	970	970	\$5,578,878.07	\$81,295.19
GARAGES AND CARPORTS	33	33	\$668,009.28	\$15,061.96
UTILITY STRUCTURES	62	62	\$445,215.70	\$23,370.26
DRIVEWAYS	86	86	\$0.00	\$8,781.41
MISCELLANEOUS I	14	14	\$259,758.49	\$7,153.56
<b>ADDITIONS, ALTERATIONS AND CONVERSIONS</b>				
SINGLE FAMILY DWELLING ADDITION	111	111	\$4,460,304.00	\$54,377.26
SINGLE FAMILY DWELLING ALTERATION	216	216	\$2,366,189.99	\$76,973.41
COMMERCIAL ALTERATIONS	31	31	\$1,615,233.00	\$37,324.28
CHURCH AND BANK ADDITIONS	2	2	\$975,000.00	\$7,927.76
ROOFING PERMITS	1499	1499	\$13,127,692.67	\$346,551.87
MISCELLANEOUS II	804	804	\$7,419,542.83	\$171,433.43
SUB TOTAL	4515		\$100,496,247.70	\$1,552,680.60
MISCELLANEOUS FEE LISTED BELOW				\$12,159.58
<b>TOTAL</b>	<b>4515</b>	<b>4515</b>	<b>\$100,496,247.70</b>	<b>\$1,564,840.18</b>

**MISCELLANEOUS FEES**

PLANS CHECK FEES	\$3,412.62
REINSPECTIONS	\$189.81
CONTRACTOR LIC RENEWAL	\$5,952.80
CONT FILE MAINT FEE	\$2,604.35
<b>TOTAL MISCELLANEOUS FEES:</b>	<b>\$12,159.58</b>

**INSPECTIONS**

MECHANICAL	2851
BUILDING	6513
ELECTRICAL	3495
PLUMBING	1580
ENVIRONMENTAL	8
OTHER	715
MOBILE HOMES	112
<b>TOTAL INSPECTIONS:</b>	<b>15274</b>

Prepared by Automation

Ed Jarriel, Jr.  
Director of Building Plans Review and  
Inspection

DEPARTMENT OF DEVELOPMENT SUPPORT AND ENVIRONMENTAL MANAGEMENT



435 NORTH MACOMB STREET, 2<sup>ND</sup> FLOOR  
TALLAHASSEE, FLORIDA 32301  
[www.leonpermits.org](http://www.leonpermits.org)

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**Development Review, Septic System, Environmental Management,  
Driveway and Street Connection, and Building  
Permit Application Requirements**

**SINGLE FAMILY HOMES**

Leon County staff are committed to processing permit applications in the shortest time possible. In order to prevent delays in processing, applicants must furnish *all* of the required documents before processing of the permit application can begin. Staff is available to answer any questions regarding application requirements.

This handout provides a detailed explanation of permit application requirements for Septic System, Environmental Management, Driveway and Street Connection, and Building Permits. For your convenience, all permit applications, fees, and inspections required for your single family home, with the exception of water and/or sewer system charges, are administered at 435 North Macomb Street, Tallahassee, Florida, 32301.

**TELEPHONE NUMBERS**

BUILDING PLANS REVIEW & INSPECTION	606-1300
TO SCHEDULE BUILDING AND DRIVEWAY INSPECTIONS	891-1800
DEVELOPMENT SERVICES	606-1300
ENVIRONMENTAL SERVICES	606-1300
LEON COUNTY HEALTH DEPARTMENT	606-8350
PROPERTY APPRAISER	488-6102
PUBLIC WORKS	606-1500

Revised 3/5/15

The following pages contain valuable information on permitting a single family home. Becoming familiar with this material will save you time and money.

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**APPLICATION PACKAGE CHECKLIST**

A COMPLETE APPLICATION PACKAGE MUST INCLUDE THE FOLLOWING DOCUMENTATION AND INFORMATION:

- \_\_\_\_\_ 1. Parcel Identification (Tax ID) Number
- \_\_\_\_\_ 2. Current, scaled site plan
- \_\_\_\_\_ 3. Legal access to the property
- \_\_\_\_\_ 4. Flood letter signed, sealed and dated by a Florida Registered Professional Engineer
- \_\_\_\_\_ 5. Floodplain Declaration of Covenants, Conditions, and Restrictions, if required
- \_\_\_\_\_ 6. Soil test signed, sealed and dated by a Florida Registered Professional Engineer
- \_\_\_\_\_ 7. Florida Energy Form 1100A and equipment sizing calculations
- \_\_\_\_\_ 8. Septic System Permit Application or waiver letter from Health Department
- \_\_\_\_\_ 9. Building/Environmental Permit Application
- \_\_\_\_\_ 10. Driveway and Street Connection Permit Application
- \_\_\_\_\_ 11. Application fees
- \_\_\_\_\_ 12. Notice of Commencement form
- \_\_\_\_\_ 13. One complete sets of house plans
- \_\_\_\_\_ 14. Wind load analysis form completed by a Florida Registered Engineer
- \_\_\_\_\_ 15. Product Approval Specifications Sheet
- \_\_\_\_\_ 16. Ownership/Builder Exemption Affidavit (if applicable)
- \_\_\_\_\_ 17. Roof Truss Layout

**FEES**

Addressing Fee	\$156
Development Review*	\$120
Septic System Permit	\$400
Driveway and Street Connection	\$185
Environmental Permit Fee	\$372
Building Permit Fee**	\$1600 and up

\* Property must comply with Zoning and Subdivision/Site Plan Regulations. If not, additional application reviews and fees may be necessary. Also, certain fees will sometimes vary according to the location and characteristics of your site and will have to be calculated when specific information is provided.

\*\* Building permit fees will vary based upon the square footage of the home, the number of plumbing, electrical fixtures and mechanical mechanical systems installed.

**NOTE: If you will be applying for a permit in a recorded or unrecorded subdivision, please check for additional regulations contained within your deed restrictions. These regulations are a private matter between subdivision property owners and are legally binding. As such, they are a private civil matter and Leon County has no legal standing to enforce them. It is possible to obtain a permit that complies with Leon County Land Development Regulations which may be in conflict with private deed restrictions.**

ZONING

- A. Your property must be zoned Rural, Urban Fringe, Lake Talquin Recreation/Urban Fringe, Rural Community, Lake Protection, Residential Preservation, or one of the residential zoning designations listed in the table below in order to construct a single family home. Please check with Development Services to determine if any additional regulations may be applicable.
- B. Buildings must be set back from each property line a specific minimum distance. Listed below are the building setbacks for single family detached residential units for each zoning district.

ZONING SETBACKS MEASURED IN FEET

DISTRICT	FRONT	REAR	SIDE INTERIOR	SIDE CORNER
R-1	25	25	7.5*	15
R-2	25	25	7.5*	15
R-3	20	25	7.5*	15
R-4	20	25	7.5*	15
R-5	15	25	7.5	15
Residential Acre	35	25	15**	25
Rural Community	25	50	10	20
Rural	30	50	20	30
Urban Fringe	30	50	20	30
Lake Protection	25	25	15	25
Residential Preservation	*	*	*	*
Lake Talquin/Urban Fringe	30	50	20	30
MH	X	X	X	X
MR-1	15	25	7.5**	15
OR-1	15	25	7.5**	15
OR-2	15	25	7.5**	15
OR-3	15	25	7.5**	15
NBO	20	25	7.5**	15
MRCN	50*** 15' otherwise	25	7.5**	15

- \* Standards must be consistent with existing requirements within developed areas.
- \*\* Any combination of 15 feet, so long as either side is no less than 5 feet.
- \*\*\* When abutting Mahan Drive.

**NOTE:** The table above is for low density residential, non-cluster standards. Standards for cluster options are different in most districts. Please check with Development Services to determine if any additional regulations may be applicable.

- C. **BUFFERS:** Under certain conditions, such as building next to a different type of land use, buffers such as shrubs, trees or fences are required. If you are required to install or preserve a buffer, staff will notify you prior to issuing a permit.

---

**SEVEN STEPS TO OBTAINING PERMITS AND COMPLETING CONSTRUCTION OF A  
SINGLE FAMILY HOME**

**STEP 1: COLLECT AND PREPARE REQUIRED INFORMATION AND DOCUMENTS**

- \_\_\_\_\_ 1. **Parcel Identification Number.** Must be the current tax ID number for your parcel of land and can be obtained from the Property Appraiser's Office (488-6102) or from your most recent ad valorem (property) tax notice.
- \_\_\_\_\_ 2. **Flood Letter.** Signed, sealed and dated by a Florida Registered Professional Engineer and formatted to County standards.
- \_\_\_\_\_ 3. **Site Plan.** A site plan is a scaled drawing of your property and must depict the actual configuration of the property as identified on the Leon County Property Appraiser's database.. The site plan must include the following information (see page 17 for an example):
- \_\_\_\_\_ A. North directional arrow.
  - \_\_\_\_\_ B. Indicate whether property is a corner or interior lot.
  - \_\_\_\_\_ C. Property boundary lines.
  - \_\_\_\_\_ D. Location of *all* existing and proposed structures and their distances from all property lines and each other (See Zoning Table, page 4).
  - \_\_\_\_\_ E. Location of driveways, streets and utility easements.
  - \_\_\_\_\_ F. Location of septic system (proposed and existing).
  - \_\_\_\_\_ G. Type and location of water system: well or public system.
  - \_\_\_\_\_ H. Location of any wells within 200 feet of the septic system, even if wells are located on adjacent property.
  - \_\_\_\_\_ I. Location of any fill material.
  - \_\_\_\_\_ J. Limits of clearing activity.
  - \_\_\_\_\_ K. Location of grading activity.
  - \_\_\_\_\_ L. If the Flood Letter indicates any portion of the property is in a flood zone, show location of flood boundary line, the established benchmark, and the required height of the finished floor of all structures.
  - \_\_\_\_\_ M. Location of any Longleaf Pine or Live Oak tree having a diameter at breast height (DBH) of 12 inches or greater, any dogwood tree 4 inches or greater, or any other tree having a DBH of 18 inches or greater.
  - \_\_\_\_\_ N. Location of any on-site or nearby wetlands such as lakes, ponds, swamps, marshes, sinkholes, or shallow depressions.
  - \_\_\_\_\_ O. An arrow indicating the direction of any slopes.
  - \_\_\_\_\_ P. Location of all natural or constructed water conveyance features such as ravine, ditch, swale, culvert, canal, stream, or springs/seeps.
  - \_\_\_\_\_ Q. Location of special development restrictions such as easements, natural areas required undisturbed, or land use buffers.
- \_\_\_\_\_ 4. **Required Plans:**
- \_\_\_\_\_ A. **Elevations.** Elevations are drawings (a horizontal view) showing what the outside walls of your house will look like when finished. Show exterior wall finish (wood siding, stucco, etc.), window and door locations, porches, decks, stairs, guard rails, hand rails, roof design, chimney heights, roof ventilation, and so forth, drawn to scale.

- \_\_\_\_\_ B. **Foundation Plan.** This is a scaled drawing of exactly how the foundation of your home will be constructed. It must show the type of foundation (concrete slab or wood floor system). It must show details of all footers, slabs, piers, interior grade beams including reinforcing steel. If your soil test indicated unsuitable soil conditions such as pipe clay, organic material, or a high water table, you must have this plan prepared by a Florida Registered Professional Engineer.
- \_\_\_\_\_ C. **Floor Plan.** A floor plan is a scaled drawing of the room layout in your home. The floor plan must include the following information:
- \_\_\_\_\_ (1) Number, type and location of all rooms.
  - \_\_\_\_\_ (2) Total square feet of heated and cooled area.
  - \_\_\_\_\_ (3) Number of heavy loading devices on septic system, such as washing machines, dishwashers, etc.
  - \_\_\_\_\_ (4) Location of mechanical air handler.
  - \_\_\_\_\_ (5) Location of all interior shear walls.
- \_\_\_\_\_ D. **Electrical Plan.** This plan is usually drawn on a copy of the floor plan described above and shows the location of all interior and exterior electrical features such as lights, switches, power outlets, smoke detectors, panel box, and meter location.
- \_\_\_\_\_ E. **Plumbing Plan.** This plan is also usually drawn on a copy of the floor plan. Show the location of all plumbing fixtures including toilets, tubs, showers, sinks, washer hook ups, and hose outlets.
- \_\_\_\_\_ F. **Wall Section Detail.** This is a detailed drawing that shows the cross section of a typical exterior wall. Show wall detail from the foundation through the roof. All plans must contain the following information:
- \_\_\_\_\_ (1) Wall stud species (spruce-pine-fir, southern yellow pine, etc.), height, and spacing.
  - \_\_\_\_\_ (2) Roof overhang at eaves.
  - \_\_\_\_\_ (3) Type of roof decking proposed and roof slope.
  - \_\_\_\_\_ (4) Type of roof covering proposed.
  - \_\_\_\_\_ (5) Type of wall bracing proposed.
  - \_\_\_\_\_ (6) Wind load analysis form signed, sealed and dated by a Florida Registered Design Professional.

If your house is two or more stories, the wall section must show the details of all stories. In order to ensure compliance with the wind loading requirements of the Florida Building Code, the following calculations must be submitted: method of calculation, design wind speed, importance factor, exposure category, internal pressure coefficients, design pressure of components and cladding, connector tables, and design pressure of main resisting systems. These calculations should be performed by a Florida Registered Design Professional.

- \_\_\_\_\_ G. **Stair Detail.** This is a detailed drawing of how the stairs in a multiple story house are to be constructed. It must show the height of risers and width of the treads and the location and height of the hand rail.
- \_\_\_\_\_ H. **Roof Framing Plan.**
- \_\_\_\_\_ (1) Spacing of structural members.

- \_\_\_\_\_ (2) Size of structural members.
- \_\_\_\_\_ (3) Ridge beam sizes
- \_\_\_\_\_ (4) Valley rafter sizes and spacing
- \_\_\_\_\_ I. **Truss Layout Plans from Manufacturer (if utilizing a trussed roof system).**
- \_\_\_\_\_ J. **Wall Section Detail of Separation Wall.**
  - \_\_\_\_\_ (1) Townhouse
  - \_\_\_\_\_ (2) Duplex
- \_\_\_\_\_ 5. **Florida Energy Form 405-10 and Equipment Sizing Calculations.**
- \_\_\_\_\_ 6. **Soil Test.**
- \_\_\_\_\_ 7. **Complete Product Approval Specifications Sheet.**
- \_\_\_\_\_ 8. **Floodplain Declaration of Covenants, Conditions, and Restrictions (Flood Indemnification).** All applicants for development orders pertaining to any parcel on which a structure is currently located partially or wholly within the 100-year floodplain, or on which a structure will be constructed, erected, installed or placed partially or wholly within a 100-year floodplain, or on which any part of a vehicular use is partially or wholly within the 100-year floodplain, as determined by a flood certificate.
- \_\_\_\_\_ 9. **Flood Letter.**
- \_\_\_\_\_ 10. **Legal Access.** This is your right to enter and exit your property to a public or private street. These rights are created by deed or easements recorded in the public records. If you cannot prove this right, you must obtain and record the proper documents *before* your permit can be approved.
- \_\_\_\_\_ 12. **Completed applications and payment of fees:**
  - \_\_\_\_\_ A. On-site Sewage Disposal System Construction Permit Application Form.
  - \_\_\_\_\_ B. Driveway and Street Connection Permit Application Form.
  - \_\_\_\_\_ C. Building Permit/Environmental Management Permit Application Form.

**STEP 2: BUILDING PERMIT AND/OR SINGLE FAMILY ENVIRONMENTAL MANAGEMENT PERMIT APPLICATION**

**PERMIT TECHNICIAN**

- \_\_\_\_\_ 1. Take all information, documents, affidavits, and completed application forms with appropriate fees to the receptionist for assignment to a Permit Technician.
  - \_\_\_\_\_ A. The Permit Technician will review your applications for completeness and will advise you if any additional materials are required.
  - \_\_\_\_\_ B. If your applications are complete, you will be notified when your permits are ready.
- \_\_\_\_\_ 2. The Permit Technician will answer any questions on permit application requirements. The Permit Technician will need your Parcel Identification Number in order to forward your application for review.

**STEP 3: DEVELOPMENT REVIEW**

During the routing of your permit, Development Services staff will review your application for the placement of a home on your property consistent with the Leon County Land Development Regulations (LDRs).

- A. If property is zoned for a single family home, staff will determine if your development is compatible with the local Comprehensive Plan and the LDRs. This is called a Project Status Determination. If *not compatible*, staff will advise and assist you in attempting to bring your property into compliance with all County regulations.
- B. If a single family home *is not* allowed under a particular circumstance, staff will advise you if there is an alternative.

**NOTE:** Florida law requires that each county and municipality have a local Comprehensive Plan. These plans must describe how communities will grow over the next twenty years. All development must either be exempt from the plan, or consistent with the plan's allowable land uses, and within a community's ability to provide infrastructure and services. Leon County and the City of Tallahassee jointly adopted the Tallahassee-Leon County Comprehensive Plan on July 16, 1990. Development Services staff or the Tallahassee-Leon County Planning Department staff will answer questions regarding how your property is affected by our local Comprehensive Plan.

**STEP 4: SEPTIC SYSTEM PERMIT REQUIREMENTS**

- \_\_\_\_\_ 1. If you need to install a septic system, take all information and documents to the Leon County Health Department.
  - \_\_\_\_\_ A. Leon County Health Department staff will visit your site and conduct a soil test to ensure the proper septic system is installed.
    - \_\_\_\_\_ (1) If septic system permit *is* issued, GO TO STEP 5.
    - \_\_\_\_\_ (2) If septic system permit *is not* issued, consult with staff for alternatives.
    - \_\_\_\_\_ (3) If a mounded septic system is required, additional review will be required by both the County Health Department and Development Support & Environmental Management.
  - \_\_\_\_\_ B. If a new septic system is not required, obtain an Existing System Approval from the County Health Department and GO TO STEP 5.

**STEP 5: DRIVEWAY AND STREET CONNECTION PERMIT REQUIREMENTS**

- \_\_\_\_\_ 1. A driveway and street connection permit shall be required for the following:
  - \_\_\_\_\_ A. All *new or existing* driveways connecting to the *public* street system (even if a development currently exists on the site).
  - \_\_\_\_\_ B. All modifications to existing driveways (by the property owner) resulting in a change to the driveway dimensions, location, profile, movement of vehicular or pedestrian traffic or stormwater.
  - \_\_\_\_\_ C. All modifications that affect the safe and efficient operation of the driveway(s)
  - \_\_\_\_\_ D. All new *public* or *private* roads that intersect with a public road.\*

- \_\_\_\_\_ E. All modifications to private roads desired by the property owner.\*
- \_\_\_\_\_ F. All sidewalk or bikeway connections to the public street system crossing a drainage ditch will require installation of a pipe.
- \_\_\_\_\_ G. A temporary driveway accessing either vacant parcels of land or building construction sites not served by a permanent driveway.

\* Approval of final construction plans by Public Works *will* serve as driveway approval and no separate permit is required.

- \_\_\_\_\_ 2. Design and application requirements are attached to the permit application form.

**STEP 6: INSPECTIONS**

**SEPTIC SYSTEM INSPECTIONS**

- \_\_\_\_\_ 1. In most cases, the company that installs your system will arrange all inspections by contacting the Leon County Health Department.
- \_\_\_\_\_ 2. If you are installing your own system, call for an inspection *before* covering the system.
- \_\_\_\_\_ 3. *To schedule an inspection, please call 606-8350.*

**ENVIRONMENTAL INSPECTIONS**

- \_\_\_\_\_ 1. Environmental Inspectors will inspect your home site during construction at regular intervals. *Unless your permit was conditioned, you do not need to request an environmental inspection.*
- \_\_\_\_\_ 2. If your permit approval was conditioned to require a preconstruction conference with an Environmental Inspector on the site, *you must call 606-1300 and ask for "Environmental Inspection" to schedule this important on-site conference.* Staff will discuss additional inspection requirements with you at that time.

**DRIVEWAY AND STREET CONNECTION INSPECTIONS**

- \_\_\_\_\_ 1. Two (2) inspections are required for driveway and street connection permits.
  - \_\_\_\_\_ A. The first inspection is the rough inspection. It is scheduled after the forms, reinforcement bar, etc. are in place but *before* pouring concrete or spreading asphalt (inspection code 801).
  - \_\_\_\_\_ B. The final inspection is scheduled after pouring concrete or spreading asphalt (inspection code 909).
- \_\_\_\_\_ 2. *To schedule a driveway inspection, please call 891-1800. Please have the permit number and inspection code ready when you call.* You will need to follow the Interactive Voice Response System information as listed on the last page of this booklet.

**BUILDING INSPECTIONS**

Building inspections are required to ensure that your home complies with the Florida Building Code. A key to understanding the inspection process is to remember that nothing may be permanently covered without an inspection being completed and approved. *Approved building plans must be on the job site for all inspections.* No inspections can be approved until a copy of the Notice of

Commencement that has been filed with the Clerk of the Court (located at the Bank of America Annex directly behind the courthouse) is received by our office. The following inspections are required.

- \_\_\_\_\_A. **Footer Inspection.** This is the first inspection required. The footing is the lowest part of the foundation and must be inspected before placing concrete.
- \_\_\_\_\_B. **Plumbing Slab Inspection.** If you are building a home on a slab, or "monolithic" foundation, the first plumbing inspection to schedule is the rough plumbing inspection. This inspection must be scheduled before concrete is placed, and includes the plumbing that will be enclosed in the slab. All water lines will be pressure tested for leaks. At the time of inspection, all drain lines must be exposed and full of water.
- \_\_\_\_\_C. **Slab Inspection.** This inspection is required for either a wood floor system with compacted fill or a monolithic slab.
- \_\_\_\_\_ (1) *Before* requesting a foundation inspection, the soil under the foundation must be pre-treated for termite protection, or an alternative method approved.
- \_\_\_\_\_ (2) All reinforcing steel must be in place and the slab design verified against the approved foundation plans. The slab or foundation is inspected before concrete is placed.
- \_\_\_\_\_ (3) If the building is to be built in a flood zone, a Certificate of Elevation must be complete and available to the inspector to verify that the slab is at the minimum elevation required in the flood letter.
- \_\_\_\_\_D. **Lintel Inspection.** Off-grade foundations that use block foundation walls 4' or higher with "lintel block" on the top course may be required in the foundation design. It is inspected to ensure that it has the required reinforcing steel. If located in a flood zone, a Certificate of Elevation must be completed and available for the inspector to verify that the finished floor will be at the minimum elevation required in the flood letter.
- \_\_\_\_\_E. **Rough Inspections.** The next group of inspections are called the "rough" inspections. "Rough" is defined as incomplete or unfinished. *Remember, do not permanently cover anything until the internal components have been inspected.* The rough inspections are as follows:
- \_\_\_\_\_ (1) **Rough Electrical.** Schedule when all of the required wiring for the electrical service has been installed to the rough stage.
- \_\_\_\_\_ (2) **Rough Plumbing/Tub Set.** Schedule when all water and drain pipes have been installed. If building has a wood flooring system, the rough plumbing/tub set is scheduled at the frame stage instead of the foundation stage and all drain piping is inspected at this time. The tub set inspection requires all tubs and all shower pans to be installed and full of water.
- \_\_\_\_\_ (3) **Exterior Sheathing.** Performed after all roof sheathing, wall sheathing and sheathing fasteners are installed. To be called in before roof and wall sheathing is concealed.

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- \_\_\_\_(4) **Roofing.** Shall include roof dry-in, roof coverings, fasteners and flashing. To be called in before the interior finishes (usually sheetrock) are installed.
- \_\_\_\_(5) **Rough Frame Inspection.** All internal structural components are reviewed for code compliance during the rough frame inspection. This inspection must be scheduled after the rough plumbing and electrical inspections. If a fireplace is being installed, it must be *roughed-in* for the framing inspection.
- \_\_\_\_(6) **Rough Mechanical/Insulation.** Rough-in of all energy systems as specified on your Florida Energy Code Compliance Form, including heating and air conditioning equipment, wall insulation, and sealing of all penetrations on exterior walls and wooden floors.
- \_\_\_\_F. **Final Inspections.** A final inspection is required before a Certificate of Occupancy may be issued.
- \_\_\_\_(1) **Final Electrical Inspection.** This inspection is required before the electricity can be turned on. Complete an application for electrical power with the City of Tallahassee Utilities Division or Talquin Electric Cooperative (depending on your service provider). Label the electrical panel and have all switches, lights and receptacles installed with cover plates. *NOTE: After the electrical components have passed the final electrical inspection, County staff will contact the appropriate utility provider and release a work order to have power connected.*
- \_\_\_\_(2) **Final Plumbing Inspection.** The entire plumbing system is inspected at this time. Leave the pipe leading to the septic tank exposed at the point of connection to the tank to allow the inspector to check for proper installation. If system is connected to sanitary sewer, you may backfill according to your schedule.
- \_\_\_\_(3) **Final Building Inspection.** All plumbing, heating and air conditioning, and electrical systems must be complete and operational before scheduling this inspection.
- \_\_\_\_(4) **Final Mechanical Inspection.** To be made after the building is complete, the mechanical systems are in place, properly functioning and the structure is ready for occupancy.
- \_\_\_\_(5) **Final Environmental Inspection.** All required environmental regulations must be completed before scheduling this inspection.
- \_\_\_\_(6) If utilizing a septic system, a Final Approval Inspection is required. Water lines and plumbing connected to septic tank must remain uncovered for inspection. A Certificate of Occupancy shall not be issued without final approval of septic system.

If you need assistance from our Building Inspectors, they may be reached by telephone throughout the business day at the following numbers:

John Morgan	933-8283	Claude Bruce	933-8280
Andy Weaver	933-8281	Park Walker	933-8285
Jerry Estes	933-8289	Doug Perdue	879-3798

#### STEP 7: CERTIFICATE OF OCCUPANCY

- \_\_\_\_\_ 1. After all of the inspections listed above are completed you may come by the DSEM office or call 606-1300 to receive a Certificate of Occupancy (CO). The building code requires that you receive a CO prior to moving into your new home.

**NOTE:** *Certificates of Occupancy cannot be issued until all final inspections are completed and approved and any environmental issues are mitigated.*

#### STATE CONSTRUCTION LAWS

The State of Florida Contracting Laws allow you to obtain a permit to build your own residence. However, you may build no more than one home for your own occupancy every two years. We require that you sign an affidavit during the permit application process that states you have not built another home within the last two years for personal use. Any contractors you employ to perform work on your home must be licensed and insured.

OR

A Contractor may pull a permit to build a home for you. *You may not pull a permit in your name so that an unlicensed contractor can build your home.* To do so may violate contractor licensing laws. Also, according to Chapter 455.228 of the Florida Statutes, consumers who hire unlicensed construction contractors could face a fine of up to \$5,000.

**NOTE:** *Any changes to the site plan or building plans after issuance of a building permit must be approved by the Building Plans Examiner, Environmental Services Division, Development Services Division, and Environmental Health Department before making the changes on the site. Failure to do so may result in an enforcement action.*

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## Florida's Construction Lien Law

### Protect Yourself and Your Investment

According to Florida law, those who work on your property or provide materials, and are not paid-in-full, have a right to enforce their claim for payment against your property. This claim is known as a construction lien.

If your contractor fails to pay subcontractors or material suppliers or neglects to make other legally required payments, the people who are owed money may look to your property for payment, even if you have paid your contractor in full.

This means if a lien is filed against your property, it could be sold against your will to pay for labor, materials or other services which your contractor may have failed to pay.

This document explains Florida Statute 713, Part 1, as it pertains to home construction and remodeling, and provides tips on how you can avoid construction liens on your property.

#### Protecting Yourself

If you hire a contractor, you should know the following:

- You may be liable if you pay your contractor and he then fails to pay his suppliers or subcontractors. **There is a way to protect yourself:** a Release of Lien is a written statement that removes your property from the threat of a lien. Before you make any payment, be sure you receive this waiver from suppliers and subcontractors covering the materials used and work performed.
- Request from the contractor, via certified or registered mail, a list of all subcontractors and suppliers who have a contract with the contractor to provide services or materials to your property.
- If your contract calls for partial payments before the work is completed, get a Partial Release of Lien covering all workers and materials used to that point.
- Before you make the last payment to your contractor, obtain an affidavit that specifies all unpaid parties who performed labor, services, or provided materials to your property. Make sure that your contractor obtains releases from these parties before you make the final payment.
- Always file a Notice of Commencement before beginning a home construction or remodeling project that has a direct contract price greater than \$2,500. The local authority that issues building permits is required to provide this form. You must record the form with the Clerk of the Circuit Court in the county where the property being improved is located. Also, post a certified copy at the job site. In lieu of a certified copy, you may post an affidavit stating that a Notice of Commencement has been recorded. Attach a copy of the Notice of Commencement to the affidavit.
- In addition, the building department is prohibited from performing the first inspection if the Notice of Commencement is not also filed with the building department. You can also supply a notarized statement that the Notice has been filed, with a copy attached.

The Notice of Commencement notes the intent to begin improvements, the location of the property, description of the work, and the amount of bond (if any). It also identifies the property owner, contractor, surety, lender and other pertinent information. Failure to record a Notice of Commencement or incorrect information on the Notice could contribute to your having to pay twice for the same work or materials.

**Notice to Owner**

Prior to filing a lien, a lienor (except those contractors or suppliers in direct privity) must serve the owner a document titled "Notice to Owner." The Notice to Owner must state the lienor's name and address, a description of the real property, and the nature of the services or materials being furnished. The Notice to Owner must be served before commencing, or within 45 days of commencing, to furnish the services or materials. A lien cannot be enforced unless the lienor has served the Notice to Owner as described above.

**Whose responsibility is it to get these releases?**

You can stipulate in the agreement with your contractor that he must provide all releases of lien. If it is not a part of the contract, however, or you act as your own contractor, YOU must get the releases.

If you borrow money to pay for the improvements and the lender pays the contractor(s) directly, instruct the lender to get releases before making any payments. If your lender then fails to follow the legal requirements, the lending institution may be responsible to you for any loss.

**What can happen if I don't get releases of lien?**

You will not be able to sell your property unless all outstanding liens are paid. Sometimes a landowner can even be forced to sell his property to satisfy a lien.

**Who can claim a lien on my property?**

Contractors, laborers, materials suppliers, subcontractors and professionals such as architects, landscape architects, interior designers, engineers, or land surveyors all have the right to file a claim of lien for work or materials. Always get a release of lien from anyone who does work on your home.

**Contesting a lien**

A lien is valid for one year, unless a lienor files a lawsuit to enforce the lien prior to the expiration of the year. An owner has the right to file a Contest of Lien during the one year period. Upon the filing of a Contest of Lien, a lienor must file a lawsuit to enforce the lien within 60 days. Failure of the lienor to file the lawsuit renders the lien invalid.

**Additional tips on home construction**

- Verify that your contractor is properly licensed, is insured, and carries worker's compensation insurance for his employees. Information regarding licensing can be found below.
- If you intend to get financing, consult with your lender or an attorney before recording your Notice of Commencement.
- Insist that the contractor/remodeler secures a building permit and adheres to all building codes and ordinances.

**Information all construction contracts should contain**

- The contractor's name, address, telephone number, and contractor's license number.
- A precise description of the work and materials to be supplied. The contract should specify the grade of construction, flooring and trim materials to be used. Don't accept the phrase "or equivalent"; the contract should specify appliance models and alternates for models not available.
- A beginning date and completion date.
- A complete list of companies or individuals supplying the contractor with labor or materials. Be sure they are insured so you are protected against theft or damage to their supplies or work.
- Financing information and the payment schedule.
- All necessary building permits or licenses.
- Agreement regarding site clean up and debris disposal.
- All warranty agreements.

Ask for explanations and clarifications of legal terms or confusing language. Be sure you understand completely what you are signing: **Remember**, promises are difficult to enforce unless they are in writing. Even for small jobs, have a written contract spelling out the details. Be wary of anyone who says, "We don't need to bother putting it in writing," or "You pull the permit; it will save you money."

Some contractors require a down payment of 10-30 percent of the total and an additional payment at the halfway point. Pay only when the work is done to your satisfaction and you have releases of lien as described above. If the completion date is critical, like a swimming pool planned for summertime use, link payment to on-time performance. Changes to a contract after the construction has begun can cost you. Specify in the contract how changes are to be handled and insist that all change orders be in writing and signed by both you and the contractor.

#### **Cancellation of contracts**

Some home repair/improvement contracts can be canceled in writing (preferably by certified mail) without penalty or obligation by midnight of the third business day after signing. They include:

- Those signed anywhere other than the seller's normal place of business.
- Those signed as a result of door-to-door solicitation, except emergency home repairs.
- Those paid on an installment basis.

Other contracts are binding as soon as they are signed, so be sure before you sign.

#### **Things you should know before starting**

The most frequently cited complaints concerning home remodeling, home improvements, and home repair are cost overruns, missed deadlines, and inferior workmanship. Another persistent problem is "fly-by-night" contractors who take deposits or payments before finishing or starting work.

When you need something done to your home, choose a contractor carefully. Be wary of door-to-door salespeople and telephone solicitors promising "this-month-only" bargains. Make sure your contractor is properly licensed, insured, and that a Notice of Commencement has been filed with the Leon County Clerk of the Court.

**THE CONSTRUCTION LIEN LAW IS COMPLEX AND CANNOT BE COVERED COMPLETELY IN THIS DOCUMENT. WE RECOMMEND THAT WHENEVER A SPECIFIC PROBLEM ARISES, YOU CONSULT AN ATTORNEY.**

**To register a complaint (or learn if complaints have been filed against a prospective contractor), contact the Florida Department of Business and Professional Regulation's Customer Contact Center at: (850) 487-1395, or [CallCenter@dbpr.state.fl.us](mailto:CallCenter@dbpr.state.fl.us).**

**Or write to: Florida Department of Business and Professional Regulation  
1940 North Monroe Street  
Tallahassee, Florida 32399-1027**

**Or visit online at: [www.MyFloridaLicense.com](http://www.MyFloridaLicense.com)**

License verification is available 24/7 by calling our Customer Contact Center at (850) 487-1395 or going online to [www.MyFloridaLicense.com](http://www.MyFloridaLicense.com) > *Search for a Licensee*.

You may also contact your local building department or the Better Business Bureau.

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### FOUR STEPS TO DRAWING A SITE PLAN

An accurate site plan gives staff the critical information needed to process your permit application rapidly. While some applicants use professionals (contractors, engineers, architects, etc.) to help with the permit application and site plan, others don't. The following are four steps to prepare a site plan with a drawing of what the plan might look like at the end all four steps.

In order to draw your site plan you need to be familiar with your site including lot and house dimensions, size and location of driveway and sidewalk, location of well and septic tank (including distance between), size and location of protected trees, slope of site, limits of clearing, sediment controls, and environmentally sensitive features.

**STEP 1.** Using graph paper, choose a scale of measurement for the plan drawing. To ensure all information will fit on the page and be easy to read, a good example would be to have each block of the graph paper equal five (5) feet (or 1 inch = 25 feet). After choosing your scale of measurement, draw lot lines then place the house, driveway and any sidewalks on the plan. Write in the closest distances in feet of the lot lines to the house (i.e. building setbacks), and draw an arrow pointing north.

**STEP 2.** Locate the well and septic tank (with drainfield) on the site plan. Show the distance in feet between them (minimum distance is 75 feet) and the distance from any wells or septic tanks located on adjacent properties as required by the Environmental Health Department.

**STEP 3.** Identify any environmentally sensitive features (i.e. wetlands, sinkholes, 100-year floodplain, etc.) that may be located on your property. These features are listed at the top of page 2 of the permit application. Also, locate and identify the protected trees on site by drawing a small circle and writing the name and size of the tree by it. On the site plan, protected trees to be removed should be crossed out. Protected trees include any Dogwood tree having a diameter at breast height (DBH) of 4 inches or greater, Lingleaf Pine tree or Live Oak tree DBH of 12 inches or greater, and any other tree having a DBH of 18 inches or greater. In addition, trees within the preservation features, such as a Canopy Road Protection Zone (CRPZ), Bradfordville rural road, wetland, floodplain, and the restrictions associated with the Special Development Zone (SDZ).

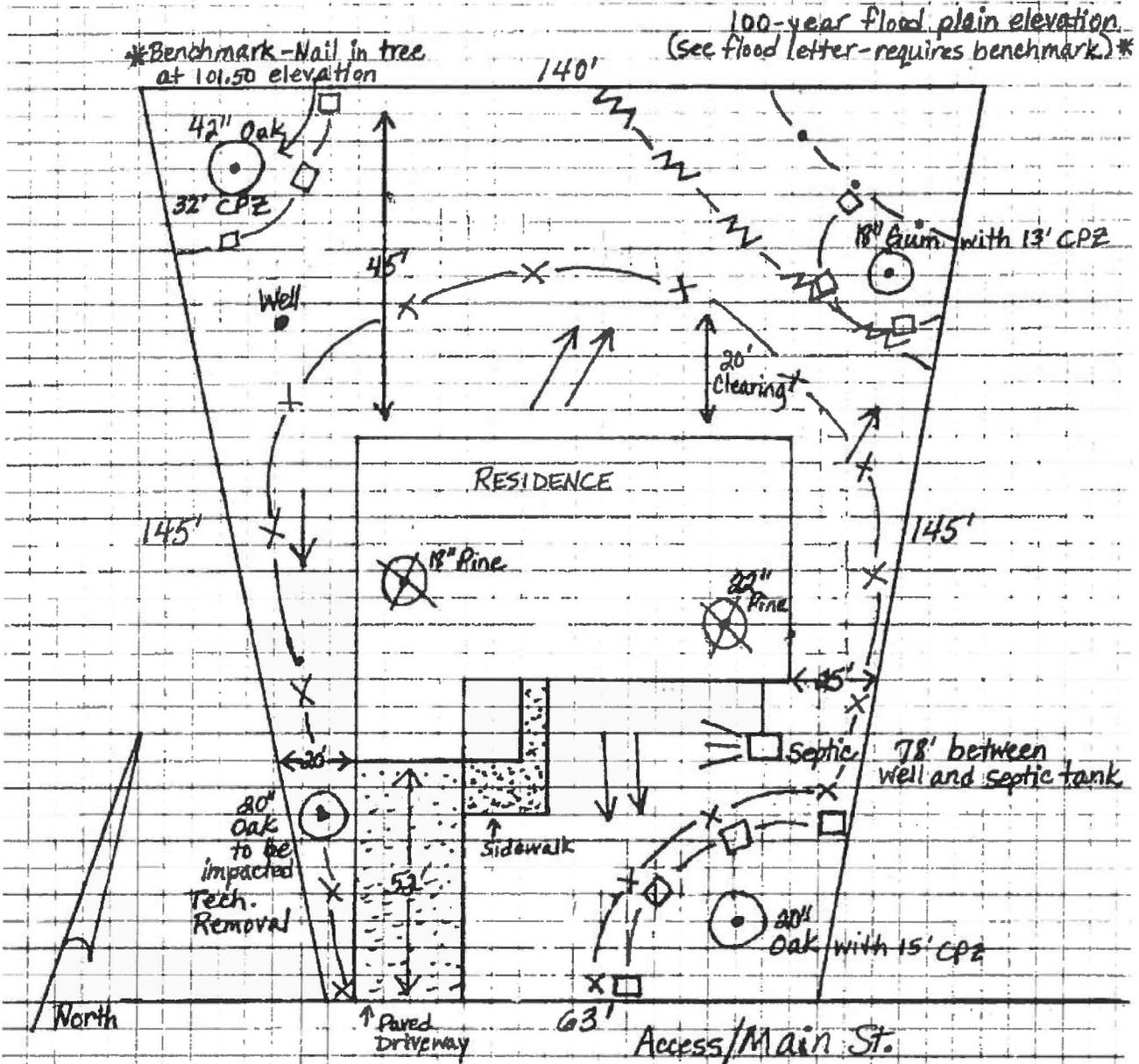
- \* To measure the diameter of a tree at breast height (DBH), measure inches around the tree at the height of 54 inches above the ground, then divide the number of inches by 3.14. The resulting number equals the diameter of the tree (DBH).

During construction, all areas surrounding the tree trunk of a protected tree within a minimum of 75% of the radius of the critical protection zone (CPZ) must be protected from all development activity, including material stockpiling, parking, and other related construction activity. How do you measure the CPZ? The CPZ is the area surrounding a tree within a circle described by a radius of one foot for each one inch of the tree's diameter at 54 inches above the ground (DBH). Seventy-five percent of the CPZ is protected against encroachment by development or related activity.

**STEP 4.** Identify and draw the area of the site that will contain the proposed construction activity (defined as the limits of clearing). Then show the slope of pattern of stormwater runoff of the site with arrows pointing downhill in the direction of the stormwater runoff. Then, locate and draw the sediment controls (hay bales or silt fences) and tree barricades needed for protecting your trees, your neighbors, and environmental features.

An example of a drawn site plan is shown on the following page. Please feel free to contact Development Services or Environmental Compliance staff with any questions you may have regarding drawing your site plan.

SAMPLE SITE PLAN



Legend

- ⊙ Tree to remain
- ⊗ Tree to be removed
- Tree Protection Barricade
- W-W Sediment Controls/Silt Fence
- .-.- Easement or Code Protected Area (Ex: Floodplain)
- X-X-X Limits of Clearing

Leon County Interactive Voice Response System  
(IVRS) CALL PLAN  
891-1800

**HOW TO:** The telephone number to call the interactive voice response system is **891-1800**. At the opening menu, press the keys listed below. **NOTE:** Experienced users don't have to wait for each menu prompt to key in the request. Inspections can be requested 7 days a week from 5:00 am to 12:00 midnight. Inspection requests called in by 12:00 midnight will be made the following workday.

1. **To schedule an inspection:** Press 2, 1, 2, permit number and # key, inspection code, 1 (1 to leave a message for an inspector or 2 if no message for an inspector), and 1.
2. **To cancel an inspection:** Press 2, 2, 2, permit number and # key, inspection code, 1, 1, and 1.
3. **To hear inspection results:** Press 2, 3, 2, permit number and # key, inspection code, 1, and 1.
4. **To hear plan review status:** Press 2, 4, 2, permit number and # key, and 1.

**BUILDING INSPECTIONS**

<u>CODE</u>	<u>DESCRIPTION</u>
100	Footing
101	Setbacks
102	Re-Bar
103	Lintel
104	Roof
105	Slab
106	Exterior Sheathing
107	Framing
108	Sprinklers
109	Insulation
110	Drywall
111	Pool Wall
112	Fence Gate
909	Final Driveway
800	Rough Driveway
900	Final Building
906	Final Signs
908	Final Fire
916	Pool Final

**ELECTRICAL INSPECTIONS**

<u>CODE</u>	<u>DESCRIPTION</u>
200	Electrical Rough-In
201	Rough Ceiling
202	HVAC Changeout
203	Service Changeout
204	Pool Electrical Bonding
205	Underground Electric
500	Temporary Power
501	Service Only Power
901	Final Electrical
904	Mobile Home

**MECHANICAL INSPECTIONS**

<u>CODE</u>	<u>DESCRIPTION</u>
300	Gas Piping Test
301	Ductwork
302	Range Hood
303	Refrigeration
304	Ventilation
305	HVAC
307	Boiler
309	Underground Gas
502	Res. Gas Meter
503	Comm. Gas Meter
902	Final Gas
903	Final Mechanical

**PLUMBING INSPECTIONS**

<u>CODE</u>	<u>DESCRIPTION</u>
400	Building Sewer/Septic
401	Slab rough-In
402	Rough In (Stackout)
403	Tub-Set
404	Water Heater
405	Percolation
406	Septic Tank
407	Water System
905	Final Plumbing

**Leon County  
Board of County Commissioners**

**Notes for Agenda Item #15**

# Leon County Board of County Commissioners

## Cover Sheet for Agenda #15

January 24, 2017

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

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

**Title:** Consideration of Returning the Day-to-Day Oversight of the Emergency Management Function to Leon County Government

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<b>County Administrator Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator
<b>Lead Staff/ Project Team:</b>	Andy Johnson, Assistant to the County Administrator Jelani Marks, Management Analyst

**Fiscal Impact:**

This item has no current fiscal impact. Should the Board approve the staff recommendation, existing resources would be reallocated from the Leon County Sheriff's Office to the County as described in this item.

**Staff Recommendation:**

Option #1: Return the day-to-day oversight of Leon County Emergency Management under the Board, reporting to the County Administrator, by exercising the 60-day termination clause in the Emergency Management Interlocal Agreement and direct the County Administrator to provide written notification to the Leon County Sheriff's Office.

## **Report and Discussion**

### **Background:**

This item seeks Board direction to return the day-to-day oversight of Leon County's emergency management function from the Sheriff to the County. During the December 13, 2016 Workshop on the Hurricane Hermine After-Action Report, staff provided a presentation on the report detailing the activities of Leon County and partner agencies in preparing for, responding to, and recovering from Hurricane Hermine. The purpose of the After-Action Report was to build upon the strengths of Leon County Emergency Management and its partnerships with other responding agencies and to identify areas for continuous improvement to enhance our capacity during future incidents. The report reflected a holistic and comprehensive effort to extract every possible lesson learned so that improvements and refinements can be made in order to be better prepared in the future.

Utilizing feedback gathered from citizens, Leon County staff, partner agency representatives, emergency management plans and other records, and from a premier emergency management consulting firm retained by the County to provide its expert and objective guidance, the Hurricane Hermine After-Action Report identified 80 recommendations and 110 findings to build upon the successful response efforts and refine the areas identified for improvement. The analysis, findings, and recommendations presented in the After-Action Report are vital for continuously improving Leon County's ability to respond and recover from future disasters. These include recommendations to further enhance the County's emergency plans and overall strategies for emergency management as well as recommendations addressing tactical, operational, technological, and procedural components of the County's response and recovery efforts.

Following the presentation and extensive discussion at the December 13, 2016 workshop, the Board accepted the After-Action Report and directed staff to implement the report recommendations. One of the recommendations in the report, which is the subject of this agenda item, is to direct staff to prepare an agenda item to return the emergency management function on a year-round basis under the Board of County Commissioners, reporting to the County Administrator.

### **Analysis:**

#### *Background of Emergency Management in Leon County*

The Leon County Division of Emergency Management (LCEM) was established by Leon County Ordinance No. 93-16 with the responsibility to coordinate emergency management activities, services and programs within Leon County (Attachment #1). LCEM was established in accordance with Chapter 252, Florida Statutes, which requires that each county emergency management agency in the state have a director who shall be appointed by the Board of County Commissioners or chief administrative officer of the county. Alternatively, the statute provides that a county constitutional officer, or an employee of a county constitutional officer, may be appointed as director. Management of the Leon County E-9-1-1 Emergency Telephone System,

established by Leon County Ordinance No. 89-5, is also under the direction of LCEM (Attachment #2).

On March 16, 1999 the Board approved an interlocal agreement transferring LCEM, its personnel, and equipment to the Leon County Sheriff's Office (LCSO) on a day-to-day operational basis, consistent with the provisions of Chapter 252 (Attachment #3). At that time, several emergency functions were physically collocated at the Leon County Sheriff's Office which supported the alignment of LCEM under LCSO, including the 911 dispatch system, the physical and hardened space housing LCEM, along with the electrical and information technology infrastructure to support these services in times of emergency. The Board considered and ultimately approved the transfer of LCEM from the Board to LCSO at the recommendation of the Sheriff.

#### *Leon County Emergency Management Roles and Responsibilities*

As described in the Hurricane Hermine After-Action Report, LCEM works constantly to plan, train, and prepare for emergency events in close partnership with a variety of departments and divisions aligned under the Board. LCEM is the agency designated pursuant to Sec. 252.38, F.S. as responsible for emergency management planning. As such, LCEM coordinates the development, implementation, and periodic updates of the County's various emergency plans in partnership with Leon County government. These plans include:

- The Comprehensive Emergency Management Plan (CEMP),
- The Tallahassee-Leon County Local Mitigation Strategy (LMS),
- The Leon County Post-Disaster Redevelopment Plan (PDRP), and
- The Leon County Disaster Housing Strategy (DHS).

Each of these plans is integrated with one another and is consistent with the State of Florida CEMP, as required by Florida law. Together, these documents provide a strategic and consistent framework with regard to pre- and post-disaster actions to keep the Leon County community safe and well-informed during emergency events.

In addition to this planning function, LCEM is also responsible for identifying and providing training opportunities for emergency response personnel from various local agencies including Leon County, LCSO, the City of Tallahassee, and many other partner agencies. To fulfill this role, LCEM hosts a variety of training exercises throughout the year, including workshops, seminars, mock EOC activation exercises, and drills. As described in the Hurricane Hermine After-Action Report, LCEM has hosted 28 training exercises and coordination activities since relocating to the new Public Safety Complex in 2014, including full-scale activation exercises, debris management training courses, Citizen Information Line training sessions, and other activities involving Leon County Government.

LCEM also assists Leon County Administration and Community and Media Relations in the development and implementation of community preparedness initiatives. LCEM helps to develop and distribute the annual Disaster Survival Guide in partnership with the Capital Area

Chapter of the American Red Cross; the Apalachee Regional Planning Council; and Taylor, Jefferson, and Madison Counties. Since 2015, Leon County has hosted a “Build Your Bucket” event in partnership with LCEM at the beginning of the hurricane season to highlight the importance of having a disaster plan and kit. In recent years, Leon County has also hosted Citizen Engagement Series events focused on public safety, which have included discussions about emergency management and preparedness as well as a mock EOC exercise.

LCEM consists of seven FTE positions including the E-911 program and receives recurring funding through state and federal grant programs, with matching funds provided by the County in the amount of approximately \$121,000 annually. LCEM also receives project-based grant funding under the Homeland Security Grant Program, administered through the Florida Division of Emergency Management. Funds for the E-9-1-1 program are budgeted annually and are included in the 9-1-1 Emergency Communications Fund.

*Recommendation to Return LCEM under the BOCC*

The emergency management field is a confluence of planning and administrative responsibilities with an emphasis on year-round training activities and intergovernmental and partner coordination. Law enforcement, much like utility restoration or debris clearing and removal, is just one of many vital support functions in the event of a disaster. Emergency management also involves the coordination of public works, communications, information technology and geographic information systems, volunteer services, services provided by partner organizations, emergency shelters, and many other critical functions closely involving Leon County departments and divisions, as described previously in this item. Accordingly, staff recommends that the Board return this function back to the County Commission year-round.

Additionally, since the Emergency Management Interlocal Agreement with the Sheriff was executed, several of the emergency management functions described earlier in this item have been relocated from the Sheriff’s administrative headquarters to the new Public Safety Complex (PSC), which is physically managed by the County. The Consolidated Dispatch Agency (CDA), whose governing body also includes the Sheriff, was created as a standalone agency since that time and is housed at the PSC. The EOC, along with other intergovernmental public safety resources, have also relocated to the PSC.

For the overwhelming majority of Florida counties (54 of 67), the day-to-day functions of emergency management are carried out as a department under a county administrator and subject to the policies and procedures established by the board of county commissioners. Most of the remaining 12 counties (excluding Leon) are fiscally constrained and utilize their Sheriff’s Office, including sworn law enforcement officers, due to limited resources.

Returning LCEM under the Board, reporting to the County Administrator, would more align the County’s emergency management function with other county operations and help streamline year-round coordination including staffing, training, and field operations. This would ensure the highest level of coordination with other departments and divisions of Leon County government throughout the year; enhance coordination of emergency management training opportunities for

County staff; and facilitate even greater sharing of information and resources during future emergency events.

Should the Board wish to return the day-to-day oversight of LCEM under the Board of County Commissioners, reporting to the County Administrator, the Emergency Management Interlocal Agreement requires a 60 day written notice to LCSO of intent to terminate. During that 60 day period, staff will include all necessary revisions to the CEMP in the coming update of the plan, scheduled for February 2017. Staff will also work with the Sheriff's Office to finalize the funding reallocation between the Sheriff and the County. A subsequent agenda item will be prepared with the recommended budget action to realign the funds.

**Options:**

1. Return the day-to-day oversight of Leon County Emergency Management under the Board, reporting to the County Administrator, by exercising the 60-day termination clause in the Emergency Management Interlocal Agreement and direct the County Administrator to provide written notification to the Leon County Sheriff's Office.
2. Do not exercise the 60-day termination clause in the Emergency Management Interlocal Agreement.
3. Board direction.

**Recommendation:**

Option #1.

**Attachments:**

1. Leon County Ordinance No. 93-16
2. Leon County Ordinance No. 89-5
3. Emergency Management Interlocal Agreement

AN ORDINANCE RELATING TO DISASTER EMERGENCIES IN LEON COUNTY, FLORIDA; PROVIDING FOR LEGISLATIVE AUTHORIZATION; SPECIFYING THE TERRITORY EMBRACED; IDENTIFYING THE INTENT OF THIS ORDINANCE; CREATING THE LEON COUNTY DIVISION OF EMERGENCY MANAGEMENT; DESIGNATING THE CHAIRMAN OF THE BOARD OF COUNTY COMMISSIONERS, OR IN HIS OR HER ABSENCE, VICE-CHAIRMAN OR ADMINISTRATOR, HIS OR HER DESIGNEE, IN THIS SUCCESSION AS THE OFFICIAL WITH AUTHORITY TO DECLARE A STATE OF EMERGENCY IN THE EVENT OF A NATURAL, TECHNOLOGICAL, OR MANMADE DISASTER OR THE IMMINENT THREAT THEREOF; AUTHORIZING SUCH OFFICIAL TO TAKE CERTAIN EMERGENCY MEASURES RELATING THERETO; PROVIDING FOR IMPOSITION OF A CURFEW; PROVIDING FOR REGULATION OF THE USE OF WATER; PROVIDING FOR PROHIBITION OF PRICE GOUGING; PROVIDING PENALTIES; PROVIDING FOR CONFLICT AND SEVERABILITY; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, because of the existing and continuing possibility of the occurrence of natural, technological, or manmade disasters or emergencies and destruction resulting therefrom, and in order to ensure the readiness of Leon County to adequately deal with such emergencies and generally provide for the protection of the public health, safety, and welfare and to preserve the lives and property of the people of Leon County; it is hereby determined to be in the best interest of Leon County that the following ordinance be adopted.

NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA:

**SECTION 1. SHORT TITLE:**

This ordinance shall be known as the Emergency Management Ordinance of Leon County, Florida.

**SECTION 2. LEGISLATIVE AUTHORIZATION:**

This ordinance is enacted in the interest of the public health, safety, and general welfare of the citizens and inhabitants of Leon County, Florida, pursuant to Article VIII, Section 1(f), of the Florida Constitution and Sections 252.38 Florida Statutes (1993) and 125.01(1) (t), Florida Statutes (1991).

**SECTION 3. TERRITORY EMBRACED:**

This ordinance shall be effective within the boundaries of Leon County, Florida, except where in conflict with an ordinance of a municipality within Leon County.

**SECTION 4. INTENT OF ORDINANCE:**

The intent of the Board of County Commissioners of Leon County, Florida, in adopting this ordinance is to:

(a) Protect and safeguard the safety, health and welfare of the people of Leon County.

(b) Designate a County official to declare a local state of emergency in the event of a natural, technological, or manmade disaster or emergency, or the imminent threat thereof, and to authorize certain actions relating thereto, and to authorize certain actions relating thereto when a quorum of the Board of County Commissioners is unable to meet.

(c) Establish and create the Leon County Division of Emergency Management.

**SECTION 5. DEFINITIONS:**

(1) "Disaster" means any natural, technological, or civil emergency that causes damage of sufficient severity and magnitude to result in a declaration of a state of

emergency by a county, the Governor, or the President of the United States. Disasters shall be identified by the severity of resulting damage, as follows:

(a) "Catastrophic disaster" means a disaster that will require massive state and federal assistance, including immediate military involvement.

(b) "Major disaster" means a disaster that will likely exceed local capabilities and require a broad range of state and federal assistance.

(c) "Minor disaster" means a disaster that is likely to be within the response capabilities of local government and to result in only a minimal need for state or federal assistance.

(2) "Emergency" means any occurrence, or threat thereof, whether natural, technological or manmade, in war or in peace, which results or may result in substantial injury or harm to the population or substantial damage to or loss of property.

(3) "Emergency management" means the preparation for, the mitigation of, the response to, and the recovery from emergencies and disasters. Specific emergency management responsibilities include, but are not limited to:

(a) Reduction of vulnerability of people and communities of this state to damage, injury, and loss of life and property resulting from natural, technological, or manmade emergencies, catastrophes or hostile military or paramilitary action.

(b) Preparation for prompt and efficient response and recovery to protect lives and property affected by emergencies, rescue, care, and treatment of persons victimized or threatened by disasters.

(c) Response to emergencies using all systems, plans, and resources necessary to preserve adequately the health, safety, and welfare of persons or property affected by the emergency.

(d) Recovery from emergencies by providing for the rapid and orderly start of restoration and rehabilitation of persons and property affected by emergencies.

(e) Provision of an emergency management system embodying all aspects of preemergency preparedness and postemergency response, recovery, and mitigation.

(f) Assistance in anticipation, recognition, appraisal, prevention, and mitigation of emergencies which may be caused or aggravated by inadequate planning for, and regulation of, public and private facilities and land use.

(4) "Local emergency management agency" means an organization created in accordance with the provisions of ss. 252.31-252.91 to discharge the emergency management responsibilities and functions of a political subdivision.

(5) "Manmade emergency" means an emergency caused by an action against persons or society, including, but not limited to, enemy attack, sabotage, terrorism, civil unrest, or other action impairing the orderly administration of government.

(6) "Natural emergency" means an emergency caused by a natural event, including, but not limited to, a hurricane, a storm, a flood, severe wave action, a drought, or an earthquake.

(7) "Technological emergency" means an emergency caused by a technological failure or accident, including, but not limited to, an explosion, transportation accident, radiological accident, or chemical or other hazardous material incident.

**SECTION 6. PERSON EMPOWERED TO DECLARE A LOCAL STATE**

**EMERGENCY:**

Pursuant to Chapter 252, Florida Statutes, which authorizes the waiver of procedures and formalities otherwise required of political subdivisions to take whatever prudent action is necessary to ensure the health, safety and welfare of the community in the event of an emergency, when a quorum of the Board of County Commissioners is unable to meet, the Chairman of the Board of County Commissioners, or the Vice-Chairman in his or her absence, or the County Administrator, or his or her designee, in the absence of the Chairman and Vice-Chairman, is hereby designated and empowered to declare a local state of emergency whenever that person shall determine that a natural, technological or manmade disaster, or emergency has occurred or that the occurrence or threat of one is imminent and requires immediate and expeditious action.

**SECTION 7. LENGTH OF STATE OF EMERGENCY:**

A state of emergency shall be declared by proclamation of the Chairman of the Board, or the Vice-Chairman in his or her absence, or by the County Administrator, or his or her designee, in the absence of the Chairman and Vice-Chairman. The state of emergency shall continue for seven days, and may be extended in seven day increments as necessary or, until the Chairman, or Vice-Chairman, finds that the threat or danger no longer exists and/or until a meeting of a quorum of the Board of County Commissioners can take place and terminate the state of emergency proclamation.

**SECTION 8. ESTABLISHMENT OF THE LEON COUNTY DIVISION OF EMERGENCY MANAGEMENT:**

There is hereby created and established the Leon County Division of Emergency Management. Such Division shall have an appointed Director. The Director shall be responsible for the organization, administration and operation of the Division of Emergency Management. The director shall coordinate emergency management activities, services and programs within the county and shall serve as liaison with the State Division of Emergency Management and other local emergency management agencies and organizations.

**SECTION 9. ACTIVATION OF DISASTER EMERGENCY ACTIVITIES:**

A proclamation declaring a state of emergency shall be the authority for taking emergency measures including, but not limited to, the use or distribution of any supplies, equipment, materials, facilities assembled or arranged to be made available pursuant to the disaster emergency plans of Leon County. Such disaster emergency measures may include the following actions at the discretion of the Board:

(a) Suspend or limit the sale, dispensing, or transportation of alcoholic beverages, firearms, explosives and combustibles.

(b) Establish curfews, including but not limited to, the prohibition of or restrictions on pedestrian and vehicular movement, standing and parking, except for the provision of designated essential services such as fire, police, emergency medical services and hospital services, including the transportation of patients, utility emergency repairs and emergency calls by physicians.

- (c) Utilize all available resources of the County government as reasonably necessary to cope with the disaster emergency, including emergency expenditures.
- (d) Declare certain areas off limits.
- (e) Direct and compel the evacuation of all or part of the population from any stricken or threatened area of the county.
- (f) Make provisions for availability and use of temporary emergency housing and emergency warehousing of materials.
- (g) Establish emergency operating centers and shelters in addition to or in place of those provided for in the County's Emergency Plans.
- (h) Declare that during an emergency it shall be unlawful and an offense against Leon County or any person, firm, or corporation to use the fresh water supplied by any water system in Leon County for any purpose other than cooking, drinking and bathing.
- (i) Declare that during any emergency it shall be unlawful and an offense against Leon County for any person, firm, or corporation operating within the County to charge more than the normal average retail price for any merchandise, goods, or services sold during the emergency. The average retail price as used herein is defined to be that price at which similar merchandise, goods or services were being sold during ninety (90) days immediately preceding the emergency or at a mark-up which is a larger percentage over wholesale cost than was being added to wholesale cost prior to the emergency.

(j) Confiscate merchandise, equipment, vehicles or property needed to alleviate the emergency with or without compensation. Reimbursement shall be within sixty (60) days and at customary value charged for the items during the ninety (90) days previous to the emergency.

(k) Allow the Chairman, Vice-Chairman, or in their absence, the County Administrator, or his or her designee on behalf of the County, to call on the National Guard, other law enforcement divisions and state and federal assistance as necessary to assist in the mitigation of the emergency or to help maintain law and order, rescue, and traffic control.

**SECTION 10. CONSTRUCTION:**

Nothing in this ordinance shall be construed to limit the authority of the Board of County Commissioners to declare or terminate a state of emergency and take any action authorized by law when sitting in regular or special session.

**SECTION 11. PENALTIES:**

Any person, firm or corporation who refuses to comply with or violates any section of this ordinance, or the emergency measures which may be effective pursuant to this ordinance, shall be punished according to law and upon conviction for such offense, shall be punished by a fine not to exceed five hundred dollars (\$500.00) or imprisonment not to exceed sixty (60) days in the county jail, or both. Each day of continued non-compliance or violation shall constitute a separate offense. In addition to the foregoing, any licensee of Leon County found guilty of violating any provision of this ordinance, or the emergency measures which may be made effective pursuant to this

ordinance, may have his or her license suspended or revoked by the Board of County Commissioners of Leon County. In addition to the penalties set forth above, Leon County is authorized to shut off the water supply to violators of Section 9 above.

Nothing contained herein shall prevent the County from taking such other lawful action in any court of competent jurisdiction as is necessary to prevent or remedy any refusal to comply with, or violation of, this ordinance or other emergency measures which may be effective pursuant to this ordinance. Such other lawful action shall include, but shall not be limited to, an equitable action for injunctive relief or an action at law for damages.

**SECTION 12. CONFLICT AND SEVERABILITY:**

All ordinances or parts of ordinances in conflict with the provisions of this ordinance are hereby repealed to the extent of such conflict.

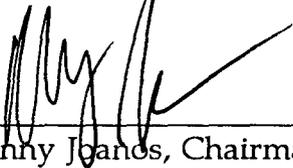
**SECTION 13. SEVERABILITY.**

If any section, subsection, sentence, clause, phrase, or portion of this ordinance is for any reason held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct, and independent provision and such holding shall not affect the validity of the remaining positions of this ordinance.

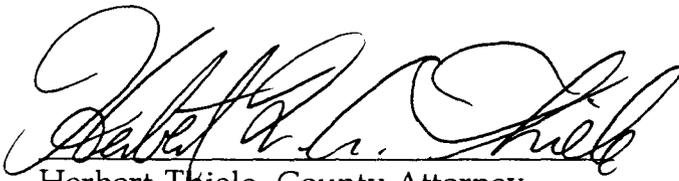
**SECTION 14. EFFECTIVE DATE:**

This ordinance shall take effect according to law.

**BOARD OF COUNTY COMMISSIONERS  
LEON COUNTY, FLORIDA**

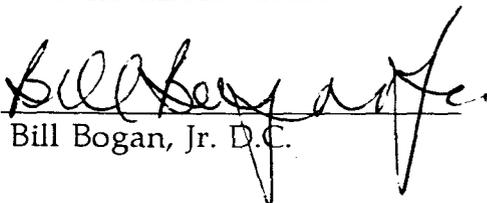
BY:   
Manny Joanes, Chairman

APPROVED AS TO FORM

  
Herbert Thiele, County Attorney

ATTEST:

  
/s/ Dave Lang  
Clerk of the Circuit Court

By:   
Bill Bogan, Jr. D.C.

ORDINANCE NO. 89-5

1  
2 AN ORDINANCE OF LEON COUNTY, FLORIDA,  
3 IMPOSING A FEE ON LOCAL EXCHANGE SUBSCRIBERS  
4 SERVED BY "E-911" SERVICE; PROVIDING FOR  
5 COLLECTION; PROVIDING FOR AN ADMINISTRATIVE  
6 FEE FOR THE TELEPHONE COMPANY; PROVIDING  
7 MISCELLANEOUS PROVISIONS RELATING TO COLLECTION,  
8 ENFORCEMENT, SEPARATE AUDIT AND INVESTMENT OF FEES;  
9 PROVIDING FOR SEVERABILITY; AND PROVIDING AN  
10 EFFECTIVE DATE.

11 WHEREAS, Section 365.171, Florida Statutes, authorizes a  
12 County to impose a fee to be paid by local telephone exchange  
13 subscribers within its boundaries served by emergency  
14 telephone number "911" for both recurring and nonrecurring  
15 charges for the initial provision or subsequent addition of  
16 "911" service or equipment or both service and equipment; and

17 WHEREAS, the Board of County Commissioners of LEON COUNTY  
18 was authorized to require the telephone company to spread the  
19 payment of the nonrecurring charges for the "911" service and  
20 equipment on a pro rata basis to local exchange subscribers  
21 served by the "911" service for a period not to exceed  
22 eighteen (18) months; and

23 WHEREAS, the Board of County Commissioners of Leon County  
24 is authorized to require the telephone company to spread the  
25 payment of recurring charges for operation and maintenance of  
26 "911" service and equipment over such period as the "911"  
27 service is in operation.

28 WHEREAS, the local exchange subscribers may be billed by  
29 the telephone company on an individual access line basis, at a  
30 rate not to exceed fifty cents (\$.50) per month per access  
31 line (up to a maximum of twenty-five (25) access lines per  
account bill rendered).

NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF COUNTY  
COMMISSIONERS OF LEON COUNTY, FLORIDA:

CODING: Words in ~~struck through~~ type are deletions from existing law; words underlined are additions.

1        Section 1. Imposition.

2        There is hereby imposed a fee, to be paid by all local  
3 exchange subscribers within LEON COUNTY served by the "911"  
4 service, to pay for recurring and nonrecurring charges for the  
5 implementation and installation of the "E-911" emergency  
6 telephone system, any subsequent additions thereto and the  
7 operation and maintenance thereof.

8        Section 2. Collection.

9            (1) The telephone company shall spread the payment  
10 of the nonrecurring charges for the implementation and  
11 installation of the "E-911" emergency telephone system service  
12 and equipment within LEON COUNTY over a period of eighteen  
13 (18) months and shall spread the payment of the recurring  
14 charges for operation and maintenance of such service and  
15 equipment over such period as the "E-911" service is in  
16 operation. Pursuant thereto, the telephone company shall bill  
17 said nonrecurring and recurring charges pro rata to the local  
18 exchange subscribers within LEON COUNTY served by the "E-911"  
19 emergency telephone service on an individual access line basis  
20 per account bill rendered, at a rate to be established from  
21 time to time by Resolution of the Board of County  
22 Commissioners not to exceed fifty cents (\$.50) per month per  
23 line (up to a maximum of twenty-five (25) access lines per  
24 account bill rendered).

25            (2) Nonrecurring and recurring charges shall be  
26 those charges set forth at Section 365.17(13), Florida  
27 Statutes, or its successor provision, and those charges  
28 approved by the Florida Division of Communications or its  
29 successor agency.  
30  
31

CODING: Words in ~~struck through~~ type are deletions from existing law; words underlined are additions.

1        Section 3. Administrative Fee.

2                The telephone company shall collect the "E-911"  
3 Emergency Telephone System fee as set forth above from its  
4 subscribers in LEON COUNTY on a monthly basis, and as an  
5 administrative fee for collecting these monies, the telephone  
6 company shall be allowed to retain an administrative fee equal  
7 to one percent (1%) of the "E-911" fees collected by the  
8 telephone company. The administrative fee shall be deducted  
9 by the telephone company from the "E-911" Emergency Telephone  
10 System fee collected from the subscribers and the remainder  
11 shall be remitted to LEON COUNTY each and every month.

12        Section 4. Miscellaneous Provision.

13                (1) The telephone company shall furnish to LEON  
14 COUNTY a monthly statement as to fees collected.

15                (2) The telephone company shall have no obligation  
16 to take any legal action to enforce collection of the "E-911"  
17 Emergency Telephone System fees, but shall provide LEON COUNTY  
18 with a listing of the names, addresses, and telephone nummbers  
19 of any and all subscribers who have been identified by the  
20 telephone company because o their refusal to pay the "E-911"  
21 fee. The failure of the telephone company to take action to  
22 enforce collection shall not be deemed a waiver by Leon County  
23 of any rights it might have to obtain compliance with the  
24 terms of this Ordinance.

25                (3) The telephone company shall commence collection  
26 of this fee at the time and rate set forth in the Resolution  
27 adopted pursuant to Section 2, paragraph (1) herein.

28                (4) The Clerk to the Board of County Commissioners  
29 shall establish and maintain a separate audit account in  
30 accordance with the provisions of Section 365.171(13)(a)3,  
31 Florida Statutes, or its successor provision and shall report

CODING: Words in ~~struck through~~ type are deletions from existing law; words underlined are additions.

1 to the Board of County Commissioners if any deficit or surplus  
2 exists in said account at the appropriate time in accordance  
3 with law.

4 (5) Any and all fees collected by the telephone  
5 company and remitted to Leon County in excess of current  
6 expenditures for the "E-911" system may be invested by the  
7 Clerk in any manner provided by law. Any interest earned on  
8 any fees collected pursuant to this Ordinance shall be  
9 credited to and deposited in the "E-911" fund.

10 Section 5. Severability.

11 If any provision of this Ordinance or the application  
12 thereof to any person or circumstance is held invalid, it is  
13 the intent of the Board of County Commissioners that the  
14 invalidity shall not affect other provisions or applications  
15 of this Ordinance which can be given effect without the  
16 invalid provisions or application, and to this end the  
17 provisions of this Ordinance are declared severable.

18 Section 6. Effective Date.

19 This Ordinance shall take effect according to law;  
20 however, the telephone company's collection of the fees  
21 imposed hereby shall be pursuant to the Resolution of the  
22 Board of County Commissioners adopted pursuant to the  
23 provisions of Section 1, paragraph (1) of the Ordinance.

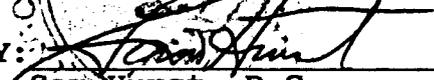
24 ENACTED this 14<sup>th</sup> day of March, 1989.

25  
26 BOARD OF COUNTY COMMISSIONERS  
27 LEON COUNTY, FLORIDA

28  
29 BY: Gayle Nelson  
30 GAYLE NELSON, CHAIRMAN  
31

1  
2 ATTEST:

3 PAUL F. ~~WEBSTER~~ ~~FIELD~~, CLERK  
4 OF THE CIRCUIT COURT

5 BY:   
6 Sam Hurst, D.C.

7 APPROVED AS TO FORM:

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9 Assistant County Attorney

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CODING: Words in ~~struck through~~ type are deletions from existing law; words underlined are additions.

## **EMERGENCY MANAGEMENT INTERLOCAL AGREEMENT**

**THIS AGREEMENT**, is made by and between Leon County, a political subdivision of the State of Florida, located at 301 South Monroe Street, Tallahassee, Florida (hereinafter referred to as the COUNTY), and Larry Campbell, as Sheriff of Leon County, Florida, a County Constitutional Officer of the State of Florida, a/k/a the Leon County Sheriff's Office, located at 2825 Municipal Way, Tallahassee, Florida (hereinafter referred to as the SHERIFF);

**WHEREAS**, the COUNTY desires to transfer and SHERIFF agrees to accept the job functions and equipment of the Leon County Division of Emergency Management;

**NOW THEREFORE**, for and in consideration of the mutual terms, covenants, and conditions herein contained to be complied with by the COUNTY and the SHERIFF, both parties hereto contract and agree as follows:

1. The COUNTY agrees to delegate and the SHERIFF agrees to accept the responsibilities and requirements of the job functions and equipment of the Leon County Division of Emergency Management. Such functions shall include, but not be limited to, emergency preparedness, the Leon County 911 Program, Emergency Medical Services coordination, Volunteer Fire Department coordination and other such related functions as agreed to by the COUNTY and the SHERIFF;

2. The COUNTY and the SHERIFF agree that the Leon County Division of Emergency Management shall operate under the direction of the SHERIFF consistent with Chapter 252, Florida Statutes and Leon County Ordinance No. 93-16, known as the Emergency Management Ordinance of Leon County;

3. The COUNTY and the SHERIFF agree that the Director of the Leon County Division of Emergency Management shall be appointed in accordance with Chapter 252, Florida Statutes;

4. The COUNTY and the SHERIFF agree that the Director of the Leon County Division of Emergency Management shall report to the SHERIFF for normal operation. However, the Director will report directly to the COUNTY in accordance with Leon County Ordinance No. 93-16, known as the Emergency Management Ordinance of Leon County, in time of an emergency or a disaster declared under Chapter 252, Florida Statutes or the Leon County Code of Laws;

5. The COUNTY and the SHERIFF agree that all employees of the Leon County Division of Emergency Management shall be employees of the SHERIFF and be subject to the SHERIFF's personnel rules and regulations therein, except that those employees who are working for the COUNTY at the time this Agreement is executed shall be allowed to continue COUNTY benefits, to be paid by the SHERIFF, and as agreed to by the employee and the SHERIFF;

6. The COUNTY and the SHERIFF agree that the SHERIFF shall assume responsibility as Fiscal Agent for all operating costs associated with the Leon County Division of Emergency Management;

7. The COUNTY and the SHERIFF agree that the SHERIFF shall be responsible for administering the Leon County 911 fee in accordance with Section 365.171, Florida Statutes;

8. The COUNTY and the SHERIFF agree that the SHERIFF shall be responsible for the submission of all grant documentation and related reimbursement expenses to the State of Florida and/or to the appropriate Federal Agencies in accordance to applicable statutes, rules and regulations;

9. The COUNTY and the SHERIFF agree that this Agreement may be terminated by either party upon sixty (60) days written notice to the other party.

10. The COUNTY and the SHERIFF agree that this Agreement shall commence on May 1, 1999, and shall run in perpetuity unless terminated in accordance with #9 above;

11. The COUNTY and the SHERIFF agree that this Agreement shall survive political elections regardless of the makeup of the COUNTY and the SHERIFF;

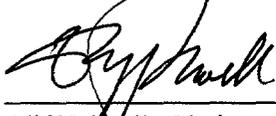
12. Any notices required under this Agreement shall be to the COUNTY, c/o The County Administrator, Board of County Commissioners, 301 South Monroe Street, Tallahassee, Florida, 32301, and to the SHERIFF, Larry Campbell, Leon County Sheriff's Office, 2825 Municipal Way, Tallahassee, Florida, 32304.

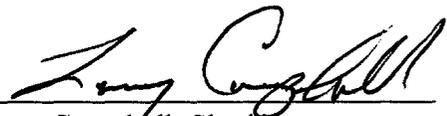
13. The COUNTY and the SHERIFF agree that to the extent allowed by the Constitution and the laws of the State of Florida, and pursuant to the restrictions and requirements of Florida Statutes, Section 768.28, the COUNTY hereby agrees to indemnify, defend, save, and hold harmless the SHERIFF from all claims, demands, liabilities, and suits arising out of, because of, or due to any negligent act of the COUNTY, its agents, or employees arising out of this Emergency Management Interlocal Agreement. It is specifically understood and agreed that this indemnification clause does not cover or indemnify the SHERIFF for his negligence or breach of contract, or that of his agents or employees. That to the extent allowed by the Constitution and the laws of the State of Florida, and pursuant to the restrictions and requirements of Florida Statutes, Section 768.28, the SHERIFF hereby agrees to indemnify, defend, save, and hold harmless the COUNTY from all claims, demands, liabilities, and suits arising out of, because of, or due to any negligent act of SHERIFF, his agents, or employees arising out of this Emergency Management Interlocal Agreement. It is specifically understood and agreed that this indemnification clause does not cover or indemnify the COUNTY for its negligence or breach of contract, or that of its agents or employees.

**IN WITNESS WHEREOF**, the parties have hereunto set their hands and seals and have caused this EMERGENCY MANAGEMENT AGREEMENT to be executed, effective this 30th day of March, 1999, at Tallahassee, Leon County, Florida.

LEON COUNTY, FLORIDA

LEON COUNTY SHERIFF'S OFFICE

BY:   
Cliff Thael, Chairman  
Board of County Commissioners  
301 South Monroe Street  
Tallahassee, Florida 32301

BY:   
Larry Campbell, Sheriff  
Leon County Sheriff's Office  
2825 Municipal Way  
Tallahassee, Florida 32304

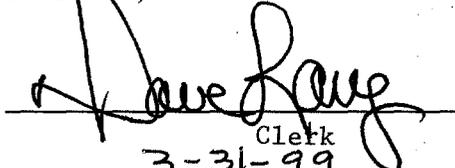
DATE: 3/29/99

DATE: 3-20-99

ATTEST:  
DAVE LANG, CLERK OF THE COURT  
LEON COUNTY, FLORIDA



APPROVED AS TO FORM:  
LEON COUNTY ATTORNEY'S OFFICE

BY:   
Clerk  
DATE: 3-31-99

BY:   
Herbert W.A. Thiele, Esquire

**FIRST AMENDMENT TO THE EMERGENCY MANAGEMENT  
INTERLOCAL AGREEMENT**

**THIS FIRST AMENDMENT** to the Agreement for Emergency Management Interlocal Agreement dated the March 30, 1999, by and between Leon County, a political subdivision of the State of Florida, (hereinafter referred to as COUNTY), and Larry Campbell, as Sheriff of Leon County, Florida, a Constitutional Officer of the State of Florida, a/k/a the Leon County Sheriff's Office (hereinafter referred to as the SHERIFF).

**WITNESSETH:**

For and in consideration of the mutual covenants, promises, restrictions, and representations set forth herein, the sufficiency of which is hereby acknowledged by the parties, the COUNTY and the SHERIFF do hereby agree as follows:

1. Paragraph #1 of the Emergency Management Interlocal Agreement entered into by the COUNTY and SHERIFF on March 30, 1999 is hereby replaced in its entirety to read as follows:

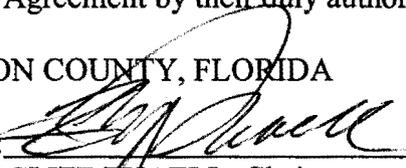
The COUNTY agrees to delegate and the SHERIFF agrees to accept the responsibilities and requirements for the job functions and equipment of the Leon County Division of Emergency Management. Such functions shall include, but not be limited to, emergency preparedness, the Leon County E-911 Program, and other such related functions as may be agreed to by the COUNTY and the SHERIFF;

2. All other provisions of the Emergency Management Interlocal Agreement dated March 30, 1999, not in conflict with the provisions stated herein, shall remain in full force and effect.

3. This Agreement shall become effective upon full execution hereof by both parties.

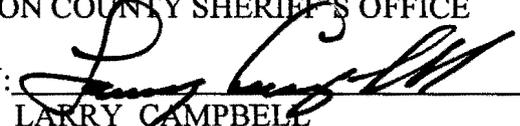
**IN WITNESS WHEREOF**, the parties evidence their agreement with the execution of this Agreement by their duly authorized signatories.

LEON COUNTY, FLORIDA

BY: 

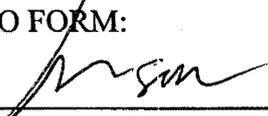
CLIFF THAELL, Chairman  
of the Board of County Commissioners

LEON COUNTY SHERIFF'S OFFICE

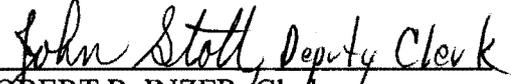
BY: 

LARRY CAMPBELL  
Leon County Sheriff's Office  
2825 Municipal Way  
Tallahassee, FL 32304

APPROVED AS TO FORM:

BY:   
HERBERT W.A. THIELE, Esq.  
COUNTY ATTORNEY

ATTESTED TO:

BY:   
ROBERT B. INZER, Clerk  
LEON COUNTY, FLORIDA

**Leon County  
Board of County Commissioners**

**Notes for Agenda Item #16**

# Leon County Board of County Commissioners

## Cover Sheet for Agenda #16

January 24, 2017

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

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

**Title:** First and Only Public Hearing to Adopt an Ordinance Amending Chapter 10 of the Leon County Code of Laws to Correct Scrivener's Errors and Inadvertent Inconsistencies

---

<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 David McDevitt, Director of Development Support and Environmental Management
<b>Lead Staff/ Project Team:</b>	Ryan Culpepper, Director of Development Services

**Fiscal Impact:**

This item will have no fiscal impact to the County.

**Staff Recommendation:**

Option #1: Conduct the first and only Public Hearing and adopt an Ordinance amending Chapter 10 of the Leon County Code of Laws to correct scrivener's errors and inadvertent inconsistencies (Attachment #1).

## **Report and Discussion**

### **Background:**

At the December 13, 2016 meeting, staff recommended and the Board approved scheduling the first and only public hearing to consider an Ordinance amending Chapter 10 of the Land Development Code (LDC) to correct scrivener's errors and inadvertent inconsistencies for January 24, 2017. Over time, staff has found several errors in the LDC that need correction to ensure accuracy and continuity. Staff maintains an ongoing list of these corrections until there is a sufficient quantity to justify an Ordinance amendment. Staff has drafted a proposed Ordinance to correct the errors noted to date (Attachment #1).

### **Analysis:**

The proposed amendments fall into three categories. The first category includes incorrect code citations and the second category corrects grammatical errors within the code. The third category clarifies various inconsistencies and provides updates to outdated terminology. A matrix outlining the proposed amendments is included as Attachment #2.

The proposed Ordinance is intended to correct these errors by clarifying ambiguous information, correcting spelling/grammar, correcting citations, and updating obsolete terminology. For example, the Lake Protection Node (LPN) was a new zoning district adopted by the Board in 2015. The development review threshold chart in Section 10-7.402 was inadvertently not amended to include the LPN. The proposed Ordinance will include the LPN in the development review threshold chart in order to provide consistency on application review requirements for proposed developments within the LPN district. Other examples of changes within the proposed Ordinance include amendments to the agritourism and community services definitions. Changes to the agritourism definition were recommended in order to be as consistent as possible with the State definition. Amendments to the community services definition was recommended to further clarify the term and to include "museums" as another example of a community service or facility.

### **Citizen's User Group Recommendation**

As is standard procedure for all proposed LDC changes, prior to requesting Public Hearings, staff presented the Ordinance to the DSEM Citizen's User Group on December 7, 2016, for review and comment. The User Group had few concerns with the majority of the proposed revisions and recommended that the Board approve the proposed Ordinance. However, the User Group did recommend minor changes to the definition of community services, the purpose and intent provisions for community services and facilities/institutional uses, and the "Additional Guidelines for Nonresidential Development" section. Specifically in regard to community services, the User Group recommended the inclusion of "directly provides a significant public benefit" to further refine the definition. To ensure consistency, the User Group also recommended amendments to Section 12 (Community services and facilities/institutional uses) of the proposed Ordinance to include the same terminology as the community services definition. All of the recommended revisions from the User Group have been incorporated into the proposed Ordinance.

Consistency Determination

Tallahassee-Leon County Planning Department staff conducted a review of the proposed Ordinance and determined that it is consistent with the Tallahassee-Leon County Comprehensive Plan (Attachment #3). The Ordinance was reviewed for consistency by the Planning Commission at a Public Hearing on January 3, 2017. The Planning Commission recommended that Section 12 of the proposed Ordinance be amended to ensure that any facility that is required to obtain a federal air pollution permit be subject to the additional requirements noted in that section of the LDC. Staff did not object to the recommendation; therefore, the recommended revision has been incorporated into the proposed Ordinance.

Public Notification

The Public Hearing has been publicly noticed consistent with the requirements of Florida Statutes (Attachment #4).

**Options:**

1. Conduct the first and only Public Hearing and adopt an Ordinance amending Chapter 10 of the Leon County Code of Laws to correct scrivener's errors and inadvertent inconsistencies (Attachment #1).
2. Conduct the first and only Public Hearing and do not adopt an Ordinance amending Chapter 10 of the Leon County Code of Laws to correct scrivener's errors and inadvertent inconsistencies.
3. Board direction.

**Recommendation:**

Option #1.

Attachments:

1. Proposed Ordinance
2. Matrix of Amendments
3. Consistency Memorandum
4. Notice of Public Hearing Legal Ad

ORDINANCE NO. 17- \_\_\_\_\_

AN ORDINANCE OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA; AMENDING CHAPTER 10, THE LAND DEVELOPMENT CODE, OF THE CODE OF LAWS OF LEON COUNTY, FLORIDA; AMENDING SECTION 10-1.101, DEFINITIONS; AMENDING SECTION 10-2.347, VARIATIONS AND MODIFICATIONS; AMENDING SECTION 10-6.111, VESTED RIGHTS; AMENDING SECTION 10-6.616, LAKE PROTECTION; AMENDING SECTION 10-6.617, RESIDENTIAL PRESERVATION; AMENDING SECTION 10-6.619, COMMERCIAL SITE LOCATION STANDARDS; AMENDING SECTION 10-6.649, COMMERCIAL PARKWAY DISTRICT; AMENDING SECTION 10-6.673, BC-1 BRADFORDVILLE COMMERCIAL AUTO-ORIENTED DISTRICT; AMENDING SECTION 10-6.675, BCS BRADFORDVILLE COMMERCIAL SERVICES DISTRICT; AMENDING SECTION 10-6.676, BOR BRADFORDVILLE OFFICE-RESIDENTIAL DISTRICT, AMENDING SECTION 10-6.803, ACCESSORY USES; AMENDING SECTION 10-6.806, COMMUNITY SERVICES AND FACILITIES/INSTITUTIONAL USES; AMENDING SECTION 10-7.402, DEVELOPMENT REVIEW AND APPROVAL SYSTEM; AMENDING SECTION 10-7.502, GENERAL LAYOUT AND DESIGN STANDARDS; AMENDING SECTION 10-7.507, ADDITIONAL GUIDELINES FOR NONRESIDENTIAL DEVELOPMENT; AMENDING SECTION 10-7.522, BUFFER ZONE STANDARDS; AMENDING SECTION 10-7.545, NUMBER OF OFF-STREET PARKING SPACES; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.

BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA:

**SECTION 1.** Section 10-1.101 of Article I of Chapter 10 of the Code of Laws of Leon County, Florida, entitled "Definitions" is hereby amended to include the following new definitions and read as follows:

**Sec. 10-1.101. Definitions.**

\* \* \*

*Agritourism* shall mean any agricultural related activity consistent with a bona-fide farm, livestock operation, or ranch or in a working forest which allows members of the general public to view or enjoy activities related to farming, ranching, historical, cultural, civic, ceremonial, training and exhibition, or harvest-your-own attractions for recreational, entertainment or educational purposes.

\* \* \*

*Community services or community facilities* shall mean a facility owned or operated by a public or private facilities and agencies entity that directly provide provides to the general public a

1 significant public benefit such as libraries, religious facilities, police and fire stations, hospitals,  
2 museums and schools.

3  
4 \* \* \*

5  
6 **SECTION 2.** Section 10-2.347(c) of Article II of Chapter 10 of the Code of Laws of Leon County,  
7 Florida, entitled “Variations and Modifications,” is hereby amended to read as follows:

8  
9 **Sec. 10-2.347. - Variations and modifications.**

10  
11 \* \* \*

12 (c) The board of adjustment and appeals may consider a variance upon filing of a written request  
13 with the department of development support and environmental management by the property  
14 owner for whose land the variance is sought, and payment of a ~~free~~ fee for same.

15  
16 \* \* \*

17  
18 **SECTION 3.** Section 10-6.111(c) of Article VI of Chapter 10 of the Code of Laws of Leon County,  
19 Florida, entitled “Vested rights” is hereby amended to read as follows:

20  
21 **Sec. 10-6.111. - Vested rights.**

22 \* \* \*

23  
24 (c) *Projects vested from the Comprehensive Plan.* Projects vested from the concurrency and  
25 consistency requirements of the Comprehensive Plan (as to intensity and density) as provided  
26 in Article II shall ~~confirm~~ conform with the requirements of this article only in the instances  
27 where such projects do not meet the requirements of subsections (a) and (b) of this section, but  
28 only to the extent that such conformance does not impair the concurrency and consistency (as  
29 to intensity and density) vested rights of such projects.

30  
31 \* \* \*

32  
33 **SECTION 4.** Section 10-6.616(9)(2)(b) of Article VI of Chapter 10 of the Code of Laws of Leon  
34 County, Florida, entitled “Lake Protection” is hereby amended to read as follows:

35  
36 **Sec. 10-6.616. - Lake protection.**

37 \* \* \*

38  
39  
40 9. *Clustered Subdivision.*

41 1. Density and Layout.

42 The maximum gross density allowed for new residential development in the LP district is one  
43 (1) dwelling unit per two (2) gross acres. As an alternative to large-lot developments, a  
44 Clustered Subdivision shall be permitted within the Lake Protection zoning district. Clustered  
45 Subdivisions shall:

46 (a) contain a minimum of 60% open space as a reserve area, comprised of such things as  
47 Special Development Zones, preservation and conservation features, undeveloped  
48 uplands, passive recreation areas, and stormwater facilities designed as a community  
49 amenity;

- (b) Be developed at a maximum density of two (2) dwelling units per gross acre;
- (c) Be served by central water and sewer systems

2. Reserve area.

The acreage of the reserve area shall comprise no less than 60 percent of the total parcel; shall be permanently preserved through the creation of a perpetual easement; shall be continuous and contiguous with other portions of the site; shall be contiguous with or proximal to existing or planned public or private greenspace to the greatest extent practicable, and shall be of sufficient size and buffered to ensure the protection of all critical on-site resources that are to be preserved and to accommodate authorized uses.

(a) All preservation areas, Special Development Zones, conservation areas, archaeological sites and view-shed areas within designated protection zones for canopy roads shall be incorporated into the reserve area even if total acreage exceeds the minimum requirement of 60 percent of the total parcel; other open space areas shall be incorporated into the reserve area to the greatest extent practicable.

(b) The reserve area shall adjoin any existing or planned adjacent areas of open space, or natural areas that would be potential sites for inclusion as part of a future area of protected open space as depicted in the Greenways Master Plan. In those instances where a Clustered Subdivision will be located adjacent to another existing or planned-approved Clustered Subdivision, each the proposed Clustered Subdivision shall be designed so that reserve areas ~~of each~~ are adjacent to the greatest extent practicable.

\* \* \*

**SECTION 5.** Section 10-6.617(a)(4) of Article VI of Chapter 10 of the Code of Laws of Leon County, Florida, entitled "Residential Preservation" is hereby amended to read as follows:

**Sec. 10-6.617. - Residential preservation.**

\* \* \*

(4) Notwithstanding the provisions of subsection 10-6.617(a)(2) above, existing lots in a recorded or unrecorded residential subdivision zoned residential preservation may be resubdivided up to a maximum density of six dwelling units per acre provided that the parent lot directly abuts an existing arterial or major collector roadway that was not constructed as part of the subdivision's roadway network. This provision shall not apply to lots whose current designated primary access is ~~from~~ from a street internal to the recorded or unrecorded subdivision zoned residential preservation. Existing lots of record with no current frontage on a major collector or arterial roadway, as specified above, cannot be aggregated to benefit from the provision of this section.

The following factors shall be used to determine the maximum allowed number of lots per acre created pursuant to this subsection: a) the availability of water and sewer to accommodate the proposed development as cited in subsection 10-617(a)(3) above; b) compliance with applicable local and/or Florida Department of Transportation (FDOT) roadway connection standards c) the mitigation of any adverse impacts on the transportation network, and d) compliance with any other applicable provisions of the Land Development Code, including those pertaining to environmental protection. Acceptable mitigation for impacts to the transportation network include a common ingress/egress access point for all newly created lots, frontage roadways, or any other solution that mitigates the adverse impacts on the transportation network as determined by the director.

\* \* \*

**SECTION 6.** Section 10-6.619(a) of Article VI of Chapter 10 of the Code of Laws of Leon County, Florida, entitled “Commercial site location standards” is hereby amended to read as follows:

**Sec. 10-6.619. - Commercial site location standards.**

(a) The provisions of this section apply to the following zoning districts: Urban fringe, activity center, rural community, ~~residential-preservation~~, Lake Talquin/urban fringe, and industrial. Commercial sites are determined through the use of site location standards. The intensity of the commercial use is dependent upon the land use category of the potential site and the classification of the immediate adjacent roads. Individual road classifications are depicted on map 14 of the Comprehensive Plan. The site location standard is intended to group commercial land use toward intersections to provide access and prevent strip commercialization.

\* \* \*

**SECTION 7.** Section 10-6.649.2 of Article VI of Chapter 10 of the Code of Laws of Leon County, Florida, entitled “CP Commercial Parkway District” is hereby amended to read as follows:

**Section 10-6.649. - CP Commercial Parkway District.**

1. District Intent	PERMITTED USES	
	2. Principal Uses	
The CP district is intended to be located in areas designated Suburban in the Future Land Use Map of the Comprehensive Plan and shall apply to areas exhibiting an existing development pattern of office, general commercial, community facilities, and intensive automotive commercial development abutting urban area arterial roadways with high traffic volumes. The CP district is characterized by a linear pattern of development. The access management standards set forth in for the CP district addressing limitations placed on access are intended to minimize and control ingress and egress to arterial roadways and to promote smooth and safe traffic flow of the general traveling public.	(1) Antique shops. (2) Armored truck services. (3) Automotive sales and rental (includes any type of motor vehicle including boats and motorcycles). (4) Automotive service and repair, including car wash. (5) Automotive-retail, parts, accessories, fires, etc. (6) Bait and tackle stops. (7) Banks and other financial institutions. (8) Broadcasting studios. (9) Building contractors and related services, without outdoor storage. (10) Camera and photographic	(41) Rental and sales of dvds, video tapes and games. (42) Rental of tools, small equipment, or party supplies. (43) Repair services, non-automotive. (44) Residential, multifamily, up to a maximum of 16 dwelling units per acre. (45) Residential, any type, located on or above the second floor of any structure containing nonresidential use on the first floor, up to a

<p>To encourage the benefits from mixed use development where residences are located in close proximity to the office and commercial uses allowed within this district, including convenience and opportunity for residents and improved market access for business establishments, medium density multifamily residential development up to a maximum of 16 dwelling units per acre is allowed.</p> <p>Reuse of existing single use sites for multiple use developments, adding new uses to single use sites and/or multiple use developments in the CP district that share parking facilities, have parking structures and/or have high floor area ratios are encouraged in the CP district. The principles of traditional neighborhood developments are encouraged, though not required. New CP districts in the Suburban FLUM category shall have access to arterial or major collector streets.</p>	<p>stores.</p> <p>(11) Cemeteries.</p> <p>(12) Cocktail lounges and bars.</p> <p>(13) Commercial kennels.</p> <p>(14) Community facilities, including libraries, religious facilities, vocational schools, and police/fire stations. Elementary, middle, and high schools are prohibited. Other community facilities may be allowed in accordance with section 10-6.806 of these regulations.</p> <p>(15) Day care centers.</p> <p>(16) Gift, novelty, and souvenir stores.</p> <p>(17) Golf courses.</p> <p>(18) Hotels and motels, including bed and breakfast inns.</p> <p>(19) Indoor amusements (bowling, billiards, skating, etc.).</p> <p>(20) Indoor theaters (including amphitheaters).</p> <p>(21) Laundromats, laundry and dry-cleaning pick up stations.</p> <p>(22) Lawn and tree removal services.</p> <p>(23) Mailing services.</p> <p>(24) Medical and dental offices, services, laboratories, and clinics.</p> <p>(25) Manufactured home sales lots.</p> <p>(26) Mortuaries.</p> <p><u>(27) Motor vehicle fuel sales.</u></p> <p>(28) Motor vehicle racing tracks, go-carts, etc.</p> <p>(29) Nonmedical offices and services, including business and government offices and services.</p> <p>(30) Non-store retailers.</p> <p>(31) Nursing homes and residential care facilities.</p> <p>(32) Off-street parking facilities.</p> <p>(33) Outdoor amusements (golf</p>	<p>maximum of 16 dwelling units per acre.</p> <p>(46) Restaurants, with or without drive-in facilities.</p> <p>(47) Retail bakeries.</p> <p>(48) Retail caskets and tombstones.</p> <p>(49) Retail computer, video, record, and other electronics.</p> <p>(50) Retail department, apparel, and accessory stores.</p> <p>(51) Retail drug store.</p> <p>(52) Retail florist.</p> <p>(53) Retail food and grocery.</p> <p>(54) Retail furniture, home appliances and accessories.</p> <p>(55) Retail home/garden supply, hardware and nurseries.</p> <p>(56) Retail jewelry stores.</p> <p>(57) Retail needlework and instruction.</p> <p>(58) Retail newsstand, books, greeting cards.</p> <p>(59) Retail office supplies.</p> <p>(60) Retail optical and medical supplies.</p> <p>(61) Retail package liquors.</p> <p>(62) Retail pet stores.</p> <p>(63) Retail picture framing.</p> <p>(64) Retail sporting goods, toy stores.</p> <p>(65) Retail trophy stores.</p> <p>(66) Self-moving operation.</p> <p>(67) Retail shoes, luggage, and leather</p>
--	---	--

	<p>courses, batting cages, driving ranges, etc.)  (34) Passive and active recreational facilities.  (35) Pawnshops.  (36) Personal services (barber shops, fitness clubs, etc.).  (37) Pest control services.  (38) Photocopying and duplicating services.  (39) Printing and publishing.  (40) Recreational vehicle park.</p>	<p>products.  (68) Sign shops.  (69) Social, fraternal and recreational clubs and lodges, including assembly halls.  (70) Studios for photography, music, art, drama, voice.  (71) Tailoring.  (72) Towing, wrecking, and recovery services.  (73) Trailer sales and service.  (74) Veterinary services, including veterinary hospitals.  (75) Warehouses, mini-warehouses, or self-storage facilities.  (76) Other uses, which in the opinion of the county administrator or designee, are of a similar and compatible nature to those uses described in this district.</p>
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\* \* \*

**SECTION 8.** Section 10-6.673(14) of Article VI of Chapter 10 of the Code of Laws of Leon County, Florida, entitled “BC-1 Bradfordville commercial auto-oriented district” is hereby amended to read as follows:

**Sec. 10-6.673. - BC-1 Bradfordville commercial auto-oriented district. Sec. 10-6.673. - BC-1 Bradfordville commercial auto-oriented district.**

\* \* \*

14. Variance Procedure:

Conformance to these design criteria shall be verified by the county during the site and development plan review process required for individual development projects. Deviation from the following subsections of this section may be requested pursuant to ~~division 8~~ Article II of the Leon County Land Development Code: subsections 5, 6, 7, 8, 10(c) and 11.

\* \* \*

**SECTION 9.** Section 10-6.675.10 of Article VI of Chapter 10 of the Code of Laws of Leon County, Florida, entitled “Bradfordville commercial services district” is hereby amended to read as follows:

**Sec. 10-6.675. - BCS Bradfordville commercial services district.**

\* \* \*

10. Signs:

All signs within the ~~BC-2~~ BCS district shall be designed in accordance with the current locally adopted building code. Where conflict between standards of this district and other rules or regulations occur, the stricter of the two shall apply. A uniform sign design for the parcels included within the ~~BC-2~~ BCS district shall conform to the following minimum guidelines:

\* \* \*

**SECTION 10.** Section 10-6.676.2 of Article VI of Chapter 10 of the Code of Laws of Leon County, Florida, entitled “Bradfordville office-residential district” is hereby amended to read as follows:

**Sec. 10-6.676. - BOR Bradfordville office residential district.**

PERMITTED USES		
1. District Intent	2. Principal Uses	3. Accessory Uses
The BOR district is intended to be located in areas designated Bradfordville mixed use in the future land use map of the Comprehensive Plan and shall apply to lands within the Bradfordville commercial center district. The intent of the BOR district is to implement the Bradfordville Study Area goals. Objectives and Policies of the Comprehensive Plan preserving the residential character of the Bradfordville Study Area through a mixture of uses at a compatible scale with the adjacent residential communities. More specifically, the BOR district is intended to be located in areas where employment and residential uses are encouraged to locate in close proximity to one another. The provisions of the BOR district are intended to provide the	(1) Bed and breakfast inns up to a maximum of 6 rooms. (2) Broadcasting studios. (3) Community facilities related to office or residential facilities, including libraries, religious facilities, police/fire stations, elementary, middle schools, and high schools. Vocational schools are prohibited. Other community facilities may be allowed in accordance with section 10-6.806 of these regulations. (4) Day care centers. (5) Medical and dental offices and services, laboratories, and clinics. (6) Mini-warehouses (see subsection <del>46</del> <u>15</u> ). (7) Non-medical offices and	(1) A use or structure on the same lot with, and of a nature customarily incidental and subordinate to, the principal use or structure and which comprises no more than 33 percent of the floor area or cubic volume of the principal use or structure, as determined by the county administrator or designee. (2) Light infrastructure and/or utility services and facilities necessary to serve permitted uses, as determined by the county administrator or designee.

<p>district with a residential character to further encourage this mixing of uses at a compatible scale. A variety of housing types, compatible non-retail activities of moderate intensity and certain community facilities related to office or residential facilities (recreational, community services, and light infrastructure) may be permitted in the BOR district. The maximum gross density allowed for new residential development in the BOR district is 8 dwelling units per acre. The access management standards set forth in for the BOR district are intended to minimize and control ingress and egress to collector and arterial roadways and to promote safe and efficient traffic circulation of the general traveling public. Increases in land zoned BOR shall demonstrate the need for additional services for the Bradfordville Study Area. Reuse of existing single use sites for multiple use developments, adding new uses to single use sites and/or multiple use developments that share parking facilities are encouraged in the BOR district. Expansions of the BOR district are prohibited in viable residential areas.</p>	<p>services, including business and government offices and services. (8) Nursing homes and other residential care facilities. (9) Passive and active recreational facilities. (10) Personal services. (11) Single-family attached dwellings. (12) Single-family detached dwellings. (13) Studios for photography, music, art, dance, drama, and voice. (14) Two-family dwellings. (15) Veterinary services, including veterinary hospitals.</p>	
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**SECTION 11.** Section 10-6.803(4)(c) of Article VI of Chapter 10 of the Code of Laws of Leon County, Florida, entitled “Accessory uses” is hereby amended to read as follows:

**Sec. 10-6.803. - Accessory uses.**

\* \* \*

(4) *Standards for detached accessory dwelling units:*

- a. Freestanding or detached accessory dwelling units shall be allowed in conjunction with any principal residential use.



- 1 (a) *Purpose and intent.* The intent of this section is to establish regulations, requirements, and standards  
2 for land uses and activities conducted for the public welfare. The location of community services and  
3 facilities/institutional uses shall be consistent with the Comprehensive Plan.

4 ~~This section is intended to address uses, facilities, and structures necessary for the health, safety, and~~  
5 ~~welfare of the general public, that are not typically provided for profit by private individuals and~~  
6 ~~establishments.~~ This section establishes public notice requirements for the establishment of any  
7 proposed community services and facilities/institutional uses as well as for the expansion or redesign  
8 of any such existing uses or facilities, and provides for public participation in this process. This  
9 section promulgates standards to ensure that the location of community services and  
10 facilities/institutional uses is as unlikely to be incompatible compatible as practicable with  
11 surrounding land uses and activities and to ensure that all such facilities or structures are designed to  
12 minimize negative impacts upon the surrounding properties.

13 \* \* \*

- 14 \* \* \*
- 15
- 16 (g) *Special requirements for community services and facilities/institutional uses that may cause air*  
17 *pollution.* Any new or expanded portion of a ~~coal-burning utility, asphalt plant, resource recovery~~  
18 ~~facility or other~~ that is a potential point source of air pollution required by law to obtain an air  
19 pollution permit from the state department of environmental regulation or the United States  
20 Environmental Protection Agency shall be required to utilize the best available control technology  
21 and shall be subject to site plan review by the Board of County Commissioners.

22 \* \* \*

23

24

25 **SECTION 13.** Section 10-7.402 of Article VII of Chapter 10 of the Code of Laws of Leon County,  
26 Florida, entitled “Development review and approval system” is hereby amended to read as follows:

27

28 **Sec. 10-7.402. - Development review and approval system.**

29 \* \* \*

- 30
- 31
- 32 (j) *Limitation on degree of site and development plan review level reduction.* The incentives  
33 provided above may be used to reduce what would otherwise be a Type C site and  
34 development plan application to a Type B or Type A site and development plan  
35 application, to reduce what would otherwise be a Type B site and development plan  
36 application to a Type A site and development plan application, and a Type A site and  
37 development plan application to an administrative streamlined application. Modifications  
38 (a)—(f) shall not be applicable to any Type D application, including those establishing a  
39 planned unit development concept plan, or for development of regional impact, or Florida  
40 quality development.

Review Level	Zoning District → Type of use ↓	R, UF, LTR/UF	RC, WC	RP, RA, OS	LP	R-1, R-2, R-3, R-4, R-5	MH	BOR, OR-1, OR-2, C-1, BC-1, BC-2, BCS	MCR, MCN, LPN	NBO	I, M-1	OR-3, CM, MR-1, C-2, CP, IC, UP-1, UP-2, OA-1, M-1, PD, PUD, and DRI	AC
Administrative Streamlined	Residential	≤2 dwellings or lots for dwellings		≤2 dwellings or lots for dwellings		≤2 dwellings or lots for dwellings		≤2 dwellings or lots for dwellings			≤N/A	≤2 dwellings or lots for dwellings	
	Nonresidential	See Note**		N/A	Limited expansions See Note**; only for lawfully established existing uses	N/A	See Note**	See Note**	See Note**	See Note**	≤9,999 gross building, square feet	See Note**	
	Institutional	See Note**		See Note**		See Note**		See Note**			See Note**		
Type A	Residential	≤10 dwellings		3—14 dwellings		≤24 dwellings	Addition of ≤99 dwellings to an existing MH Park	≤34 dwellings		≤24 dwellings	N/A	≤299 dwellings	≤499 dwellings
	Nonresidential	≤14,999 gross building square feet	≤49,999 gross building square feet	N/A	{PUD (Type D) required} Expansion of lawfully established existing use by ≤5,000 square feet gross building area no greater than; or, an increase in total impervious surface area on the subject parcel of ≤15 percent	N/A	N/A	≤19,999 gross building square feet	≤9,999 gross building square feet	10,000—39,999 gross building square feet	≤49,999 gross building square feet	≤149,999 gross building square feet	
	Institutional	≤14,999 gross building square feet	≤49,999 gross building square feet	Expansion of existing use by ≤5,000 square feet gross building area no greater than; or, an increase in total impervious surface area on the subject parcel of ≤15 percent	{PUD (Type D) required} Expansion of lawfully established existing use by ≤5,000 square feet gross building area no greater than; or, an increase in total impervious surface area on the subject parcel of ≤15 percent	Expansion of existing use by ≤5,000 square feet gross building area no greater than; or, an increase in total impervious surface area on the subject parcel of ≤15 percent	Expansion of existing use by ≤5,000 square feet gross building area no greater than; or, an increase in total impervious surface area on the subject parcel of ≤15 percent	≤19,999 gross building square feet	≤9,999 gross building square ft.	10,000—39,999 gross building square feet	≤49,999 gross building square feet	≤149,999 gross building square feet	
Type B Review Level	Residential	11—74 dwellings		15—99 dwellings		25—149 dwellings	Addition of 100—199 dwellings to an existing mhp	35—199 dwellings	35—74 dwellings	25—49 dwellings	N/A	300—449 dwellings	500—649 dwellings
	Nonresidential and Institutional	15,000—149,999 gross building square feet	50,000—99,999 gross building square feet	New use of ≤5,000 square feet gross building area; expansion of existing use by ≤7,500 square feet gross building area; or, an increase in total impervious surface area on the subject parcel of ≤25 percent	{PUD (Type D) required} Expansion of lawfully established existing use by ≤7,500 square feet gross building area; or, an increase in total impervious surface area on the subject parcel of ≤25 percent	New use of ≤5,000 square feet gross building area; expansion of existing use by ≤7,500 square feet gross building area; or, an increase in total impervious surface area on the subject parcel of ≤25 percent	New use of ≤5,000 square feet gross building area; expansion of existing use by ≤7,500 square feet gross building area; or, an increase in total impervious surface area on the subject parcel of ≤25 percent	20,000—179,999 gross building square feet	20,000—79,999 gross building square feet	10,000—59,999 gross building square feet	40,000—249,999 gross building square feet	50,000—249,999 gross building square feet	150,000—499,999 gross building square feet
Type C	Residential	75 dwellings—DRI threshold	75 dwellings—DRI threshold	100 or more dwellings—DRI threshold*		150 dwellings—DRI threshold*	Establishment of a new manufactured home park; addition of 200 or more dwellings to an existing mhp, not to exceed—DRI threshold*	200 dwellings—DRI threshold	75 dwellings—DRI threshold	50 dwellings—DRI threshold	N/A	450 dwellings—DRI threshold	650 dwellings—DRI threshold
	Nonresidential and Institutional	150,000 gross building square—DRI threshold	100,000 gross building square—DRI threshold	Any development in excess of Type B level, not determined to be a PUD or DRI	{PUD (Type D) required} New institutional use or expansion of a lawfully established non-residential use greater than 7,500 gross square feet	Any development in excess of Type B level, not determined to be a PUD or DRI		180,000 gross building square feet—DRI threshold	80,000 gross building square feet—DRI threshold	60,000 gross building square feet—DRI threshold	250,000 gross building square feet—DRI threshold	250,000 gross building square feet—DRI threshold	500,000 gross building square feet—DRI threshold
Type D	Residential	Generally, Any Development determined to be a DRI or FQD*		Generally, Any Development determined to be a DRI or FQD*		Generally, Any Development determined to be a DRI or FQD*		Generally, Any Development determined to be a DRI or FQD*			N/A	Generally, Any Development determined to be a DRI or FQD*	
	Nonresidential and Institutional	Any Development determined to be a DRI or FQD		N/A	Any nonresidential development Optional	N/A		Any Development determined to be a DRI or FQD			Any Development determined to be a DRI or FQD		

1 \*Generally, in Leon County, a development of 2,000 or more dwellings is presumed to be a DRI or FQD. The Florida Statutes and Florida Administrative Code establish a variety of exceptions.

2 \*\*Administrative Streamlined Application Process (ASAP) limited to applications proposing one or more of the following: Gross building area of no greater than 1,000 square feet; or, an increase in total impervious surface area on the subject parcel of no greater than  
3 ~~one~~ ten percent.

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\* \* \*

1 **SECTION 14.** Section 10-7.502(c) of Article VII of Chapter 10 of the Code of Laws of Leon County,  
2 Florida, entitled “General layout and design standards” is hereby amended to read as follows:  
3

4 **Sec. 10-7.502. - General layout design standards.**

5 \* \* \*

6  
7 (c) No direct driveway access shall be permitted to a canopy road or, inside the urban service area, to a  
8 major collector or arterial roadway from any newly created residential subdivision lot, unless a  
9 variance is granted by the county. New residential lots created pursuant to subsection 10-6.617(a)(4)  
10 may have direct driveway access to a major collector or arterial roadway as long as the adverse  
11 impacts to the transportation network are mitigated as provided in subsection 10-6.617(a)(4).  
12

13 \* \* \*

14  
15 **SECTION 15.** Section 10-7.507(d) of Article VII of Chapter 10 of the Code of Laws of Leon County,  
16 Florida, entitled “Additional guidelines for nonresidential development” is hereby amended to read as  
17 follows:  
18

19 **Sec. 10-7.507. - Additional guidelines for nonresidential development.**

- 20  
21 (a) Parcels and proposed lots shall be suitable in area and dimensions to the types of nonresidential  
22 development proposed.  
23 (b) Street rights-of-way and pavement shall be adequate to accommodate the type and volume of traffic  
24 anticipated to be generated thereupon.  
25 (c) Off-street parking and off-street loading facilities shall be located to avoid hazardous automotive and  
26 pedestrian traffic patterns and ensure access by emergency vehicles.  
27 (d) Every effort shall be made to ~~protect~~ limit off-site impacts of the development on neighboring land  
28 uses and environmentally sensitive areas.  
29

30 **SECTION 16.** Section 10-7.522(1)(5) of Article VII of Chapter 10 of the Code of Laws of Leon County,  
31 Florida, entitled “Buffer zone standards” is hereby amended to read as follows:  
32

33 **Sec. 10-7.522. - Buffer zone standards.**

34 \* \* \*

(5) The foregoing standards shall be applied between abutting parcels as follows:

BUFFERING AND SCREENING REQUIREMENTS																								
EXISTING DEVELOPMENT		PROPOSED DEVELOPMENT Land Use Code Number																						
L/U Code Number	Land Use Activity	NONURBAN			RESIDENTIAL					COMMERCIAL					OFFICE USES				INDUSTRIAL				COMMUNITY SERVICE FACILITIES AND INSTITUTIONAL USES	
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	
NONURBAN LAND USES																								
1	Agriculture	NR	NR	NR	A	A	A	A	A	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	
2	Commercial forestry	NR	NR	NR	A	A	A	A	A	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	
3	Mining	NR	NR	NR	D	D	D	D	D	B	B	B	B	B	C	C	C	C	B	C	NA	B	D	
RESIDENTIAL LAND USES																								
4	Single-family detached	NR	NR	D	A <sup>1</sup>	A	B	B	C	B	C	C	D	B	A	B	A	B	C	D	D	D	D <sup>2</sup>	
5	Two-family, attached; duplexes	NR	NR	D	A	NR	B	B	B	B	C	C	D	B	A	B	A	B	C	D	D	D	D <sup>2</sup>	
6	Townhouse; single-family attached	NR	NR	D	B	B	NR	B	C	B	C	C	D	B	A	B	A	B	C	C	D	D	D <sup>2</sup>	
7	Multifamily	NR	NR	D	B	B	B	NR	C	B	B	C	C	B	A	B	A	B	C	D	D	D	D <sup>2</sup>	
8	Manufactured mobile home park	NR	NR	D	B	B	B	C	NR	B	B	C	C	B	A	B	A	B	C	D	D	D	D <sup>2</sup>	
COMMERCIAL LAND USES																								
9	<20,000 sf	NR	NR	B	B	B	B	B	B	NR	NR	NR	NR	NR	NR	A	NR	NR	B	B	C	B	B	
10	20,000—100,000 sf	NR	NR	B	B	B	B	B	B	NR	NR	NR	NR	NR	NR	B	NR	NR	B	B	C	B	B	
11	100,000—200,000 sf	NR	NR	B	B	B	B	B	B	NR	NR	NR	NR	NR	NR	B	NR	NR	B	B	C	B	B	
12	200,000—1,000,000 sf	NR	NR	B	B	B	B	B	B	NR	NR	NR	NR	NR	NR	C	NR	NR	B	B	C	B	B	
13	Retail w/outside storage, not withstanding square feet	NR	NR	B	D	D	D	D	D	B	B	B	B	B	B	B	A	A	NR	C	C	A	B	
OFFICE AND PERSONAL SERVICES LAND USES																								
14	Minor offices	NR	NR	B	B	B	B	B	B	NR	NR	NR	NR	NR	NR	NR	NR	NR	B	B	C	B	B	
15	Office park	NR	NR	B	B	B	B	B	B	A	B	B	C	B	NR	NR	NR	NR	B	B	C	B	B	
Office buildings																								
16	Personal services	NR	NR	B	B	B	B	B	B	NR	NR	NR	NR	NR	NR	NR	NR	NR	B	B	C	B	B	
17	Major	NR	NR	B	B	B	B	B	B	NR	NR	NR	NR	NR	NR	NR	NR	NR	A	B	C	B	B	
HEAVY COMMERCIAL/INDUSTRIAL LAND USES																								
18	Warehousing/distribution	NR	NR	B	D	D	D	D	D	B	B	B	B	B	B	B	A	A	NR	A	C	A	B	
19	Light industrial	NR	NR	C	D	D	D	D	D	B	B	B	B	B	B	B	A	B	A	NR	C	A	B	
20	Heavy industrial/heavy infrastructure	NR	NR	NA	D	D	D	D	D	C	C	C	C	C	C	D	B	C	B	C	NR	B	B	
21	Transportation/ utilities	NR	NR	B	D	D	D	D	D	B	B	B	B	B	B	B	A	B	A	C	B	NR	B	
COMMUNITY SERVICE FACILITIES AND INSTITUTIONAL USES																								
22	Elementary and/or secondary schools	NR	NR	D	D <sup>2</sup>	B	B	B	B	B	B	B	B	B	B	B	B	B	NR					

KEY: A, B, C, and D indicate accompanying Landscape Standards that must be used.  
NR indicates that no buffering is required.

<sup>1</sup> indicates that no buffering is required, except when the proposed development is adjoining a single-family detached dwelling unit located within the RP zoning district, whereupon, the proposed development must provide buffering meeting no less than the Type A landscape standard.

<sup>2</sup> indicates that a 10 foot Type "B" buffer with an 8 foot (height) opaque wooden fence may be utilized as an alternative for a required Type "D" buffer. Expansions to existing schools that do not qualify for a major modification, pursuant to Section 10-7.411, shall not be subject to the buffer zone standards.

NOTES: To determine the required buffer:

- 1) Locate "Existing" adjacent use on left side of table;
- 2) Locate "Land Use Code Number" of proposed use at top of table;
- 3) Read down in row of Existing Adjacent Use in final buffer requirement.

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1 **SECTION 17.** Section 10-7.545(a) of Article VII of Chapter 10 of the Code of Laws of Leon County,  
2 Florida, entitled “Number of off-street parking spaces” is hereby amended to read as follows:  
3

4 **Sec. 10-7.545. - Number of off-street parking spaces.**

5  
6 (a) The standard number of off-street parking spaces required for specific land uses is established in  
7 schedule 6-2, below. The actual number of parking spaces provided in association with any proposed  
8 use may, at the developer's discretion, be equivalent to a range of number of parking spaces based  
9 upon the zoning district in which the development is located, pursuant to the following table:

<b>Zoning District</b>	<b>Allowed Number of Parking Spaces</b>
R, UF, LTRUF, RC, WC, LP, RP, RA, OS, OA-1	95%—100% of standard in schedule 6-2; up to 5% may be allowed over the standard, but shall be of an approved pervious material.
R1, R2, R3, R4, R5, OR-1, MH, <del>MRC</del> <u>MCR</u>	85%—100% of standard in schedule 6-2; up to 10% may be allowed over the standard, but shall be of an approved pervious material.
OR-2, MR-1, C-1, BC-1, BOR, M-1, I, <del>MRCN</del> <u>MCN</u> , NBO	80%—100% of standard in Schedule 6-2; up to 15% may be allowed over the standard, but shall be of an approved pervious material.
AC, BC-2, BCS, OR-3, CM, C-2, CP, IC, UP-1, UP-2, <u>LPN</u>	75%—100% of standard in schedule 6-2; up to 15% may be allowed over the standard, but shall be of an approved pervious material.
DRI, PUD	Development-specific schedule to be included in approved development application.

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13 **SECTION 18.** Conflicts. All ordinances or parts of ordinances in conflict with the provisions of this  
14 Ordinance are hereby repealed to the extent of such conflict, as of the effective date of this Ordinance,  
15 except to the extent of any conflicts with the Tallahassee-Leon County Comprehensive Plan, as amended,  
16 which provisions shall prevail over any parts of this Ordinance which are inconsistent, either in whole or  
17 in part, with the Comprehensive Plan.

19 **SECTION 19.** Severability. If any section, subsection, sentence, clause, phrase or portion of this article  
20 is for any reason held invalid or unconstitutional by any court of competent jurisdiction, such portion  
21 shall be deemed a separate, distinct, and independent provision and such holding shall not affect the  
22 validity of the remaining portions of this Ordinance.

24 **SECTION 20.** Effective date. This ordinance shall be effective according to law.

1 DULY PASSED AND ADOPTED BY the Board of County Commissioners of Leon County, Florida,  
2 this \_\_\_\_ day of \_\_\_\_\_, 2017.  
3

4  
5 LEON COUNTY, FLORIDA  
6

7  
8 BY: \_\_\_\_\_  
9 JOHN E. DAILEY, CHAIRMAN  
10 BOARD OF COUNTY COMMISSIONERS  
11

12  
13 ATTEST:  
14 GWEN MARSHALL, CLERK OF THE COURT  
15 AND COMPTROLLER  
16 LEON COUNTY, FLORIDA  
17

18  
19 BY: \_\_\_\_\_  
20

21 APPROVED AS TO FORM:  
22 LEON COUNTY ATTORNEY'S OFFICE  
23

24  
25 BY: \_\_\_\_\_  
26 HERBERT W.A. THIELE, ESQ.  
27 COUNTY ATTORNEY  
28

Section #	Proposed Code Amendment Section Title	Land Development Code Sections Affected	Description of Proposed Changes	Explanation
1	Definitions	10-1.101	Update the definition of Agritourism and the definition of Community Services	The state has updated their definition of Agritourism; therefore, the County is revising this to ensure consistency.  The definition of community services shall read "community services <u>or community facilities</u> " and shall include museums as an example of a community service or community facility that <u>directly provides a significant public benefit</u> .
2	Variations and Modifications	10-2.347(c)	Misspelling of "fee"	Updating to correct the term "free" to reflect the correct spelling of " <u>fee</u> "
3	Vested Rights	10-6.111(c)	Misspelling of "conform"	Updating to correct the term "confirm" with the correct spelling of " <u>conform</u> "
4	Lake Protection	10-6.616(9)(2)(b)	Clarify reserve area provision	Updating this section to clarify that the reserve area provisions for <u>proposed</u> clustered subdivisions need to be adjacent to other <u>approved</u> reserve or open space areas <u>to the extent practicable</u> .
5	Residential Preservation	10-6.617(a)(4)	Misspelling of "from"	Updating to correct the term "form" with the correct spelling of " <u>from</u> "
6	Commercial Site Location Standards	10-6.619(a)	Removal of Residential Preservation from the list of zoning districts	Revising this section to correct the list of zoning districts that the commercial site location standards apply to. Residential Preservation does not allow commercial activities.
7	Commercial Parkway District	10-6.649.2	Move use #27 to next line	Revising the chart to relocate principal use #27 to the next line.
8	BC-1 Bradfordville commercial auto-oriented district	10-6.673(14)	Correct the reference to deviations	This subsection incorrectly refers to "division 8" for the regulations pertaining to deviations. This should be corrected to reference Article II of the LDC.
9	Bradfordville Commercial Services District	10-6.675(10)	Correct the reference to the BC-2 district	Revising subsection 10 to amend the reference to BC-2 to correctly refer to BCS.
10	Bradfordville Office-Residential District	10-6.676(2)	Correct the citation under use #6	Revising the citation listed under use #6. The citation should read "see subsection <u>15</u> ". <i>There is no subsection 16.</i>

11	Accessory uses	10-6.803(4)(c)	Correct the reference from attached to detached	Revising this section to correct the reference to "...an attached accessory dwelling unit..." to "... <u>a detached</u> accessory dwelling unit..."
12	Community Services and facilities/Institutional uses	10-6.806(a) and (g)	Clarify the intent and update special requirements section	Revisions to this section are necessary to clarify the intent in subsection (a). Subsection (g) was amended to expand the application of those provisions to any facility that causes air pollution.
13	Development Review and Approval System	10-7.402; Table 10-7.1	<ul style="list-style-type: none"> <li>Amend LP review threshold</li> <li>Revise the table to include LP Node</li> <li>Revise the table to relocate M-1 into the same section as Industrial</li> <li>Correct footnote <sup>***</sup></li> </ul>	Revising the development review chart to amend LP review thresholds to be consistent with new LP standards; include the LP Node zoning district; move the M-1 (Light industrial) district to the Industrial district section for consistency; correct the ** footnote to state "...no greater than <u>10 percent</u> ".
14	General Layout and Design Standards	10-7.502(c)	Grammatical correction to include "to"	Revising this section to correct the last sentence of subsection (c) to state "New residential lots created pursuant <u>to</u> subsection..."
15	Additional Guidelines for nonresidential development	10-7.507(d)	Replace the word "protect" with the word "limit"	Revising this section to correctly state that "Every effort shall be made to <u>limit</u> off-site impacts.."
16	Buffer Zone Standards	10-7.522(1)(5)	Include buffer standards for proposed development adjacent to community services	Revise the buffer standards chart to include standards for proposed developments adjacent to existing community services.
17	Number of off-street parking spaces	10-7.545(a)	Parking chart does not include LPN; incorrect abbreviations used for Mahan Corridor Node and Mahan Corridor Ring	With the inclusion of the Lake Protection Node (LPN) last year, the LPN district needs to be identified in the parking standards chart. Also, the Mahan Corridor Node and Mahan Corridor Ring are incorrectly identified in the chart: MRC will be replaced with <u>MCR</u> ; MRCN will be replaced with <u>MCN</u>



## ***MEMORANDUM***

**TO:** Ryan Culpepper, Director Development Services  
Leon County Department of Developmental Support and Environmental Management

**FROM:** Susan Denny, Senior Planner  
Tallahassee-Leon County Planning Department

**THROUGH:** Russell Snyder, Administrator, Land Use Division  
Tallahassee-Leon County Planning Department

**DATE:** December 13, 2016

**SUBJECT:** Consistency Review—Scrivener’s Ordinance  
Planning Commission Meeting: January 3, 2017

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### **Summary of Proposed Ordinance**

The proposed ordinance amends several sections of Chapter 10 of the Leon County Code of Laws, known as the Leon County Land Development Code (“Code”). The purpose of the proposed amendments is to “clean-up” the Code by correcting typographical errors, eliminating outdated terminology and code citations, and by deleting, moving or making minor modifications to text in order to make the Code more clear and accurate.

### **Findings**

**Finding #1:** Objective 1.4 of the Land Use Element of the Tallahassee-Leon County Plan requires Leon County to “Maintain a set of specific and detailed Land Development Regulations, which implement [the] goals, objectives and policies of the Tallahassee-Leon County Comprehensive Plan”. The proposed amendments to the Code implement Objective 1.4 by providing increased accuracy and clarity in the Leon County Land Development Regulations.

**Finding #2:** Proposed modifications to the “Development Review and Approval System” (Section 13, Attachment #2) and “Number of Off-Street Parking Spaces” (Section 17, Attachment #2) related to the Lake Protection (LP) and the Lake Protection Node (LPN) are necessitated by a Comprehensive Plan text amendment to the Lake Protection FLUM (Policy 2.2.18[L]) adopted in 2015.

Specifically, the amendment required Leon County to adopt the LPN zoning district and modify the allowed uses in the LP zoning District, which was done in 2015 (Ordinance # 15-10). The proposed changes in the Review Schedule and Parking Standards synchronize procedural and parking standards with the new and modified zoning districts.

### **Finding of Consistency with the Tallahassee-Leon County Comprehensive Plan**

Based on the findings above the proposed Leon County Scrivener’s Ordinance is consistent with the Tallahassee-Leon County Comprehensive Plan.

**NOTICE OF PUBLIC HEARING**

Notice is hereby given that the Board of County Commissioners of Leon County, Florida (the "County") will conduct a public hearing on Tuesday, January 24, 2017, at 6:00 p.m., or as soon thereafter as such matter may be heard, at the County Commission Chambers, 5th Floor, Leon County Courthouse, 301 South Monroe Street, Tallahassee, Florida, to consider adoption of an ordinance entitled to wit:

**AN ORDINANCE OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA; AMENDING CHAPTER 10, THE LAND DEVELOPMENT CODE, OF THE CODE OF LAWS OF LEON COUNTY, FLORIDA; AMENDING SECTION 10-1.101, DEFINITIONS; AMENDING SECTION 10-2.347, VARIATIONS AND MODIFICATIONS; AMENDING SECTION 10-6.111, VESTED RIGHTS; AMENDING SECTION 10-6.616, LAKE PROTECTION; AMENDING SECTION 10-6.617, RESIDENTIAL PRESERVATION; AMENDING SECTION 10-6.619, COMMERCIAL SITE LOCATION STANDARDS; AMENDING SECTION 10-6.649, COMMERCIAL PARKWAY DISTRICT; AMENDING SECTION 10-6.673, BC-1 BRADFORDVILLE COMMERCIAL AUTO-ORIENTED DISTRICT; AMENDING SECTION 10-6.675, BCS BRADFORDVILLE COMMERCIAL SERVICES DISTRICT; AMENDING SECTION 10-6.676, BOR BRADFORDVILLE OFFICE-RESIDENTIAL DISTRICT, AMENDING SECTION 10-6.803, ACCESSORY USES; AMENDING SECTION 10-6.806, COMMUNITY SERVICES AND FACILITIES/INSTITUTIONAL USES; AMENDING SECTION 10-7.402, DEVELOPMENT REVIEW AND APPROVAL SYSTEM; AMENDING SECTION 10-7.502, GENERAL LAYOUT AND DESIGN STANDARDS; AMENDING SECTION 10-7.507, ADDITIONAL GUIDELINES FOR NONRESIDENTIAL DEVELOPMENT; AMENDING SECTION 10-7.522, BUFFER ZONE STANDARDS; AMENDING SECTION 10-7.545, NUMBER OF OFF-STREET PARKING SPACES; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.**

All interested parties are invited to present their comments at the public hearing at the time and place set out above.

Anyone wishing to appeal the action of the Board with regard to this matter will need a record of the proceedings and should ensure that a verbatim record is made. Such record should include the testimony and evidence upon which the appeal is to be based, pursuant to Section 286.0105, Florida Statutes.

In accordance with the Americans with Disabilities Act and Section 286.26, Florida Statutes, persons needing a special accommodation to participate in this proceeding should contact Mathieu Cavell or Facilities Management, Leon County Courthouse, 301 South Monroe Street, Tallahassee, Florida 32301, by written request at least 48 hours prior to the proceeding. Telephone: 850-606-5300 or 850-606-5000; 1-800-955-8771 (TTY), 1-800-955-8770 (Voice), or 711 via Florida Relay Service.

Copies of said ordinance may be inspected at the following locations during regular business hours:

Leon County Courthouse  
301 S. Monroe St., 5th Floor Reception Desk  
Tallahassee, FL 32301

and

Leon County Clerk's Office  
315 S. Calhoun Street, Room 750  
Tallahassee, Florida 32301

Advertise: January 13, 2017